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Ambitions*



Technical Consultant for the County Administration Building

Jones Lang LaSalle Americas, Inc.
Response to RFP 20-953

March 4, 2020

DIGITAL COPY

ALACHUA COUNTY

BOARD OF COUNTY COMMISSIONERS

TECHNICAL CONSULTANT FOR THE COUNTY ADMINISTRATION BUILDING



Response to Request for Proposals RFP 20-953

Due: March 4, 2020 by 2:00 PM

Prepared for:

Larry Sapp, CPM, CPPB, Procurement Manager
Alachua County Procurement, 3rd Floor
County Administration Building
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Phone: (352) 374-5202

Prepared by:



Contact:

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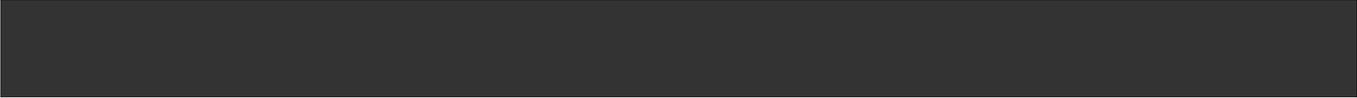


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Section 1: Letter of Interest

We provide the letter of interest following this page.

March 4, 2020

Larry Sapp, CPM, CPPB
Procurement Manager
Alachua County Procurement, 3rd Floor
County Administration Building
12 SE 1st Street
Gainesville, FL 32601

Re: Response to Request for Proposals RFP 20-953 Technical Consultant for the County Administration Building

Dear Mr. Sapp,

Jones Lang LaSalle Americas, Inc. (“JLL”) is pleased to present our proposal to Alachua County (the “County”) to provide technical real estate advisory services relating to alternative finance and delivery strategies, developer transactions, and related services for the development of the County Administration Building.

As a full-service real estate firm with a dedicated Public Institutions practice, JLL is uniquely positioned to assist the County in this engagement. We have assembled a team of professionals with unparalleled public-private partnership (“P3”) expertise and experience in advisory services related to real estate assets including office buildings, all with the goal of utilizing actionable real estate solutions to achieve the County’s strategic vision for the role the County Administration Building will play within the fabric of the surrounding community.

JLL understands the highly specialized governmental environment as it pertains to decision-making, leadership buy-in, and stakeholder communities. Ultimately Alachua County’s ability to leverage County-owned assets to achieve its strategic goals is key. Thus, JLL will craft a deliberate market-tested approach to empower the County with the necessary analysis and decision-making tools needed to execute the proposed newly constructed administration building in a manner that aligns with project interests and project drivers. For this project, we’ve partnered with BUDA Group, a local Gainesville small business that will provide community engagement and marketing support, ensuring a connection with the City, County, and community.

We appreciate the opportunity to work shoulder-to-shoulder with the County and serve as a trusted advisor as you explore the use of alternative financing and delivery structures to achieve your goals and deliver this critical real estate project. Our experts know how to work effectively within the collaborative and consensus-driven nature of public agencies and have bring extensive relevant experience in the services sought by the County in this RFP. If you have any questions or concerns regarding our submission, please reach out to me at the contact information listed below.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Becker", is written over a light blue horizontal line.

Jeremy Becker, Senior Vice President
JLL Public Institutions
Phone: (404) 995-2176 | Email: jeremy.becker@am.jll.com

Section 2: Project Understanding and Approach

Alachua County is interested in optimizing the delivery of the County Administration Building located in Downtown Gainesville. The current building is aging and in need of replacement; however, the location of the existing structure may provide key monetization opportunities for mixed-use private development. The County is interested in identifying a real estate strategic advisor to craft the optimal delivery method for a new Class A 300,000-square-foot office building. We recognize this project’s catalytic role within the context of both Alachua County and the City of Gainesville. The County Administration Building currently serves as the center of Downtown Gainesville activity while being a major hub for county business. JLL understands that other opportunities for public-private partnership (P3) may exist outside of the County Administration Building, but that those opportunities have not yet been identified.

JLL is a leader in the P3 advisory space and understands the unique nuances that encapsulate the delivery of public social infrastructure particularly around the appropriate risk allocation related to design, construction, finance, and lifecycle maintenance/operation of the asset.

Our approach involves a systematic market-tested strategy involving the upfront identification of key project goals and drivers. Throughout the process, JLL will provide supporting documentation, presentations, and engagement as needed to best position the County on this endeavor.



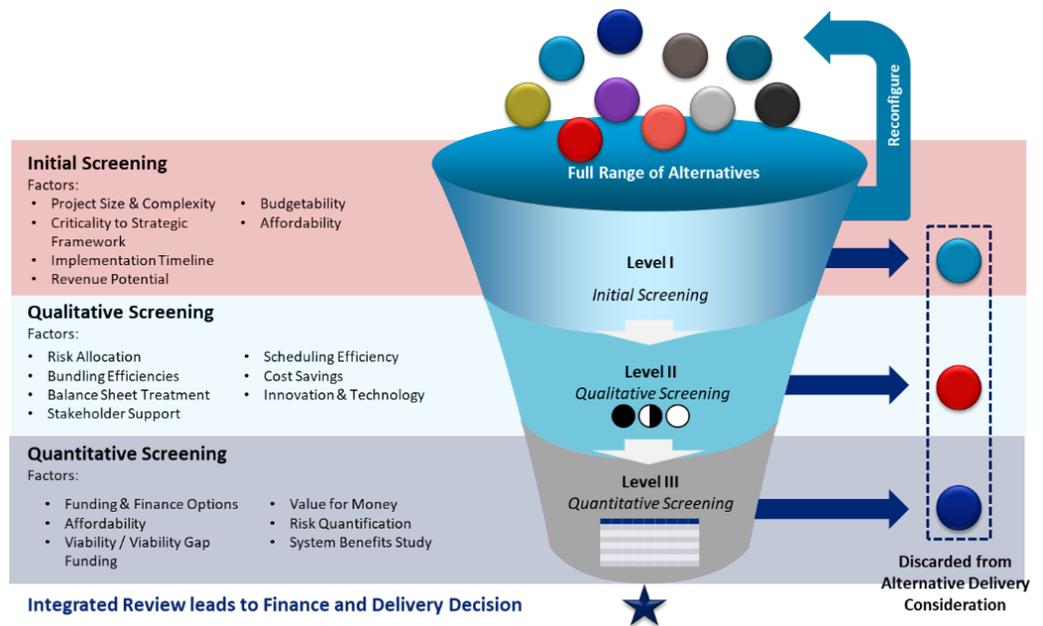
Scope of Work



Throughout each phase of the scope, JLL will collaborate with the County to refine next steps, ensuring the scope adapts to the needs for the project as it evolves.

Screening Framework Approach

As the project evolves through the proposed scope of work, JLL will utilize best practices and market tested alternative delivery screening framework approach to filter transaction structure viability. The screening framework will be comprehensive considering both qualitative and quantitative facets of the new building over its lifetime. There are three primary screening levels, beginning with an initial screen, followed by a qualitative screen and finally with a quantitative screen. Detailed evaluation criteria considered at each stage are provided in the graphic below. Applying this screening structure will ensure that the ultimate solution for a given project will provide the County the best **value for money** and will make highest and best use of the existing site.



Community Outreach

We understand the success of this endeavor requires an outreach process that enables the community and County stakeholders to contribute ideas, solutions and strategies for addressing issues, which results in supported and successful projects. As appropriate to each phase of the assignment, informed by the County and the facts uncovered in the prior steps, JLL and BUDA Group will organize community workshops to explore various concepts for the siting of the County Administration Building and programming that would optimize the delivery of County services from the perspective of the community. Our structured and inclusive approach to outreach will underpin the foundation of our work with the community to engender support to inform County decisions that result in plans that are implemented and work that is built. We are experienced at identifying stakeholders and conducting assessments to identify perceptions, concerns, and potential project impacts, as viewed by a broad range of audiences.

By using a combination of high tech and high touch methods, we embrace the process by utilizing a wide variety of tools that ensure an inclusive and comprehensive process. Using illustrative graphic recording, interactive exercises, comment cards, community charettes, and notation, we document input and methodically analyze results to ensure a responsive and complete process. Our process is an inclusive approach that ensures that every voice that wants to be heard, can be heard.

While technology is a part of how we work, it does not replace our grassroots one-on-one, or one-on-one hundred approach of speaking with a community directly. By reaching even those hard to engage individuals, our results are highly successful and a true reflection of the community's perspective. For a project as transformative as this, many stakeholders need to be considered and part of the process. We will ensure a seamless communication and emphasis will be placed on County departments that have regular and direct interfacing with the community.

As described in our staffing approach, we will utilize the local expertise of the Melanie Ling of the BUDA Group to assist in the facilitation of key community outreach activities. Her extensive knowledge of Alachua County and familiarity of the community will be leveraged to deliver a comprehensive engagement plan to ensure stakeholders are tapped appropriately at every stage of the process.

Section 3: Consultant's Qualification and Staff

We provide description of our team's qualifications in this section.

3.1 Staff Capacity

JLL and the key team members we propose to perform this work are deeply committed to serving Alachua County and stand ready and available to do so. JLL's core team members have access to additional specialists that can be readily sourced to address almost any real estate or procurement requirement that might arise during the course of the relationship.

Our proposed team is deliberately designed and reflects expertise, capacity, and ability to meet and exceed the proposed scope. JLL's robust human capital resources result in scalability and allow us to pay careful attention to each of our clients. As the scope is finalized post selection, the team will organize a kickoff with the County's project champions to confirm a clear schedule and resource allocation. The team members presented for this project employ many years of experience managing the needs of multiple clients, many of which are just a step or two ahead in the market for similar projects—providing the County the full suite of JLL resources and real-time market knowledge and lessons learned from similar projects.

Achieving your strategic goals is our priority and we will proactively employ team resources and expertise in a seamless transparent manner.

3.2 Firm Organization

Jones Lang LaSalle (JLL) is a premier professional services and investment management firm offering specialized real estate services to a broad range of public sector and private sector clients. A Fortune 500 company with annual fee revenue of \$6.7 billion and gross revenue of \$7.9 billion, JLL operates in 80+ countries from more than 1,700 locations worldwide and nearly 300 corporate offices, including 96 in the United States. We have approximately 90,000 employees worldwide.

JLL's dedicated Public Institutions real estate advisory practice is made up of approximately 500 professionals nationally that delivers advisory and management services in real estate strategy, project feasibility and options analysis, assessment of alternative financing solutions, financial structuring for development, acquisition or disposition projects, transaction negotiations and stakeholder management. This team's primary objective is to help governmental clients optimally align infrastructure and real estate with their core strategic plans and offerings to support public benefit. For Alachua County, the proposed team, based out of the East Coast regional offices, has been selected from this group of professionals based on specific expertise related to this engagement.

3.3 Primary Point of Contact and Staffing Approach

Our tailored approach provides dedicated project/relationship leadership in **Jeremy Becker**. Jeremy will be responsible for working closely with the team to ensure all work incorporates best practices and that all JLL resources required on various assignments are readily available. He will have single point of contact responsibility for coordinating all communications between the County and the JLL team. **Cassia Sookhoo** will act as the Deputy Project Lead and will step into support Jeremy as needed for management of the relationship while providing key dedicated project management throughout the scope of work. This leadership structure will ensure tasks are accomplished efficiently, communication will be clear, and actions between team members and the County will be coordinated. In terms of decision-making hierarchy, Jeremy critical project decisions.

The project leadership team will be supported by dedicated project managers that have been assigned given their areas of expertise. Cassia Sookhoo will be the project manager for the administration building project and will work closely with Jeremy in every phase of the proposed scope of work. Cassia will leverage her years of experience structuring and negotiating social infrastructure projects for public clients. Further, her experience will be supplemented by her local expertise having graduated from the University of Florida. **Brian Smith** and **Dan Edwards** will be available to provide analytical and financial modeling support leveraging their experience with a multitude of governmental projects including dedicated office development, mixed use development, and collaborative collocated office/research developments.

Committed to building capacities of Small Business Enterprises based in Alachua County, the team includes BUDA Group’s **Melanie Ling** who will provide community engagement and marketing support throughout the engagement.

In addition to the Key Personnel, **Bob Hunt** will be available as a senior advisor providing executive oversight in his role as JLL’s national local markets leader. Bob brings deep experience structuring and negotiating complex real estate projects using traditional and P3 structures for some of the most prominent public clients. While Bob is not envisioned to have a day-to-day role at Alachua County, he will be an available resource as needed.

As noted above, the JLL is scalable to accommodate needs as they arise and Jeremy has the capability to utilize additional resources spanning JLL’s breadth and depth of experience as dictated by project requirements.

Name <i>Title</i> <i>Office Location</i>	Role on this Engagement	Relevant Experience Key Projects
Key Personnel:		
Jeremy Becker <i>Senior Vice President</i> <i>Atlanta, GA</i>	Primary Project Lead	6+ years of experience; <ul style="list-style-type: none"> • University of Florida: P3 Advisory Services • City of Marietta, GA: Real Estate Subject Matter Advisory Services (Acquisitions and Dispositions to support re-development) • State of North Carolina: • Fulton County, GA:
Cassia Sookhoo <i>Vice President</i> <i>Washington, DC</i>	Deputy Project Lead	10+ years of experience; <ul style="list-style-type: none"> • Prince George’s County Public Schools: Availability Payment Social Infrastructure P3 for Construction of Six New Middle Schools • Florida Atlantic University*: Student Housing P3 Alternative Finance Delivery Feasibility Analysis and Solicitation • Florida International University*: Off-Campus Student Housing 501c3 Ownership Structuring <p style="text-align: right;"><i>*Work Completed at Prior Firm</i></p>

Brian Smith <i>Associate</i> <i>Atlanta, GA</i>	Advisory Support	5+ years of experience; <ul style="list-style-type: none"> • City of Marietta, GA: Real Estate Subject Matter Advisory Services (Acquisitions and Dispositions to support re-development) • Hillsborough County, FL • State of North Carolina
Dan Edwards <i>Senior Analyst</i> <i>Boston, MA</i>	Advisory Support	5+ years of experience; <ul style="list-style-type: none"> • University of Massachusetts Amherst • Massachusetts Bay Transportation Authority
SBE Subconsultant		
Melanie Ling <i>Communication and Brand Strategist,</i> <i>BUDA Group</i> <i>Gainesville, FL</i>	Community Engagement and Marketing Support	12+ years of experience; <ul style="list-style-type: none"> • City of Gainesville • Gainesville Community Reinvestment Area
Senior Advisor / Executive Oversight:		
Bob Hunt <i>Managing Director</i> <i>Seattle, WA</i>	Senior Executive Oversight	30+ years of experience; <ul style="list-style-type: none"> • City of Napa: Advisory for combined Civic Building • City of Santa Rosa: P3 Advisory for City Hall • UC Merced: Technical advisory for \$1B social infrastructure P3 project, one of the largest in U.S. and first in UC system • UC Riverside: Development advisory

Resumes

- Jeremy Becker, Senior Vice President
- Cassia Sookhoo, Vice President
- Brian Smith, Associate
- Dan Edwards, Senior Analyst
- Bob Hunt, Managing Director
- Melanie Ling, Communication & Brand Strategist, BUDA Group

Jeremy Becker

Senior Vice President, Public Institutions

Current Responsibilities

Mr. Becker is a Vice President in JLL's Public Institutions (PI) group. Having joined the firm in May 2013, he is located in Atlanta, GA, where he leads PI's business development and execution efforts in a nine-state area in the Southeast. Working closely with other JLL service groups, he assists in building our government specialty to provide real estate strategy, financing, development and transaction services to public and private sector clients.

Mr. Becker's current accounts include the City of Marietta Georgia, for whom he has been advising on a significant redevelopment; DeKalb County Georgia where he is one of the County's real estate brokers of record and has undertaken a significant master planning endeavour; Macon-Bibb County Georgia for whom he provides public-private partnership advisory services; the Lexington Fayette Urban County Government in the relocation of their Government Center; and public-private partnership advisory for the University of Florida.

Experience

Prior to joining JLL, Mr. Becker was the Southeast Political Director for the American Israel Public Affairs Committee (AIPAC). In this capacity, he maintained contact with Congress Members and candidates, tracking issues affecting U.S.-Israel relations and leading educational briefings to Senate and House candidates. Community educational programs related to local, national, and international political issues.

Mr. Becker has practiced law with Renzulli, Piscioti & Renzulli, LLP, in New York, NY, where he handled products liability, insurance coverage, and insurance defense litigation. Previously he practiced law with Levidow, Levidow & Oberman, P.C., New York, NY.

Education and Affiliations

Mr. Becker earned a Juris Doctor degree from Emory University Law School where he made the Dean's List and earned the Order of the Barristers Award. Prior to law school, he earned a Bachelor of Arts degree (political science/communications) from University of Michigan. Mr. Becker is admitted to practice law in New York and New Jersey and co-authored a published study, [Beyond Siting: Implementing Voluntary Hazardous Waste Agreements in Canada.](#)



Recent Client Experience

- City of Marietta, GA
- DeKalb County, GA
- Macon-Bibb County, GA
- Lexington-Fayette Urban County Government, KY
- University of Florida, FL
- Federal Deposit Insurance Corporation
- State of Alabama
- Hartsfield Jackson Atlanta International Airport

Achievements

- Juris Doctor
- Member of the Bar, NY and NJ
- Order of the Barristers Award, Emory University Law School
- Service to American Israel Public Affairs Committee
- Liaison to U.S. Senate and House representatives

Cassia Sookhoo

Vice President, Public Institutions

Current Responsibilities

Cassia Sookhoo is a Vice President in JLL's Public-Private-Partnership Advisory practice in Washington, D.C. Her focus includes an extensive advisory portfolio across the US and a wide variety of public and private university clients.

Experience

With over 10 years of experience in the real estate development advisory and financial sector, Cassia has experience as both the public asset owner and advisor. Successful transaction experience encompasses work across asset types including economic development mixed-use centers, large scale public assembly facilities, social infrastructure, and other public-private-partnership organizational management-based programs.

Cassia began her career in state legislation and tax-exempt finance, before turning to public-private-partnership advisory work. She is also considered a thought-leader for innovative equity finance approaches for student housing, serving as the primary author of "When Structuring a Student Housing P3, Why Would a School Use an Equity Structure?" (published by the P3 Resource Center and featured in Student Housing Business).

Education

Cassia has her Master of Science in Urban and Regional Planning from Florida State University and her Bachelor of Arts in Political Science from the University of Florida. She is an active Board member at the Wesley Housing Foundation, an affordable housing development organization based out of the DC Metropolitan Region, and she is a Commissioner on the Enterprise Road District Development Review Commission in Prince George's County, Maryland.



Selected Representative Clients

Prince George's County Public Schools
 Florida Atlantic University*
 Florida International University*
 City of Boston
 City of Alexandria*
 George Mason University
 Lehigh University
 University of Pittsburgh Titusville

**Prior client from previous employer*

Achievements

10+ years of real estate development advisory and financial sector experience

Brian Smith

Associate, Public Institutions

Current Responsibilities

Brian Smith is an Associate in JLL's Public Institutions group in Atlanta, GA. He has been with the firm since July 2015. In this capacity, Brian advises public sector clients on strategies for diverse portfolios, including office, training, laboratory, health, residential, retail and industrial facilities.

Brian has assisted in the development of a public-private partnership (P3) for the construction and management of parking facilities at the Smithsonian Institution's National Zoological Park in Washington, D.C. In this capacity, Brian was responsible for developing baseline estimates of operations and maintenance costs. He also helped develop a financial model that demonstrated the viability of various P3 structures, including design-build, design-bid-build and self-perform scenarios. Brian also contributed significantly to the development of DeKalb County's (GA) Strategic Real Estate Master Plan and Facilities Assessment, integrating resources throughout the firm to ensure accurate and robust analysis of operations, capital, financial and real estate performance and opportunities for over 4 million square feet. Most recently, he worked with Hillsborough County, FL to develop plans for integrating the former Museum of Science and Industry (MOSI) into a large-scale area redevelopment project, inclusive of transit considerations.

Experience

Prior to moving to Atlanta in 2016, Brian spent eighteen months as part of an integrated team of Army and JLL professionals responsible for monitoring the financial, developmental and operational performance of the U.S. Army's privatized family housing portfolio to ensure compliance with Army goals and investment objectives. In this capacity, he analyzed project and portfolio performance and assisted in the dissemination of best practices and lessons learned, development of program management tools, issue resolution, briefings to senior stakeholders and implementation of new business initiatives.

Education and Affiliations

Brian holds a B.S. from Northwestern University.



Recent Client Experience

Higher Ed/Museum

- Museum of Science and Industry, Tampa, FL
- Smithsonian Institution, National Zoological Park
- University of Florida

Transportation

- MARTA
- Hartsfield – Jackson Atlanta International Airport

City/County Agencies

- City of Marietta, GA
- Hillsborough County, FL
- City of Snellville, GA
- Macon-Bibb County, GA
- DeKalb County, GA

Federal

- United States Army Corp of Engineers
- U.S. Department of Defense
- U.S. Military Housing Privatization Initiative

State

- State of North Carolina
- State of Alabama, Department of Finance

Achievements

- Four-year Division I FBS varsity football letter winner

Dan Edwards

Senior Analyst, Public Institutions

Current Responsibilities

Dan Edwards is a Senior Analyst at JLL on the Public Institutions team based out of Boston, Massachusetts. Mr. Edwards delivers an array of services including portfolio management, consulting, underwriting, and advanced financial analysis on a wide variety of real estate projects. Mr. Edwards works with a wide array of municipalities and public agencies throughout New England, focusing on all client needs across the real estate spectrum.



Experience

Mr. Edwards is heavily involved in JLL's work with clients such as the Massachusetts Bay Transportation Authority, Massachusetts Department of Transportation, Boston Planning and Development Agency, and the Hull Redevelopment Authority. Mr. Edwards is also a part of the exclusive brokerage team for MassDevelopment's land offerings in Devens, Massachusetts. Mr. Edwards' responsibilities include disposition services, transaction management, lease negotiation, strategic advisory, financial analysis, project specific modelling, forecasting, and underwriting, as well as consulting clients in all other aspects of real estate operations and dispositions.

Prior to joining JLL, Mr. Edwards worked in real estate finance focusing on multifamily and hospitality developments in markets such as South Florida, Phoenix, St. Louis, and Dallas. Mr. Edwards was also an early-stage employee at WeWork, working as a Project Manager, and played an integral role in the company's expansion into the Washington, DC metro area as well as on special projects within the company that implemented proprietary space solutions for a wide range of clients. Mr. Edwards also worked directly in the prototype stage of WeWork's innovative live/work concept, and helped execute the project's launch in Crystal City, Virginia in 2016. Before WeWork, Mr. Edwards worked in the commercial real estate research department at CoStar Group at the firm's headquarters in Washington, DC.

Education and Affiliations

Mr. Edwards earned a Bachelor's degree in Economics from Salve Regina University in Newport, Rhode Island and is pursuing a Master's in Real Estate at Georgetown University. Mr. Edwards is a member of the Urban Land Institute and REFA Boston.

Representative Client Experience

- University of Massachusetts Amherst
- Massachusetts Bay Transportation Authority
- Massachusetts Department of Transportation
- Hull Redevelopment Authority
- MassDevelopment
- U.S. General Services Administration

Achievements

- 5 years of real estate experience

Bob Hunt

Managing Director

Current Responsibilities

Mr. Hunt is a member of JLL's Public Institutions group and is the National Leader of its state and local government and higher education practice. His core focus is to help organizations link their real estate and facilities strategy to their overall business strategy. An expert on alternative development structures, Bob is skilled at translating organizational needs into business cases and actionable performance criteria to support the planning, implementation and measurement of real estate and workplace strategies.

Experience

Mr. Hunt brings more than 30 years of experience helping organizations develop real estate and workplace solutions, including portfolio planning, facilities planning, development advisory, public-private partnership (P3) formation, workplace strategy and Real Estate, Information Technology and Human Resources integration. Mr. Hunt has been a lead consultant on many innovative projects. Notable projects include:

University of Washington: Real estate and financial advisor on development of 70-acre Innovation District. Initial project is P3 for 300K SF mixed use research facility

State of Utah: Principal in charge of team developing statewide real estate strategy for its owned and leased portfolio.

State of Colorado: Supported the development of strategic real estate plan with a focus on alternative workplace strategies and P3 development

UC Office of the President: Advisor on UC systemwide initiative to develop approximately 14,000 new beds of student housing using P3 structure

Microsoft: Lead consultant on Workplace Advantage program that evaluated the functionality of MS real estate portfolio domestically and internationally

City of Los Angeles: Disposition of a full block site in the heart of downtown Los Angeles, branded as "Angels Landing"

Port of San Diego, CA: RE advisory services in support of 535-acre development on San Diego Bay & 70-acre redevelopment of Seaport Village

CSU - Channel Islands: Development advisory and (P3) formation, strategic portfolio planning; P3 for 300-unit housing development on 32-acre parcel

UC Merced, CA: P3 technical advisory for 1 million SF campus expansion on campus development strategy

City of Seattle: Disposition of 2.86-acre Mercer Mega-block in downtown Seattle. Highest value per SF achieved on land sale in 2019

US General Services Administration: National Study of how to best design facilities to address the evolving nature of work

Boeing Corporation: Develop and evaluate Boeing's virtual office program

Education and Affiliations

Mr. Hunt received his bachelor of arts degree in business administration from the University of Washington.



Recent Client Experience

- State of Utah
- State of Oregon
- State of Colorado
- UC Merced
- UC San Diego
- City of Seattle
- City of San Diego
- City of Napa
- Port of San Diego
- Marin County
- Napa County
- San Diego County
- King County
- Pierce County
- CSU Channel Islands
- CSU San Marcos
- UC Riverside
- UC Santa Cruz
- UC Irvine
- University of Washington

Achievements

- More than 30 years of real estate experience
- 14 years with JLL
- Accomplished industry speaker and facilitator
- Author of numerous industry articles

Melanie Ling

Muti-disciplined Communication & Brand Strategist

BUDA Group

Melanie Ling is a corporate communicator specializing in brand positioning and customer experience (CX), with proven experience in both design production and strategy.

Melanie is a Gainesville, Florida resident of 16 years, where she opened BUDA Group in 2016 and carved a niche in communication campaigns and service design. Currently BUDA helps local government agencies explain new programs and create helpful interactions with citizens. As Creative Director and Project Manager, Melanie's role is to apply her experience in marketing communications, community engagement, brand strategy, CX and UX across different industries.

Prior to this she worked as the Marketing Director at a large property management firm with assets all over Florida. This experience in multifamily housing and development gives Melanie not only the ability to apply skills at the intersection of urbanism and customer experience; but enables a continuous sense of equity in her approach to projects.

Her work in community building and CX has been featured by American Express, Zillow and Mashable and she has presented nationally on the topic.

Education

University of Florida

Bachelor of Science: Communication

Minor Studies: Anthropology



4.4 Sub-Consultants

For this engagement, we've partnered with **BUDA Group**, a local small business. BUDA Group will assist with community outreach throughout the engagement.

BUDA Group is a multidisciplinary creative studio in Gainesville, Florida. On multiple occasions BUDA partnered with numerous departments at the City of Gainesville to explain new programs and create helpful interactions with citizens, using a combination of service design methodology and marketing communication.



BUDA takes a holistic approach to services, combining thoughtful and engaging visuals, response-driven strategy, and functional design for a multi-touchpoint user experience. Our strength is using design to tell a larger, experiential story and to guide a narrative that stays on established goals.

BUDA's CX and design work has been recognized on a local and international level as examples of excellence in design for government—most notably the More in Midtown marketing communication campaign for the Gainesville Community Reinvestment Area (CRA) and recently the Park Smart Gainesville public service campaign for City of Gainesville Public Works.

4.5 Relevant Experience

JLL Case Studies:

- City of Marietta, Georgia
- North Carolina General Assembly

BUDA Case Studies:

- City of Gainesville – Park Smart
- Gainesville Community Reinvestment Area (CRA)

JLL Case Studies

City of Marietta, Georgia



Revitalization Advisory, Property Acquisition, Property Disposition, Landlord Representation; Franklin – Gateway Redevelopment Area

Project Dates: 2013–present

The City of Marietta wished to spur private reinvestment and redevelopment within the Franklin-Gateway area in the southeast quadrant of the City, an area that exhibits high commercial, office and retail vacancy and contains a large concentration of dilapidated rental housing making it a high priority for redevelopment.

Services:

- Public Procurement
- Transaction Management
- Disposition Consulting
- Negotiation Services

Jones Lang LaSalle was engaged to address the blighted conditions via a redevelopment Master Plan that includes privatization and/or sale of properties to private parties for redevelopment.

Geographies: Marietta, GA

Initiatives

- Working with an urban planning subcontractor, our team identified “high priority” sites
- Our team performed due diligence on these “high priority” sites including current owners, local market trends, existing conditions, tax records, and a calculation of the fair market value.
- We also met with local developers, key stakeholders and large corporate entities to understand the perception of the area as well as existing hurdles to redevelopment.
- We are working with the City to acquire these properties through fee-simple transactions, determine the highest and best uses for the sites, and reposition the properties for disposal.
- This includes public procurement, transaction management, and disposition consulting and negotiation services.

Results

- Close communication with key client staff members aided in determining the areas of greatest potential and of greatest need for redevelopment.
- Development of an inventory “high priority”, catalytic sites to focus redevelopment efforts as well as determination of their fair market values.
- As this project is on-going, we will provide transaction management services, both on the acquisition and eventual repositioning, marketing and disposal of these sites.
- The ultimate goal will be to revitalize the Franklin-Gateway Redevelopment Area into a thriving corridor which offers new residential, commercial and industrial opportunities in a safe and livable environment.

North Carolina General Assembly



State Government Facilities Master Plan – Phase 1

- As specified by the North Carolina General Assembly, the Legislative Services Office (“LSO”) was directed to develop a State Government Facilities Master Plan (“Plan”). The objective of the Plan was to reduce the cost to house state employees while ensuring achievement of the state’s goals and objectives, and to enable more effective oversight of State-owned and lease office facilities.
- The State Government Facilities Master Plan was structured to be initiated in multiple phases. The purpose of Phase 1 was to develop an office facility assessment template that can be applied to other state-owned office facilities, with the “Old Revenue Building,” located at 2 South Salisbury Street, Raleigh, North Carolina serving as the pilot property.
- Phase 1 of the Plan included four components, which in aggregate provided the General Assembly, and other decision-makers with the necessary information to effectively manage the state’s owned and leased office space and to make informed decisions regarding the disposition of its real estate. Each of these components incorporated the use of multiple contracts to perform the required tasks. These four study components included:
 1. Facility Condition Assessment
 2. Market Valuation
 3. Econometric analysis, and
 4. Agency Workspace analysis

Project Dates: 2019–present

Services:

- Facility Condition Assessment
- Market Valuation
- Econometric analysis
- Agency Workspace analysis

Initiatives

In Q2 2019, the LSO engaged JLL to provide Market Valuation and Econometric Analysis for Phase 1 of the State Government Facilities Master Plan, which included:

- Detailed real estate market research (office, multi-family, and retail) for Downtown Raleigh
- Valuation of the Old Revenue Building
- Calculation of the Direct Impact, Indirect Impact, and Induced Impact of various development strategies using Regional Input-Output Modeling System (RIMS) II multipliers for Wake County, North Carolina as calculated by the U.S. Department of Commerce’s Bureau of Economic Analysis. Wake County was the smallest geographic area encompassing Raleigh, NC for which RIMS II multipliers were available.
- Scenario analysis

Results

- JLL submitted a final report and recommendations to the NC General Assembly in Q4 2019, and the LSO intends to use the report as a basis for briefing lawmakers and drafting policy to enable more effective oversight of State-owned and lease office facilities.

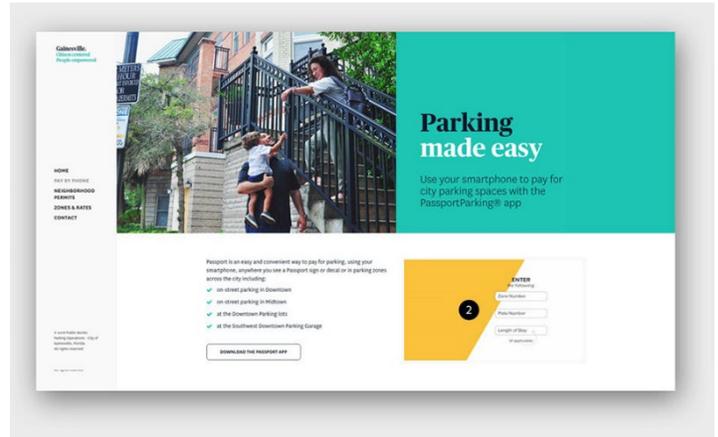
BUDA Case Studies

City of Gainesville | Park Smart Gainesville

The City of Gainesville, Florida expanded services in their parking program and wanted to raise awareness about the new smartphone public parking, and online parking and permitting services.

Working with the city’s *Public Works: Parking Operations* department we identified the main audiences of the program: leisure and business visitors of downtown Gainesville and locals/city residents seeking information on neighborhood parking requirements.

BUDA created helpful consumables that include the website (www.gvilleparking.com) and a city parking guide. The latter offers a map of downtown municipal services and attractions, and handy information on parking and getting around using city transit.



For more about the Project: <https://www.behance.net/gallery/92946647/City-of-Gainesville-Parking-Operations>

Gainesville Community Reinvestment Area | Strategic Communications: *More in Midtown*

The Gainesville Community Reinvestment Area (CRA) needed a clear message around their vision of an improved NW 1st Avenue—a student-serving business district just north of the University of Florida campus. This massive street renovation (at 2000 linear sf) required thoughtful communication to various stakeholders: property owners, business owners who remained open during construction, and their vendors and patrons. Clearly defined goals were set: keep business owners informed of construction news and encourage visitors to neighborhood businesses.



With nothing more than two architectural renderings supplied for the project, more was needed to describe the final outcome and future experience of the neighborhood.

BUDA created a strategic communications plan and a visual identity dubbed *More in Midtown*, this included a custom series of playful illustrations that reflected neighborhood retail and activities (present and future). The art was used in an integrated marketing campaign over the course of 20 months.

A custom website housed project information, a business directory, a detailed construction timeline, project infographic and a media room for journalists seeking assets. Communications included: project updates via emails and social (balancing lifestyle and retail photos from the shops with construction milestones), promotion material, event displays, wayfinding and construction/safety signage.

For more about the Project: <https://www.behance.net/gallery/92646609/More-in-Midtown-Campaign-Gainesville-CRA>

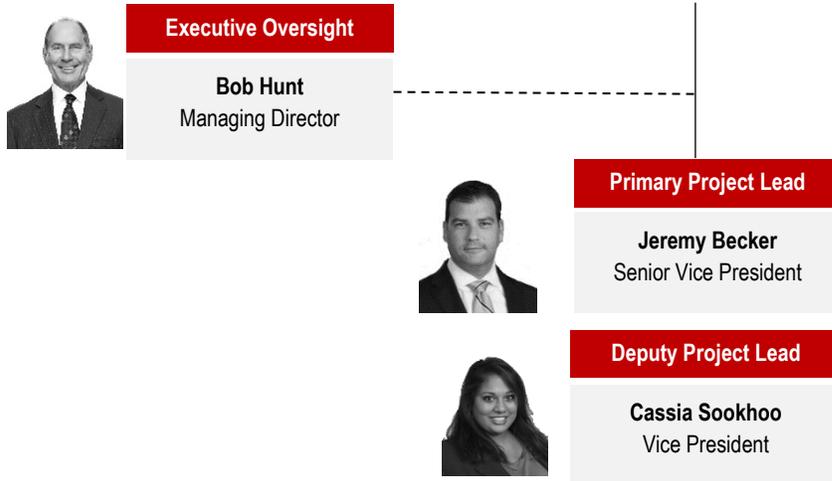
Section 4: Ability of Consultant’s Professional Personnel

Organizational Chart

For this engagement, we’ve put forth a team based on our “best team on the field” strategy, bringing individuals with the most relevant expertise to help Alachua County realize its goal for a new County Administration Building. Members of this team are very familiar with P3 legislation in Florida and have completed multiple projects in the state. Our bench strength extends well beyond this team, and if the County requires additional services as the scope evolves, we are always able to leverage additional professionals with specialized expertise in specific areas, for example project and development services, integrated facility management, capital markets, or brokerage services. Below is a proposed organization structure for the team:



JLL Project Leadership



Key Advisory Support

Local Small Business Partner:
BUDA Group

Community Engagement

Melanie Ling
Communication & Brand Strategist



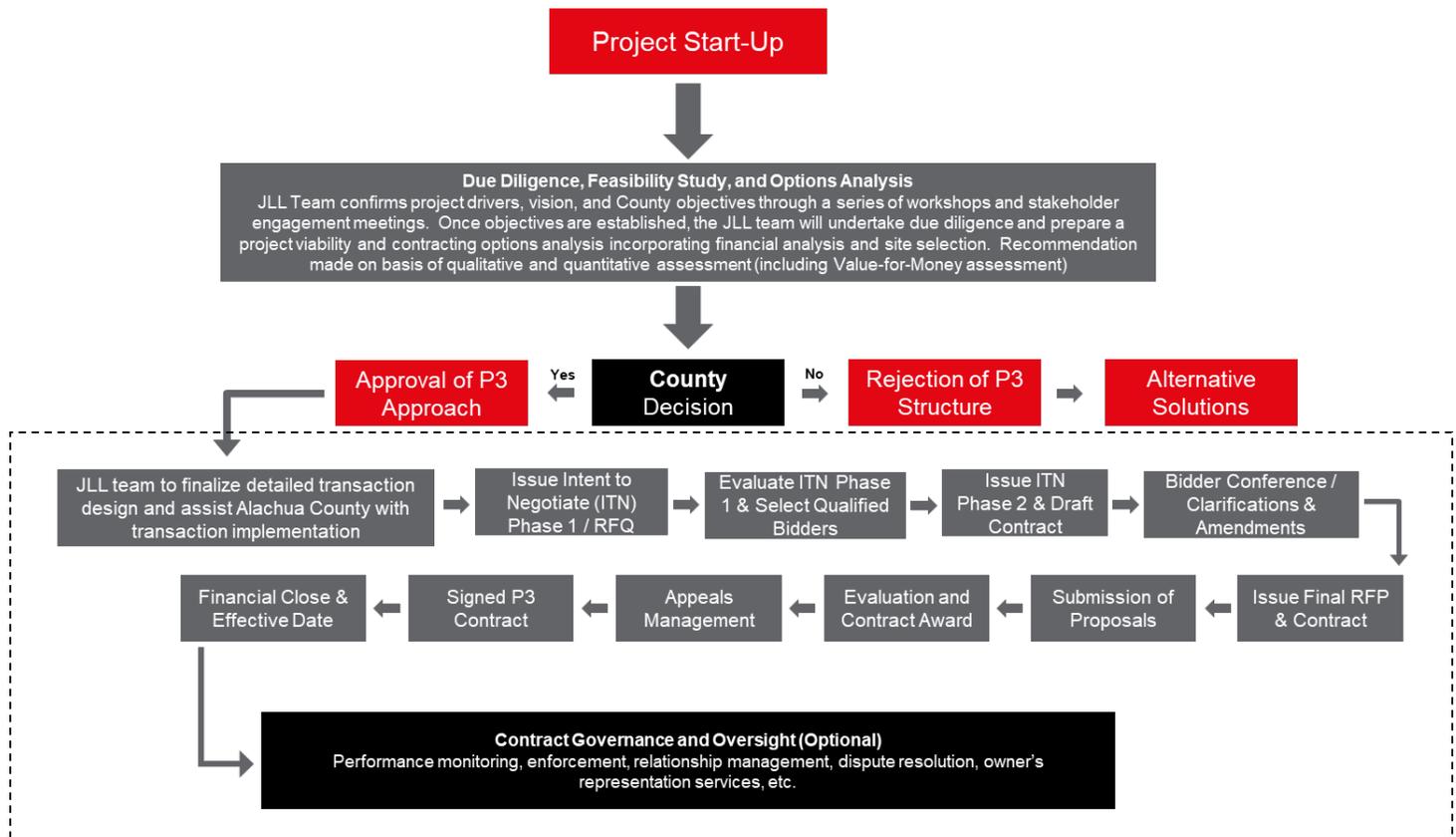
JLL Knowledge Bench of Expert Services

- Capital Markets
- Retail / Office Local Markets
- Integrated Facility Mgt.
- Tenant Representation
- Project & Development Services
- Energy & Sustainability Services
- Lease Administration
- Occupancy Planning
- Tools and Technology

Section 5: Ability to Meet Time and Budget Requirements

5.1 Methodology

In order to achieve the prescribed approach as described in Section 2 of this response, JLL proposes the methodology as graphically summarized below. During each step and phase, the project team will provide continuous project management services to include documentation of recommendations, presentations to key stakeholders, on-going project team check-in meetings, and other key administrative support as needed.



5.2 Indicative Phase One Project Definition and Value Analysis Methodology

Feasibility, Financial and Land Analysis

Our first task will be to listen carefully to the County about its goals and objectives, learn about its processes and challenges, and position ourselves as an extension of staff to help formulate the appropriate strategy. We will review any historical background that the County can provide to assist in determining which key public services currently housed in the existing administration should be points of focus and what additional services or departments should be considered for inclusion into the new building. We will also review any relevant prior analyses and County studies, including any existing site-

specific studies and Downtown Gainesville comprehensive plans, as a starting point for our analysis. This allows us to build upon existing data/information, rather than duplicating prior work or research, as we develop a comprehensive strategy for the County Administration Building project.

Although we are flexible and can adapt to a variety of project structures, our understanding is the County will form a Technical Advisory Committee (TAC) and a Subcommittee for this project. Our draft approach assumes these teams will exist on the Project with the following roles:

- Technical Advisory Committee (TAC):
 - Day-to-day interfacing and direct reporting between JLL and the County
 - Manages and coordinates access to the reports, people, and facilities required to perform the scope of services
- Subcommittee:
 - County team of leaders with decision-making power for the Project
 - Responsible for establishing overall project goals and providing leadership direction and feedback

There are several key decisions that need to be made during mobilization that will guide the team throughout the Project, which are described as follows.

A) Scale of Study

The scale and level of detail required for the analysis is a key consideration that will have a tremendous impact on the study's costs, functionality and relevance. Similarly, preparing a development pro forma using a detailed site feasibility study with detailed cost analysis is very different than building long range occupancy scenarios on a macro level or estimating the "highest and best use" of a site's development potential. Our expert team can perform at whatever level of detail the County requires. However, it is crucial for JLL and the County to determine together the appropriate "scale" of the analysis and conceptual scenarios for the building. Our pricing for this scope of services assumes the County will provide JLL a macro program of requirements for each major department that identifies their total square foot requirements and identifies any specialty spaces associated with them. We assume that we will not be doing actual floorplan studies or developing new standards as part of the base scope.

B) Communication Plan

Public real estate projects require input from a broad array of stakeholder groups. These vary from grass roots, local neighborhood individuals to County staff and elected officials. A successful project has a communications program that efficiently captures and communicates essential information and provides stakeholders with the comfort that their opinions have been heard and appropriately considered. As a result, a key success factor on this highly visible project with

multiple stakeholders is the team's ability to communicate effectively and efficiently with internal and external stakeholders. JLL is highly experienced in establishing a disciplined and transparent process to manage both internal and external communication.

For **internal** communications we typically suggest establishing the following tools and processes:

- A team intranet site for posting critical team information, documents and communication. This is a central repository of information for the team that is password protected and only accessible to key team members approved by the County;
- A detailed project schedule with the critical activities, time frames, relationships, key milestones and team responsibilities discussed above. We make use of electronic tools such as MS Project to manage this activity;
- A regular team meeting schedule that is agenda-driven with meeting proceedings and action items documented in a consistent and timely fashion; and
- A "key activity matrix", which identifies critical near-term actions, due dates and who is accountable for them. We have found that using this tool, in conjunction with the project schedule, is useful in helping the project team to stay focused and accountable for all tasks within each phase of the project.

Highly visible public projects generate a great deal of public interest. We are acutely aware of the importance of managing project communications and believe that proactively developing an external communication plan to generate favorable support for the project with influential stakeholders is of paramount importance. The JLL team has significant experience in managing communication and outreach plans for public sector projects. Core team members regularly communicate to public officials, community interest groups and the media. Early in the project, JLL assisted by subconsultant, BUDA Group, will work with the County to develop an external communications plan and protocols for this project. Typically, such a communication strategy would include the following:

- Identification of all key stakeholders, their interest in the project, the impact they have on its success, and how and by whom they should be communicated to.
- Protocols for discussing information about the Project with any parties outside the core project team.
- A schedule and plan for communications to key stakeholders at varying project

milestones. The plan for each key audience should consider the desired outcome, the content of the communication, who will communicate it and how it is best delivered.

At the completion of the mobilization phase we shall have participated in introductory meetings with the County's Project Team, finalized our scope and schedule, identified milestones and key activities, and established a communication strategy and project management plan.

DOCUMENTATION OF DECISIONS: PROJECT VISION AND GOAL SETTING

JLL believes that real estate and facilities are valuable assets that should be used as a tool to leverage organizational performance. Therefore, the emphasis of plans for the Administration Building should be on the people and the work they accomplish. In order to inform the development of portfolio strategies that optimally support the work, it is critical that a link be made between the work of the County and the optimal use of its real estate and facilities. Establishing this linkage between work and workplace in a manner that can be articulated and quantified in a Project Vision and Goals statement will be the first priority of this study.

This process will begin by working closely with the TAC to understand the critical needs and priorities for providing optimal service delivery to constituents as well as gaining a historical context for the Project and the County's current aspirations for it. We anticipate having several workings sessions with various County staff to further understand the issues and priorities that need to be addressed in establishing the Project's Vision and Goals.

The Project's Vision and Goals should provide a clear road map to the County priorities that need to be addressed and will form the guiding principles by which supporting financial and real estate strategies for the government center will be developed and evaluated. The process for establishing these goals would be informed by workshops with the TAC and, if appropriate, the Subcommittee and other stakeholders. Concurrent with the establishment of goals and priorities for the Project, the JLL team would be working to understand and define the gap between existing conditions of the current portfolio and the goals and aspirations of the Project. Once defined, this "gap" will form the basis for developing real estate and facilities strategies that could effectively close the gap and meet the goals.

Some of the activities that we would likely perform on this assignment include:

Background Review

- Review any existing documentation provided by the County related to the inventory, location, function and condition of County owned and leased property in the proposed selected sites available for the Project;

- Review existing County data on departmental missions, size, current location(s) and anticipated growth;
- Review existing County data about the cost of operations for current facilities and any outstanding debt on owned facilities;
- Review any County policies and studies, impacting the use of facilities, including workplace standards, sustainability goals, condition assessments and energy usage, etc.;
- Tour the current site and major County facilities to establish a preliminary understanding of the functionality and deficiencies of these facilities to support the work of County staff and customer facing activities; and
- Analyze projected service demand based on service area data and demographic projections.

Preliminary Goal Setting

- JLL will facilitate several work sessions with the TAC to discuss goals and priorities for the siting and programming of the Administration Building;
- As appropriate, and at the conclusion of evaluating existing conditions, JLL will facilitate conversations with appropriate County staff to confirm the goals and priorities established.

DOCUMENTATION OF DECISIONS: SITE ANALYSIS

Based on data provided by the County, the team will establish updated demand and adjacency profiles to house each major County department over the time horizon determined to be relevant for the study. These will be used as the demand criteria for the development and evaluation of real estate and facilities occupancy scenarios for the County Administration Building that optimally support the functional requirements and the goals established by the County.

At the end of this phase, we will organize and compile the data for presentation to key County stakeholders. This presentation will include:

- An analysis of the potential development sites under consideration for the County Administration Building;
- Private commercial feasibility analysis of existing site;

- The implications of this data for formulating strategic facilities planning scenarios; and
- Revisiting the Project Vision and Goals to see if they require modification based upon the information derived in this phase.

Key Activities

1. Review - JLL will, at a minimum, review and consider data and practices including:

- Review of current and projected head count and operations including technology and remote work;
- Review of County's desire for large meeting spaces including conference rooms, public gathering spaces, and other key programmatic considerations;
- Review of the County's existing and/or proposed space standards and comparison to other public entities;
- Review of department adjacencies; and
- Revalidation of metrics to measure utilization performance of the building. These metrics, to be considered for all major public supportive services offered in the proposed building, include square feet per employee and real estate costs per square foot.

2. Real Estate Market Analysis and Valuation

When it comes to analyzing real estate in rapidly changing markets, JLL is a leader in providing sophisticated and impartial evaluation and analysis. Our market research is based on open-source and proprietary "real world" data from actual and pipeline transactions; permitted land uses; lifestyle and industry trends; reliable demographic and socio-economic forecasts; existing and future access to public transit and other proposed public-sector investments that may significantly change local market conditions.

With a highly skilled and knowledgeable group of local market professionals and dedicated research professionals providing proprietary market information, JLL has the capability to efficiently and effectively describe the trends in the market relevant to properties contained in this assignment. JLL will leverage this experience and our knowledge of overall Alachua County market and Gainesville submarket to provide accurate and reliable information to the County about market potential for certain mixed used development asset classes and the associated land values for the current site of the Administration Building. The market value of the site at its highest and best use and tax generation potential will become components of the overall economic model we will build to evaluate each alternative.

The team's assessment of the existing site will include:

- Market trends and local market conditions,
- Competing assets,
- Key characteristics,
- Associated opportunities and constraints, and
- The site's physical characteristics and property information.
- Create opinion of value of site, using land residual and market comparable analysis.

We will also review regulatory documents and zoning requirements to identify the most appropriate development scenarios based on the site's highest and best use.

VALUE FOR MONEY ANALYSIS & TRANSACTION STRUCTURES

“Value for Money” is typically defined as the optimum combination of life-cycle costs and the quality of a good or service to meet the user's requirement at an acceptable level of risk. In the case of a newly constructed County Administration Building, it would mean determining which of all viable procurement transaction structures provide the best overall value to the County. This takes into consideration the overall lifecycle costs of the development and the level of risk for performance that is carried by the County or the private sector for various components of the development's design, construction and operations and maintenance. Critical to this analysis is understanding the following elements for each transactions structure, whether self-develop or P3:

- 1) What are the anticipated costs for the development?
 - i. Design and professional fees (including developer fees if applicable)
 - ii. Construction
 - iii. Financing
 - iv. Operation and maintenance
 - v. Capital repair and renewal
- 2) What is the transfer of risk for each structure between the County and private sector (Developer, contractor, architect, facilities operator, insurance, etc.)?

Accomplishing this analysis requires a clear understanding of the components of each transaction structure considered, the identification and assessment of all major development risks, and the relative value to the County of either holding certain risks or contractually allocating them to a third party.

Development Transaction Structures

JLL has extensive experience in all available non-P3 and P3 development structures and is adept at evaluating available financing options (taxable, tax exempt, equity, etc.). We will apply this knowledge to help the County determine the approach that will optimize the affordability and quality of the ultimate development solution, resulting in the best value to the County at an acceptable level of risk.

For each site alternative, we will build development pro forma models to forecast the economic outcomes for the County Administration Building development. These will be based upon the County's program and current accurate cost estimates for construction, operations and financing, as well as any offsetting revenues from private development resulting in increased taxes or proceeds from the sale of the existing site. Once these models are established, we can readily adjust them to reflect the costs associated with a variety of transaction structures, including traditional County self-developed and self-financed and P3 structures such as DBFOM concession models and various lease/leaseback P3 structures. In addition to comparing the economic difference of these models, JLL will also assist the County in evaluating the risk transfer associated with each model so that the County can determine the "Value for Money" that is delivered by each structure when factoring the value of the risk transfer that occurs in that structure.

DEVELOPMENT ALTERNATIVES

Self Develop

Public-Private Partnership

	Self Develop		Public-Private Partnership		
	Design. Bid. Build	Design Build	P3 - DB Lease/leaseback	P3 - DBFOM Lease/leaseback	P3 - DBFOM Concessionaire
Risk	High	High	Medium	Med- Low	Low
	County retains all the risk for design, construction, operations & maintenance.	County retains all the risk for design, construction, operations & maintenance.	County retains all the risk for design, & operations. Developer retains cost and schedule risk for construction.	County retains risk for design, & operations. Developer retains construction cost and schedule risk. No payment until delivered.	Developer retains risk for cost, schedule of design, construction, operations & maintenance. Payment deductions for non-performance.
Innovation Opportunity	Low	Medium	Medium	High	High
	Developer deliver exactly what the County specifies, no leveraging of trades innovation.	Opportunity for innovation between design and builder.	Opportunity for innovation between design and builder.	Opportunity for innovation between design, builder & operator.	Opportunity for innovation between design, builder & operator.
Financial Impact	Financing is on the books and impacts bonding capacity.	Financing is on the books and impacts bonding capacity.	Lease structure does not require County debt issuance. May mitigate balance sheet/credit impact depending on financing structure.	Lease structure does not require County debt issuance. May mitigate balance sheet/credit impact depending on financing structure.	Financing can be structured in a variety of ways, but does create long-term financial obligation.
Tax Exempt Financing	Yes	Yes	Dependent on structure	Dependent on structure	No
Ground Lease	No	No	Yes	Yes	No
Best used when	County knows exactly what it wants, has funding capacity, is not in hurry and has resources to oversee every step.	County knows generally what it wants, has funding capacity, speed is important and has some resources to oversee every step.	County knows generally what it wants and wants to transfer cost and schedule risk.	County wants to lower life cycle costs, transfer cost, schedule, construction and O&M risk.	County wants to lower life cycle costs, transfer cost, schedule, construction and O&M risk. Can also provide alternative financing.

FINANCING OPTIONS

	Self Financed	Tax-Exempt Bonds	Equity	Concessionaire (Availability Payment)
Ground Lease	None	30-40 years	50+ years	None; long-term agreement
Owner of Improvements	Institution	501(c)(3)	Developer/Investors	Institution
Improvements Control	High	Moderate-High	Low	High
Development Risk	High	Low	Low	Low
Operations Control	High	Moderate-High	Low-Moderate	Moderate-High
Speed of Delivery	Slow	Moderate	Faster	Varies

Risk Identification, Analysis and Mitigation

Large scale, complex projects such as the County Administration Building development inherently carry many risks, especially where the division of responsibility for project success rests with multiple partners. Risks that are unaddressed could result in delay or undue financial impact to a project. A key element for project success is a structured Risk Management Plan, which provides the ability to clearly identify and monitor project risks as well as identify the procedures to avoid or minimize their impact. In addition, it is critical to assign responsibility for the risks and who is best able to carry the risk, while ensuring the optimal value to the Project.

The JLL team will implement a formal Risk Management process for this project. This is an iterative process that should begin at the initiation of the Project and be periodically reviewed at key stages throughout the Project until a development agreement has been established. The process starts with setting a clear vision, with measurable objectives, and identifying, in detail, opportunities, uncertainties and risks for the project.

We anticipate there would be an orientation to project risk at the Visioning and Goal setting session and then a detailed project **risk workshop** at the completion of our initial site assessments. The purpose of the risk workshop is for the JLL team and County stakeholders to collaborate on defining the categories of specific risks by way of a risk register. Typical risk categories for a project such as this include:

- Schedule;
- Cost;
- Procurement;
- Financing;
- Legal;

- Design and construction;
- Operations and maintenance;
- Stakeholders; and
- Political and environmental.

The risk register is an essential tool for establishing ways to mitigate or eliminate the risk and for evaluating whether the County or a P3 development partner is in a better position to hold the risk. For example, internal stakeholder risk is generally best held by the public institution, whereas schedule and operations and maintenance risk are often better held by the development partner. It is key to work early to define risks and periodically meet to update the risk register as the Project progresses. Through this, the County can be assured that it has clearly identified major project risks and developed an appropriate mitigation plan, including the thoughtful consideration of which risks it is in the best position to mitigate and which risks it can more effectively either share with or transfer to the private sector development partner. After defining and describing the specifics for each of the risks (including a description of the potential consequences, plan for mitigation and assigning risk ownership), a quantitative rating system for both probability (ranging from rare/ unlikely to very likely/probable) and impact (ranging from trivial to extreme/catastrophic) are assigned to each risk. In this manner, levels for potential risks are established, with some risks being of a more prominent level than others. Timing is crucial, and it is important to maintain diligence in the reiterative review of the risk register by planned and periodic realignment and evaluation, as the probability and severity of risks will undoubtedly evolve to a greater or lesser extent as the Project progresses.

One of the paramount things the County can do to mitigate risk is to establish a clear vision, project charter and set of measurable objectives for the Project. Once established, these objectives will provide a guidepost to understand the risks associated with the Project itself and provide a way of prioritizing which risks are potentially the most impactful on the Project's success. Another critical component of risk mitigation is to establish a project management plan and detailed workplan that clearly identifies the critical path issues of the Project and how information will be gathered and communicated to internal and external stakeholders. If well-established, the project goals and supporting project plan and communication plan work together to significantly lower and mitigate overall project risk.

The JLL team has successfully led public sector clients through these processes from initial feasibility analysis, conceptual design, developer selection and ultimate facility construction, to delivery and operation. Each step of the way requires a systematic and holistic risk review process.

Summary of Conclusions

At the conclusion of the prior activities, JLL will prepare a draft narrative, supportive illustrative diagrams, and financial documentation that summarizes our analysis in both written and presentation form. For each alternative considered, JLL will analyze all development, operational, and financing costs using a first cost and life cycle approach; identify the cash flow expectation; and synthesize inputs into financial models for comparison. Because the JLL team has a wide range of expertise in areas such as construction cost estimation, creative financing strategies and development project management, the pro forma models will utilize accurate and realistic assumptions resulting in models that provide the County with reliable measures of financial feasibility. This report will, at a minimum, include the following:

- 1) Preliminary statement of Project Vision and Goals informed by interactions with the TAC.
- 2) A summary of program provided by the County, and further refined through interaction with JLL and County staff.
- 3) The conceptual site plan for the proposed building with current market cost estimates for design, construction operations and maintenance and estimates for revenue that can be achieved through the development. A summary analysis of each delivery scenario that considers, at a minimum:
 - i. Description and evaluation of the components of each proposed deal structure and its respective benefits and risks;
 - ii. Anticipated costs/returns to the County on each delivery scenario;
 - iii. Anticipated community and social benefits;
 - iv. Net present value and cash flow analysis;
 - v. Financing assumptions and options;
 - vi. Estimated timeline for development; and
 - vii. Overall analysis of risk, to include financial, operations, timing, entitlements, council approvals, market factors as well as impact on any other risks related to goals and objectives established by the County.
- 4) Preliminary development pro formas for each site alternative.
- 5) Description of all viable development structures under consideration, including the respective benefits and risks: Traditional Design Build and Design, Bid, Build; P3's, including DBFOM concession models and lease/ lease back and developer equity models that can be structured as either DBF, DBOM or DBFOM.

Steering Committee Workshop

At this point, the JLL team will conduct a full day project visioning workshop with the TAC to review and discuss the findings from the initial program, site and economic analysis for the County Administration Building. The goal of the workshop is to educate, align key decision makers on the facts, discuss any critical issues uncovered, revisit the overall project goals in light of the findings and discuss the direction and parameters for more refined analysis once a preferred alternative has been selected. At this workshop we will:

- 1) Review the Project Vision and Goals and discuss if there is any need to revise them considering the findings from the analysis;
- 2) Review the results of our market and highest and best use analysis;
- 3) Review each site study and evaluate its ability to meet the Project Vision and Goals. Topics likely to be reviewed include:
 - Service delivery
 - Program requirements and workplace standards
 - Phasing considerations
 - Cost and financing considerations
 - Efficiency gain opportunities
 - Organizational issues/considerations
 - Sustainable development
 - Community considerations
 - Timing
 - Ability to generate offsetting revenue from private development
 - Any site or environmental issues;
- 4) Conduct an initial review and discussion about various self-development and alternative P3 development structures. This will include the key elements of each structure, including its risk transfer and financing characteristics; and
- 5) Provide an initial presentation on project risks. We will identify major risks associated with most public development projects and discuss how these risks are allocated between parties in various transaction structures.

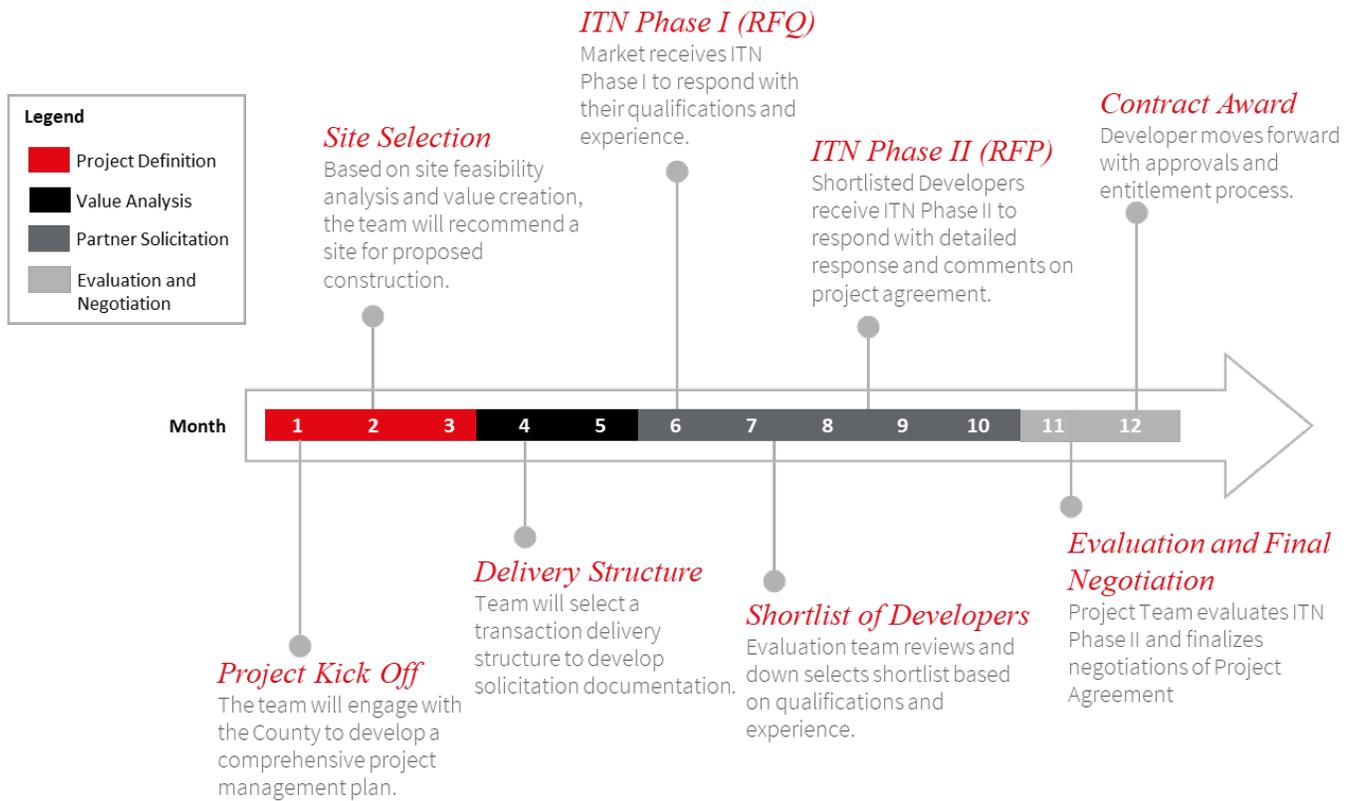
Presentation to County Leadership

We assume that, at this point, County staff and JLL would prepare and make a presentation of our initial analysis and any resulting recommendations to the County Council. Subsequent to the Council presentation and under the direction of the Council, JLL will likely do a more refined analysis of the preferred site as determined by the County Council. We would also begin to prepare materials for the following Solicitation Phase.

Future Phases for Implementation and Partnership

Understanding that this project is iterative, depending on the County’s selected development scenario, JLL will craft a comprehensive plan for implementation. In the case where the County decides to pursue alternative financing and delivery, JLL will lead solicitation efforts, marketing to potential partners, evaluation, and negotiation.

5.3 Indicative Milestone Timeline



5.4 Fee Proposal

We provide fully burdened 2020 hourly rates for our proposed staff / job categories below. Rates are subject to a 1.5% annual escalation for years after the base year. Expenses related to travel and materials will be invoiced at cost not to exceed \$15,000 over the course of the proposed twelve-month engagement.

Hourly Rates	
Managing Director	\$ 475
Senior Vice President	\$ 400
Vice President	\$ 350
Associate	\$ 225
Senior Analyst	\$ 185
Communication & Brand Strategis	\$ 170

Project Definition	\$ 83,810
<ul style="list-style-type: none"> Kick Off Meeting Visioning Site Analysis Stakeholder Engagement Screening Criteria Creation Project Management 	
Value Analysis	\$ 69,160
<ul style="list-style-type: none"> Financial Modeling Value for Money Options Analysis Proposed Transaction Structuring Project Management 	
Partner Solicitation	\$ 135,380
<ul style="list-style-type: none"> Market Sounding Key Business Terms Solicitation Documents Procurement Supplementation (Bid Meetings, Workshops, Addenda) Project Management 	
Evaluation and Negotiation (Award)	\$ 121,150
<ul style="list-style-type: none"> Evaluation Manuals and Workshops Interviews Agreement Negotiation Award Support Project Management 	
Ongoing Public Outreach and Community Engagement - BUDA Group	\$ 20,400
<ul style="list-style-type: none"> Community Engagement Workshops Industry Day Stakeholder Engagement Supporting Marketing Materials 	
TOTAL \$ 429,900	

Section 6: Effect of Project Team Location on Project Responses

Jeremy Becker's home office is in Atlanta, Georgia, and the proposed supporting advisory team is located in corporate offices along the East Coast within minutes of major airports. Because the team composition reflects best in practice resources with confirmed capacity, the team will work with the County to ensure a comprehensive approach to project management, meetings, and in-person presence at the onset of the engagement. Further, JLL takes the fiduciary responsibility of controlling project-travel related expenses seriously, thus, our approach utilizes multiple forms of technology to ensure constant availability.

Appendix A: Required Forms and other Information

We provide the following items in this Appendix:

RFP Item 4.7.1: Completed Signature and Acknowledgement of Addendum Form EXHIBIT A

RFP Item 4.7.2: Completed Small Business Enterprise Program Participation Form, if applicable EXHIBIT B.

RFP Item 4.7.3: Certified Small Business Enterprise Points Request Form EXHIBIT C.

RFP Item 4.7.4: Completed Alachua County Government Minimum Wage (GMW) Form EXHIBIT D.

RFP Item 4.7.5: Completed Volume of Previous Work Summary Form EXHIBIT E. **N/A**

RFP Item 4.7.6: Proposed Subcontractors (Non-Small Business Enterprise) Form EXHIBIT F. **N/A**

RFP Item 4.7.7: Completed Drug Free Workplace Form, if applicable EXHIBIT G.

RFP Item 4.7.8: Completed Public Record Declaration or Claim of Exemption Form EXHIBIT H.

RFP Item 4.7.9: Insurance Requirements EXHIBIT I. **[NOT REQUIRED IN PROPOSAL]**

RFP Item 4.7.10: Corporate Resolution Granting Signing Authority and Authority to Conduct Business EXHIBIT J. **JLL Certificate of Corporate Resolution provided**

RFP Item 4.7.11: Sample Professional Agreement EXHIBIT K **[NOT REQUIRED IN PROPOSAL]**

RFP Item 4.7.12: Professional Services Evaluation Handbook EXHIBIT L **[NOT REQUIRED IN PROPOSAL]**

RFP Item 4.7.13: Copy of current Alachua County Small Business Certification, where applicable. **[N/A]**

RFP Item 4.7.14: A statement of the Consultant's equal opportunity policies and practices.

RFP Item 4.7.15: References

RFP Item 4.7.15.3 A copy of the selected Consultant's current Florida Professional Registration Certificate, if applicable.

SIGNATURE AND ACKNOWLEDGEMENT OF ADDENDUM FORM

RFP: 20-953 Technical Consultant for the County Administration Building

PROPOSAL OPENING DATE: 2:00 pm, Wednesday, March 4, 2020

PLACE OF RFP OPENING: Alachua County Procurement, 3rd Floor
County Administration Building
12 SE 1st Street
Gainesville, Florida 32601-6983

Table with 2 columns: Selection box and Text. Row 1: [] I certify that my business is located in Alachua County and meets the criteria for location points as specified in Section 1.14. Row 2: [X] I am not a local based firm in Alachua County.

Acknowledge Receipt of Addendum(s) (if applicable circle):

#1 Yes No #2 Yes No #3 Yes No #4 Yes No

Proposer: Jones Lang LaSalle Americas, Inc. Company: Jones Lang LaSalle Americas, Inc.

Address: 200 East Randolph Drive, Chicago, Illinois 60601 (Corporate HQ)

Authorized Signature: [Handwritten Signature] Title: Managing Director

Clearly Print Name: Bob Hunt

Phone: (206) 607-1754 Fax: (202) 719-5001 Date: 3/2/2020

Email Address: bob.hunt@am.jll.com

**SMALL BUSINESS ENTERPRISE (SBE) PROGRAM PARTICIPATION
FORM**

RFP: 20-953 TECHNICAL CONSULTANT FOR THE COUNTY ADMINISTRATION BUILDING

OPTION 1

I certify that our Company is an **Alachua County Certified Small Business Enterprise (SBE)** registered prior to the Bid opening.

Circle One: **Yes (If yes, complete and sign the last page of this Exhibit)**

No (If No, proceed to *Option 2.*)

OPTION 2

I certify that our Company **will perform ALL work** and that no subcontractors will be utilized for this bid.

Circle One: **Yes (If yes, complete and sign the last page of this Exhibit)**

No (If No, proceed to *Option 3.*)

RFP: 20-953 TECHNICAL CONSULTANT FOR THE COUNTY ADMINISTRATION BUILDING

OPTION 3

SBE Participation. I certify that our Company has contacted the Alachua County's Certified SBEs listed below. I state that the following information regarding SBE Subcontractors is true and correct to the best of my knowledge and belief.

Alachua County has adopted a 15% SBE participation goal and policies which encourage participation of Small Business Enterprises (SBE) in the provision of labor, time, supplies, services or construction items of any kind materials.

SBEs are located in the Alachua County Small Business Enterprise Directory.

Subcontractor (any business entity holding a subcontract with the prime vendor) services are defined as, "a contract with another business entity that obtains labor, time, supplies, services or construction items of any kind."

Vendors submitting bids under this solicitation are to identify the intended SBE subcontractors. These SBEs have agreed to perform the work for the total dollar value and percentage of the bid set forth below.

If SBE subcontractors are not utilized and listed below or if option 1 or 2 was not chosen, you should proceed to Option 4 and document your Good Faith Effort.

SBE Name of Contractor: BUDA Group

Address: 111 SE 1st Avenue, Suite 218, Gainesville, FL 32601

Scope of Work to be Performed: Community engagement / outreach and marketing services

Total \$ Value: \$ 20,400 % of Total BID/RFP: 4.7 %

SBE Name of Contractor:

Address:

Scope of Work to be Performed:

Total \$ Value: \$ % of Total BID/RFP: %

SBE Name of Contractor:

Address:

Scope of Work to be Performed:

Total \$ Value: \$ % of Total BID/RFP: %

SBE Name of Contractor:

Address:

Scope of Work to be Performed:

Total \$ Value: \$ % of Total BID/RFP: %

RFP: 20-953 TECHNICAL CONSULTANT FOR THE COUNTY ADMINISTRATION BUILDING

OPTION 4

SBE Good Faith Effort. To be considered responsive all Vendors **should have** SBE Participation or demonstrate a good faith effort to utilize SBE subcontractors. **If option 1, 2 or 3 was not chosen the Vendor should complete the section below substantiating compliance with good faith effort requirements.**

In accordance with Section 22.36, of the Alachua County Procurement Code, I have solicited and received responses from the following Alachua County certified SBE companies. (The SBE vendor's response should be recorded in the section below.)

Name of SBE Company: _____

Date SBE Contacted: _____

SBE Contact Name and Phone #: _____

Must be completed by. SBE Response when contacted: _____

Name of SBE Company: _____

Date SBE Contacted: _____

SBE Contact Name and Phone #: _____

Must be completed by. SBE Response when contacted: _____

Name of SBE Company: _____

Date SBE Contacted: _____

SBE Contact Name and Phone #: _____

Must be completed by. SBE Response when contacted: _____

Name of SBE Company: _____

Date SBE Contacted: _____

SBE Contact Name and Phone #: _____

Must be completed by. SBE Response when contacted: _____

Name of SBE Company: _____

Date SBE Contacted: _____

SBE Contact Name and Phone #: _____

Must be completed by. SBE Response when contacted: _____

RFP: 20-953 TECHNICAL CONSULTANT FOR THE COUNTY ADMINISTRATION BUILDING

I as the undersigned Vendor certify that I have completed one of the option(s) below (*Circle One*):

OPTION 1

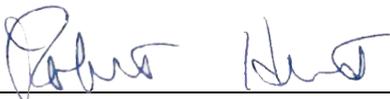
OPTION 2

OPTION 3

OPTION 4

If you are unable to certify that, you have completed to the best of your knowledge and belief **OPTION 1, OPTION 2, OPTION 3 or OPTION 4, CALL (48 hours prior to bid opening) Procurement at 352.374.5202, for direction.**

Vendor Name: Jones Lang LaSalle Americas, Inc. Date 3/2/2020

Signature  Title Managing Director

Printed Name: Bob Hunt Title Managing Director

CERTIFIED SMALL BUSINESS ENTERPRISE POINTS REQUEST FORM FOR RFP's

The Technical Qualifications Evaluation phase of the Professional Services Evaluation Process assesses whether a Consultant is a certified Small Business Enterprise (SBEs) and provides for the allotting of points where the Consultant includes in their submittal a request for points allowed for Alachua County's Certified SBEs' participation in accordance with the options listed below and the necessary documentation to substantiate such is provided.

CERTIFIED SMALL BUSINESS ENTERPRISE (SBEs)- REQUEST FOR POINTS 15 POINT MAXIMUM																																											
Points for Certified Small Participation is to be awarded using one of the options below:	Points Allowed	Points Requested	Points Assigned																																								
Fifteen (15) points are awarded to the Consultant if the Consultant is a certified small business (per Alachua County's current SBE registry at the time set for receipt of submittals) and at least 51% of the job will be performed by the Consultant.	15 pts																																										
<p>Eight (8) to thirteen (13) points are awarded if the Consultant commits to a significantly higher certified Small participation than the goal, based on the breakdown indicated below:</p> <p>Percentage of Certified Small Participation:</p> <table border="0"> <tr> <td style="text-align: center;">at least</td> <td style="text-align: center;">but less than</td> <td style="text-align: center;">Points</td> <td style="text-align: center;">to</td> <td style="text-align: center;">be</td> </tr> <tr> <td style="text-align: center;">Awarded</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">25%</td> <td style="text-align: center;">30%</td> <td style="text-align: center;">8</td> <td></td> <td style="text-align: center;">Points</td> </tr> <tr> <td style="text-align: center;">30%</td> <td style="text-align: center;">35%</td> <td style="text-align: center;">9</td> <td></td> <td style="text-align: center;">Points</td> </tr> <tr> <td style="text-align: center;">35%</td> <td style="text-align: center;">40%</td> <td style="text-align: center;">10</td> <td></td> <td style="text-align: center;">Points</td> </tr> <tr> <td style="text-align: center;">40%</td> <td style="text-align: center;">45%</td> <td style="text-align: center;">11</td> <td></td> <td style="text-align: center;">Points</td> </tr> <tr> <td style="text-align: center;">45%</td> <td style="text-align: center;">50%</td> <td style="text-align: center;">12</td> <td></td> <td style="text-align: center;">Points</td> </tr> <tr> <td style="text-align: center;">50%</td> <td style="text-align: center;">51%</td> <td style="text-align: center;">13</td> <td></td> <td style="text-align: center;">Points</td> </tr> </table>	at least	but less than	Points	to	be	Awarded					25%	30%	8		Points	30%	35%	9		Points	35%	40%	10		Points	40%	45%	11		Points	45%	50%	12		Points	50%	51%	13		Points	8 pts - 13 pts		
at least	but less than	Points	to	be																																							
Awarded																																											
25%	30%	8		Points																																							
30%	35%	9		Points																																							
35%	40%	10		Points																																							
40%	45%	11		Points																																							
45%	50%	12		Points																																							
50%	51%	13		Points																																							
Five (5) points are awarded to a Consultant who has committed to meet the percentage participation goal of 15% as established by the Board of County Commissioners and the Consultant has listed the certified small business(es) and clearly stated the work and percentages of the job that those business(es) will perform.	5 pts	3 pts																																									

ALACHUA COUNTY GOVERNMENT MINIMUM WAGE (GMW) FORM

RFP 20-953 TECHNICAL CONSULTANT FOR THE COUNTY ADMINISTRATION BUILDING

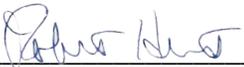
The undersigned certifies that all employees, contracted and subcontracted, completing services as part of this Bid/RFP are paid, and will continue to be paid, in accordance with Chapter 22, Article III of the Alachua County Code of Ordinance (“Wage Ordinance”).

Please mark the appropriate box below that applies to how you pay your employees:

- Employees involved with Alachua County projects are paid a minimum of **\$14.00 hourly** and are provided health benefits?
- Employees involved with Alachua County projects are paid a minimum of **\$16.17 hourly but are not provided** health benefits?

Bidder: Jones Lang LaSalle Americas, Inc. Company: Jones Lang LaSalle Americas, Inc.

Address: 200 East Randolph Drive, Chicago, Illinois 60601 (Corporate HQ)

Authorized Signature:  Title: Managing Director

Clearly Print Name: Bob Hunt

Phone: (206) 607-1754 Fax: (202) 719-5001 Date: 3/2/2020

Email Address: bob.hunt@am.jll.com

DRUG FREE WORKPLACE

Section 22.09 Competitive Sealed Bidding of the Alachua County Procurement Code states that in the evaluation of proposals, all factors in the bidding process being equal, both as to dollar amount and ability to perform, priority will be given, first, to those vendors certifying a drug-free workplace, secondly, to certified Small Business Enterprise (SBE) bidders.

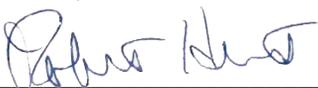
The undersigned vendor in accordance with Florida Statute 287.087 and Section 22.09 of the Alachua County Procurement Code hereby certifies that

Jones Lang LaSalle Americas, Inc.
Name of Business

does:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.


Bob Hunt, Managing Director
Bidder's Signature

3/2/2020
Date

**JONES LANG LASALLE AMERICAS, INC.
CERTIFICATE OF CORPORATE RESOLUTION**

I, Kevin Phelps, Assistant Secretary of Jones Lang LaSalle Americas, Inc. (the "Corporation") certify that the Corporation is a duly formed, validly existing corporation in good standing under the laws of the State of Maryland and is authorized to do business in the State of Florida, and that the Corporation's Board of Directors resolved on 17 August 2017, in accordance with state law and the bylaws of the Corporation (the "Resolution"), that the following individuals have authority of its governing body and subsequent delegations to sign and deliver proposals, contract documents, purchase orders, amendments, change orders, invoices, applications for payment, negotiations, and other related items on behalf of the Corporation:

Robert Hunt	Senior Vice President
Kevin Wayer	Executive Vice President
Christopher Roth	Executive Vice President

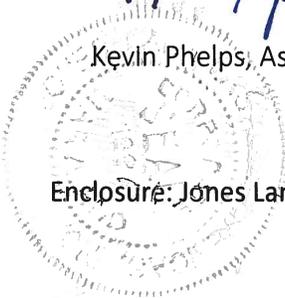
The Resolution shall continue in full force and effect, and may be relied up on by Alachua County, until express written notice of its rescission or modification has be received by the Program Manager of Alachua County. Any revocation, modification or replacement of these resolutions must be accompanied by documentation satisfactory to the Procurement Manager of Alachua County, establishing the authority for the changes.

Witness my hand and the seal of this corporation this day of 2 March 2020.

By: 

Kevin Phelps, Assistant Secretary—Jones Lang LaSalle Americas, Inc.

Enclosure: Jones Lang LaSalle Americas, Inc. Board of Directors Resolution dated 17 August 2017





Equal Employment Opportunity and Affirmative Action

This procedure does not alter the Firm's at-will employment policy and may be changed or replaced at any time with or without notice.

I. Purpose

JLL is committed to developing and maintaining a diverse workforce. JLL strongly believes in equal opportunity extended to all individuals in all aspects of the employment relationship, including recruitment, hiring, training, promotion, transfer, discipline, layoff, recall and termination without regard to race, color, religion, creed, age, sex, pregnancy (including childbirth, lactation, breastfeeding and related conditions), family responsibility (e.g. child care, elder care), national origin or ancestry, citizenship, marital status, sexual orientation, gender identity or expression, transgender status, veteran's status, genetic information, or status as a qualified individual with a disability, protected leave status or any other protected characteristic in accordance with applicable law. The company also endeavors to make reasonable accommodations for sincerely held religious beliefs and known physical or mental limitations of otherwise qualified employees and applicants with disabilities, including for conditions relating to pregnancy, childbirth, lactation, and breastfeeding, unless the accommodations would impose an undue hardship on the operation of our business and ensures that employment decisions are based only on valid job requirements.

JLL will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by JLL, or (c) consistent with JLL's legal duty to furnish information. As a general rule, JLL does not share individual employee compensation information with clients and instead provides aggregate or anonymized data as required by client contract or upon request.

II. Procedures

- A. All employees are responsible for maintaining a positive work environment free from any form of unlawful discrimination or harassment.
- B. JLL complies with federal, state and local equal employment opportunity laws and affirmative action requirements.
 - 1. Affirmative Action Plans are developed and implemented in conformance with applicable laws and/or regulations. The Plans are prepared and maintained by Human Resources and relevant portions of the company's Section 503 and VEVRAA plans are available for employee review. Employees may contact Human Resources, Legal, one of the Ethics Officers identified in JLL's Code of Business Ethics or Employee Relations to request a review.
 - 2. JLL's equal employment policy is distributed internally and externally.
 - 3. Company recruiting activities are designed to increase workforce diversity.
 - 4. JLL continuously monitors the effectiveness of its non-discrimination and anti-harassment policies, as well as the affirmative action program and other efforts to increase workforce diversity.
 - 5. JLL displays employment posters required by federal, state and local laws.
 - 6. The company has an audit and reporting system to allow for effective measurement of its affirmative action activities.
 - 7. JLL considers requests for reasonable accommodations for religious beliefs and disabilities (including but not limited to, issues caused or contributed by pregnancy, childbirth, lactation, breastfeeding, and related conditions).
 - a. Employees and applicants are invited to identify any physical or mental impairment that relate to the essential functions of the job, describe functional limitations that result from the impairment, and suggest any accommodation believed appropriate.
 - b. Requests for accommodations, including a leave of absence, may be made to the employee's supervisor or a member of Human Resources. Human Resources should be consulted regarding all requests for accommodations.

- c. The Chief Operating Officer or Functional Leader of the employee's group must be involved in consideration of any accommodations that require significant expense.
8. Employees and applicants for employment will not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged or may engage in:
- a. Filing a complaint;
 - b. Opposing any act or practice made unlawful by, or exercising any other right protected by, any Federal, State or local law requiring equal opportunity, including Section 503 of the Rehabilitation Act, the affirmative action provisions of VEVRAA, and Executive Order 11246; or
 - c. Assisting or participating in an investigation, compliance evaluation, hearing or any other activity related to the administration of any Federal, State or local law requiring equal opportunity, including Section 503 or Rehabilitation Act, the affirmative action provisions of VEVRAA, and EO11246.

C. Problem Resolution

1. Employees should contact their supervisor either in writing or verbally to discuss concerns, complaints or perceived violations of company policy. Alternatively, employees may contact Human Resources, Legal, one of the Ethics Officers identified in JLL's Code of Business Ethics, Employee Relations or the Ethics Helpline (877-540-5066). Complaints will be investigated promptly.
2. Any form of retaliation for making a good faith-based complaint, or participating in the investigation of a complaint, is strictly prohibited.
3. Legal should be notified immediately upon notice or receipt of a formal lawsuit or agency charge.

III. Exceptions/Revisions

This policy has been reviewed and approved by Human Resources and Legal. Exceptions or changes to this policy require the approval of the Chief Human Resources Officer for Americas and the Business Unit Leader. To the extent that any law or regulation conflicts with this policy, that law or regulation will apply.

Revision History

Date	Description
August 25, 2017	Policy Modified
January 8, 2018	Policy Modified
October 2, 2019	Edited detail on plan availability and Employee Relations contact information
October 11, 2019	Edited to provide additional information on accommodation

RFP Item 4.7.15: References**Client: City of Marietta**

Contact Person: Daniel Cummings, Economic Development Director
205 Lawrence Street
Marietta, GA 30060
Email: dcummings@mariettaga.gov
Phone: (770) 794-5668
Key Staff: Jeremy Becker

Client: North Carolina General Assembly

Contact Person: Chuck Hefren, Principal Program Evaluator, Legislative Services Office
16 West Jones Street
Raleigh, NC 27601
Email: Chuck.hefren@ncleg.net
Phone: (919) 301-1975
Key Staff: Jeremy Becker

Client: Fulton County, Georgia

Contact Person: Tim Diamond, Head of Real Estate
141 Pryor Street
Atlanta, GA 30303
Email: timothy.diamond@fultoncountyga.gov
Phone: (404) 472-5679
Key Staff: Jeremy Becker

Client: George Mason University

Contact Person: Steve Goldin, Director of Strategic Real Estate Initiatives
4400 University Drive
Fairfax, VA 22030
Email: Sgoldin2@gmu.edu
Phone: 703-993-8294
Key Staff: Cassia Sookhoo

Client: Prince George’s County

Contact Person: Shawn A. Matlock, Director, Department of Capital Programs
Facilities Administration Building
13300 Old Marlboro Pike
Upper Marlboro, MD 20772

Email: shawn.matlock@pgcps.org

Phone: (301) 952-6548

Key Staff: Cassia Sookhoo

RFP Item 4.7.15.3 A copy of the selected Consultant's current Florida Professional Registration Certificate, if applicable—please see attached following this page.

Licensee Details

Licensee Information	
Name:	JONES LANG LASALLE AMERICAS INC (Primary Name)
Main Address:	250 S ORANGE AVE 700P ORLANDO Florida 32801
County:	ORANGE
License Mailing:	
LicenseLocation:	250 S ORANGE AVE 700P ORLANDO FL 32801
County:	ORANGE
License Information	
License Type:	Real Estate Corporation
Rank:	RE Corp.
License Number:	CQ1007013
Status:	Current,Active
Licensure Date:	09/05/1997
Expires:	09/30/2020
Special Qualifications	Qualification Effective
Alternate Names	
View Related License Information	
View License Complaint	

2601 Blair Stone Road, Tallahassee FL 32399 :: Email: [Customer Contact Center](#) :: Customer Contact Center: 850.487.1395

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Under Florida law, email addresses are public records. If you do not want your email address released in response to a public-records request, do not send electronic mail to this entity. Instead, contact the office by phone or by traditional mail. If you have any questions, please contact 850.487.1395. *Pursuant to Section 455.275(1), Florida Statutes, effective October 1, 2012, licensees licensed under Chapter 455, F.S. must provide the Department with an email address if they have one. The emails provided may be used for official communication with the licensee. However email addresses are public record. If you do not wish to supply a personal address, please provide the Department with an email address which can be made available to the public.

State of Florida

Department of State

I certify from the records of this office that JONES LANG LASALLE AMERICAS, INC. is a Maryland corporation authorized to transact business in the State of Florida, qualified on May 21, 1997.

The document number of this corporation is F97000002688.

I further certify that said corporation has paid all fees due this office through December 31, 2019, that its most recent annual report/uniform business report was filed on January 4, 2019, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Thirteenth day of June, 2019*



Ronald R. DeSantis
Secretary of State

Tracking Number: 3468051058CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

Appendix B: General Terms and Conditions / Sample Agreement

JLL respectfully requests the following revisions to the provided terms and conditions as stated below. We look forward to the opportunity to review and discuss any revisions with the County prior to the execution of any resulting contract.

Regarding General Terms and Conditions, Section 8.9 Indemnification

JLL requests the following revisions to this section:

Paragraph 1, Line 4: insert “third party” between “all” and “claims”

Paragraph 1, Line 6: delete “this Agreement and/or the performance hereof” and replace with “Professional’s negligent performance of this Agreement.”

Similarly, Regarding Exhibit K Sample Agreement for Professional Services, Section 15 Indemnification

JLL requests the following edits be incorporated in the final contract:

Paragraph a, Line 5: insert “third party” between “all” and “claims”

Paragraph a, Line 6: delete “this Agreement and/or the performance hereof” and replace with “Professional’s negligent performance of this Agreement.”

Regarding Exhibit K Sample Agreement for Professional Services, Section 11 Ownership of Deliverables

JLL requests the following language be added to the end of the section:

Notwithstanding any term in the Agreement to the contrary, the Professional shall retain all right, title, and interest in any and all intellectual property: (i) created by the Professional prior to this Agreement, including (without limitation) Professional proprietary software programs and processes for providing services and (ii) created by Professional during the term of the Agreement in the normal course of business for Professional’s clients generally. Upon County request, at Agreement completion Professional will provide, in a format readable by software not proprietary to Professional, all County computer data and information that Professional created under the Agreement.

Regarding Consequential Damages

JLL notes the absence of a mutual waiver of consequential damages, and requests the following language be incorporated in the final contract:

CONSEQUENTIAL DAMAGES. Except to the extent of each party’s obligations pertaining to indemnification and protection of confidential information, neither party shall be liable, under any circumstances for any anticipatory or lost profit, special, consequential, punitive, exemplary, incidental or indirect damages of any kind (collectively “non-direct damages”) resulting from its

performance or non-performance of its obligations under the Agreement even if such non-direct damages are attributed to breach of the contract, tort or negligence or otherwise caused; such party has been advised of the possibility of such non-direct damages; or under applicable law, any such non-direct damages are considered direct damages.

Regarding Insurance, Exhibit I Type “B” Insurance Requirements

JLL requests the following revisions:

First paragraph, line 3: we request to delete “or subcontractors.” and add “Contractor shall require similar insurance of any subcontractors.”

Item I. Commercial General Liability, line 1: delete “not less than” and replace with “of”

Item I. Automobile Liability, line 2: delete “not less than”

Item II.B. Workers Compensation, line 1: delete “not less than”

Item III. Professional Liability, line 1: delete “not less than”

Item IV.C.1., lines 2–3: delete the second sentence and replace with “Coverage shall be provided on a “per occurrence” form except for Professional Liability.”

Item IV.C.1., lines 3–5: Delete last sentence.



S

20-953 Technical Consultant for the County Administration Building

Due: March 4, 2020, 2:00 PM

Response to Request for Proposals

MAR 4 '20 AM 10:54

Submitted by:

**Bob Hunt, Managing Director
Jeremy Becker, Senior Vice President
Jones Lang LaSalle Americas, Inc. (JLL)**



JLL

*Achieve
Ambitions*

Deliver to:

**Larry Sapp, CPM, CPPB, Procurement Manager
Alachua County Procurement, 3rd Floor
County Administration Building
12 SE 1st Street
Gainesville, Florida 32601-6983
(352) 374-5202**