Legislation Details (With Text)

File #:	17-977	**Name:**	
Type:	Staff Report	**Status:**	Agenda Ready - Administrative Business
File created:	9/20/2017	**In control:**	Special City Council
On agenda:	11/20/2017	**Final action:**	
Title:	Report regarding selection of the preferred Community Civic Campus Master Architect team by City Council to enter into a Master Architect Services Agreement. (Marian Lee, Assistant City Manager)		
Sponsors:			
Indexes:			
Code sections:			
Attachments:	1. RFP, 2. Smith Group Proposal, 3. ELS Proposal		

Date	Ver.	Action By	Action	Result

Report regarding selection of the preferred Community Civic Campus Master Architect team by City Council to enter into a Master Architect Services Agreement. *(Marian Lee, Assistant City Manager)*

RECOMMENDATION

It is recommended that the City Council receive presentations from the top two Measure W Community Civic Campus Master Architect teams identified during the procurement process and select the preferred team to enter into a Master Architect services agreement.

BACKGROUND/DISCUSSION

For this year, a key milestone for the Civic Campus Project is to select a master architect. We have identified a site for the project, secured most of the land needed for the project, and will conclude the environmental analysis before year end. Procuring a master architect before year end will position the City to advance the project design with the community during 2018. The following describes the Request for Qualifications/Request for Proposal process that staff has concluded.

Request for Qualifications Phase

A Request for Qualifications (RFQ) for architectural services for the Measure W Community Civic Campus project was released on June 12, 2017. The RFQ was made available through: City's eBidboard; Integrated Marketing Systems (IMS) and Dodge Data Analytics, which are information centers for project announcements; and emails to 48 architectural firms. Nine firms/teams submitted their Statement of Qualification (SOQ) on Friday, July 14, 2017. The SOQs included general information about the firms on each team, key team members, individual experience, team experience and showcase projects.

The City's internal project team comprised of the Kitchell Program Manager, Assistant City Manager, and staff from the Library, Parks & Recreation, Police, Fire, ECD and Public Works departments

participated in the evaluation of the SOQs. The focus of the review was to assess the teams qualifications against the minimum requirements outlined in the RFQ to determine if they would advance to the next step in the procurement process and be invited to respond to a Request for Proposal (RFP).

The following criteria, as expressed in the RFQ, were used to evaluate the SOQ for each team:

- Experience and demonstrated ability of the team
- Appropriate personnel-principals, project manager and other key personnel relevant experience and skills
- Prime consultant and sub-consultant experience in providing similar projects
- Overall quality of responses, and conformance with RFQ requirements of content, including overall program/project understanding, as well as approach and proposed method to accomplish the work in a timely and competent manner

Of the nine teams that submitted SOQs, six teams (as follows in alphabetical order) were shortlisted to participate in the RFQ process:

1. ELS/Shah Kawaski/Sargent, Brinkley, Wiginton
2. Perkins + Will
3. Smith Group JJR
4. Snohetta/Group 4
5. Skidmore Owings and Merrill/Marcy Wong Logan
6. WRNS Studio/Glass Architects

Three teams were eliminated for the following reasons:

- Behnisch Architekten, partnered with Quezada Architects, was identified as the architect of record; however, they are not licensed to perform work in California.
- Polytech Architects did not clearly articulate their ability to render the required services, and they have no demonstrated experience on public works that are similar in scale, size, and complexity to the Community Civic Campus.
- Steinberg Architects did not follow the instruction in the RFQ.

Request for Proposal Phase

On August 18, 2017, a pre-proposal conference was held with the invited teams for the RFP. The essence of the pre-proposal conference was to allow each team to hear from staff representing the Library, Park & Recreation, Fire and Police departments what was important to inform their proposal. Following the conference, the RFP was issued with a request for interviews on August 30, 2017. See Attachment 1 for RFP.

The evaluation panel, reviewing the proposals and participating in the interviews, comprised of the Assistant City Manager, Library Director, Parks and Recreation Director, Police Chief, Fire Chief, Public Works Director, ECD Director, Public Safety Facilities Expert from Kitchell CEM, and former Planning Commissioner and a practicing architect. The interviews involved a 20 to 30 minute presentation by each team, with 20 to 30 minutes left for questions and answers between the panel

members and the team presenters. The interview provided an opportunity for each team to personally introduce their team to the panel, discuss in more detail their relevant experience and present their vision/ideas for the project. The proposal provided the detailed information supporting their presentation.

The following evaluation criteria, as expressed in the RFP, were used to evaluate the teams:

- Team Experience
- Design Approach and Key Considerations
- Key Members
- Scope, Schedule, and Key Milestones
- Community Outreach

The panel has recommended advancing two teams, Smith Group JJR and ELS/Shah Kawaski/ Sargent, Brinkley, Wiginton for final consideration. These two teams provided the best qualifications (team and individually), resources, and vision for the project and achieved panel consensus on their ability to design something wonderful for the City of South San Francisco. See Attachment 2 and 3 for the Smith Group Proposal and ELS Proposal.

Final Phase

As the final steps in the procurement process, reference checks of the key team members of the two teams have been conducted. Findings from the interviews have been noted by staff and no disqualifying issues were identified. On October 13, 2017, a bus/virtual tour of relevant projects designed by the two teams were provided at a Special City Council meeting. The tour had limited value as finding built projects in close proximity limited the scope of projects that could be shared.

To address that limitation, the two teams were asked to present to the Measure W Subcomittee on November 1, 2017 and present their finest work that was most relevant to the City's Measure W program. The presentations were well received by the Measure W Subcommittee members and staff was asked to have the two teams present to the full City Council so that the preferred team can been selected. Today's meeting is for that purpose, and both the Smith Group and ELS teams will be making 20 minute presentations each to City Council and available to address questions.

FISCAL IMPACT

This is an information item. There is no impact to the City's budget.

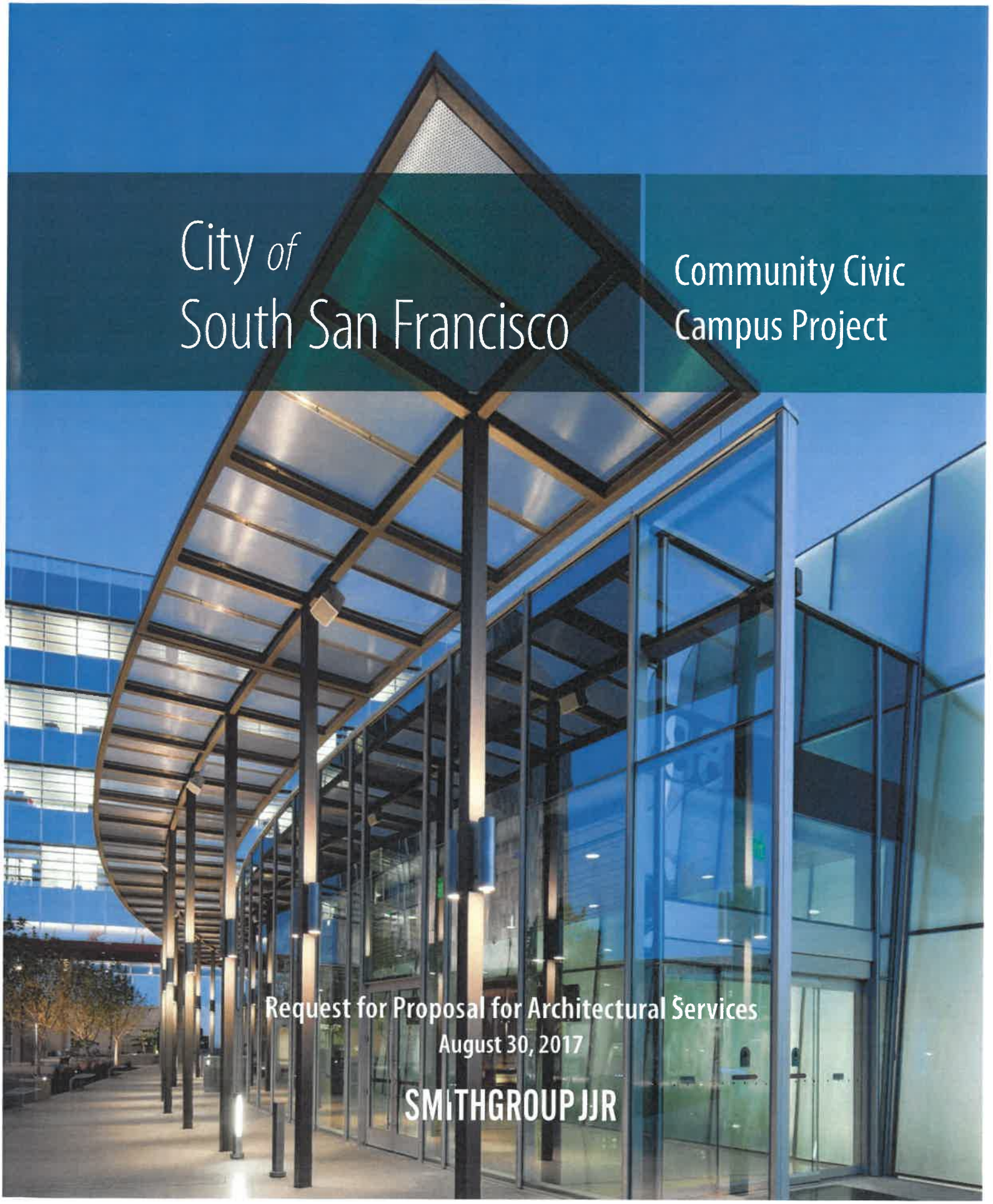
CONCLUSION

It is recommended that the City Council receive presentations from the two top teams identified from the Community Civic Campus procurement process and select the preferred team to enter into a Master Architect Services Agreement.

Attachments:

1. RFP
2. Smith Group Proposal

3. ELS Proposal



City *of* South San Francisco

Community Civic Campus Project

Request for Proposal for Architectural Services

August 30, 2017

SMITHGROUP JJR

City Hall, South San Francisco, 1920's

Bits of History Archive, City of South San Francisco

Table *of* Contents

01 Cover Letter

02 Team Experience

03 Design Approach & Key Considerations

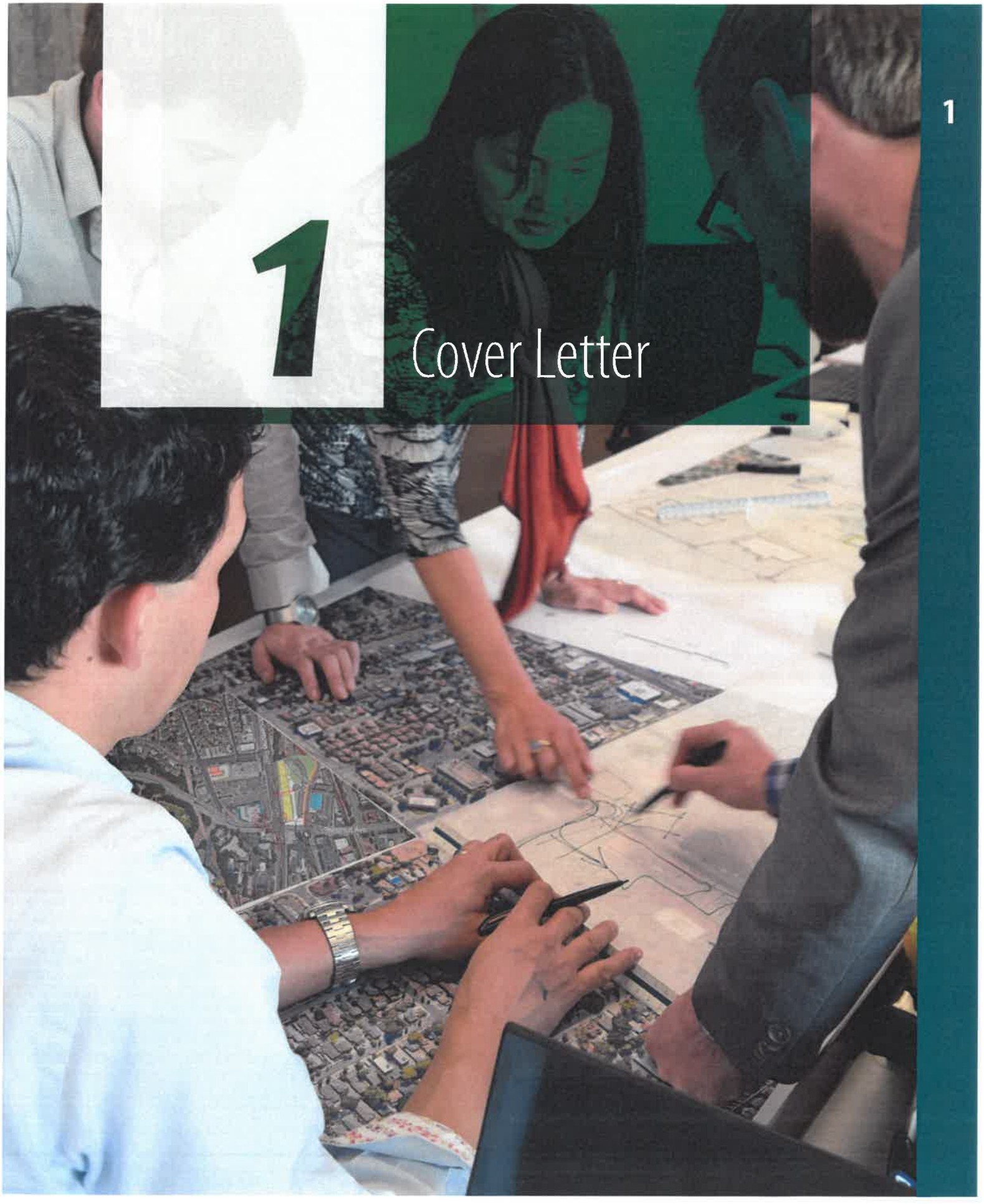
04 Key Team Members

05 Scope, Schedule, Key Milestones

06 Community Outreach

07 Contract Acceptance

Fee Proposal (Sealed Attachment)



1 Cover Letter

Bank of America, South San Francisco, Early 1900's

Bits of History Archive, City of South San Francisco

August 30, 2017

Ms. Marian Lee
Assistant City Manager
400 Grand Avenue
South San Francisco, CA 94080

RE:

Request for Proposal for Architectural Services with Sealed Fee Proposal

SMITHGROUP JJR

Dear Ms. Lee, Ms. Sommer, Ms. Ranals, Mr. Azzopardi, Mr. Kohlman and Members of the Selection Committee:

The City of South San Francisco has long celebrated a spirit of civic pride and economic vitality. From its early days of livestock and steel industries, to becoming the birthplace of biotechnology, South San Francisco continues to be a center of exploration and development in today's innovation era while still preserving the values of a tight-knit community. The Measure W effort proposed for the Community Civic Campus project provides the City a great opportunity to build on this legacy of thinking towards the future and embracing change while providing the best possible services to the community. With the goals identified at the pre-proposal meeting, South San Francisco is poised to be a model of local government, public safety, customer service, environmental sustainability and resiliency to residents and businesses as well as to neighboring cities throughout the Bay Area.

On behalf of our entire SmithGroupJJR team, I want to express our gratitude for being included in the RFP and our enthusiasm to support South San Francisco with strategies for a modern Community Civic Campus. As Principal-in-Charge, I will ensure firm resources for this project. Todd Kohli, Project Manager, will be your consistent day-to-day point of contact, effectively managing resources and processes. Mark Roddy, Lead Designer, will bring your vision to life. Mary McGrath, our Fire and Police Station Lead, and Carol Simmons, Library Consultant, will work closely with SmithGroupJJR design team, and together, this entire group will develop the overall concept for the proposed new facilities. Urban Designer, Michael Johnson, will develop the campus master plan and lead community outreach efforts, working closely with the team on stakeholder engagement. Chris Krahn, Project Architect, will be involved in developing accurate construction documents and technical requirements. Additionally, our team is composed of 60% women, minority, and small business owned consultants bringing expertise in their respective disciplines.

Developing a successful and usable civic campus master plan stems from a holistic, integrated approach that explores and understands the operational, site, architectural, building system, and environmental elements that comprise it. Through this approach, our team is committed to working with you in an iterative process, and we will leverage our experience and expertise in the following:

Working with South San Francisco – We are aware of the development occurring in South San Francisco along with the challenges the City is facing in terms of traffic, parking, public safety and providing sufficient access to civic services. To this end, we have carefully selected our consultant team for their understanding of your project and experience working in South San Francisco. Our SmithGroupJJR team is well-versed in how to work with city and neighborhood stakeholders in order to realize a project's vision and how to facilitate communication working with a large public constituency.

Civic-Focused Design – While the cities and communities we work with vary in scale, they share a common goal to serve, educate and protect their residents. Our collective experience planning and designing award-winning city halls, public libraries, public safety buildings, and community centers bring a comprehensive lens in which we'll use to evaluate the priorities South San Francisco has set forth.

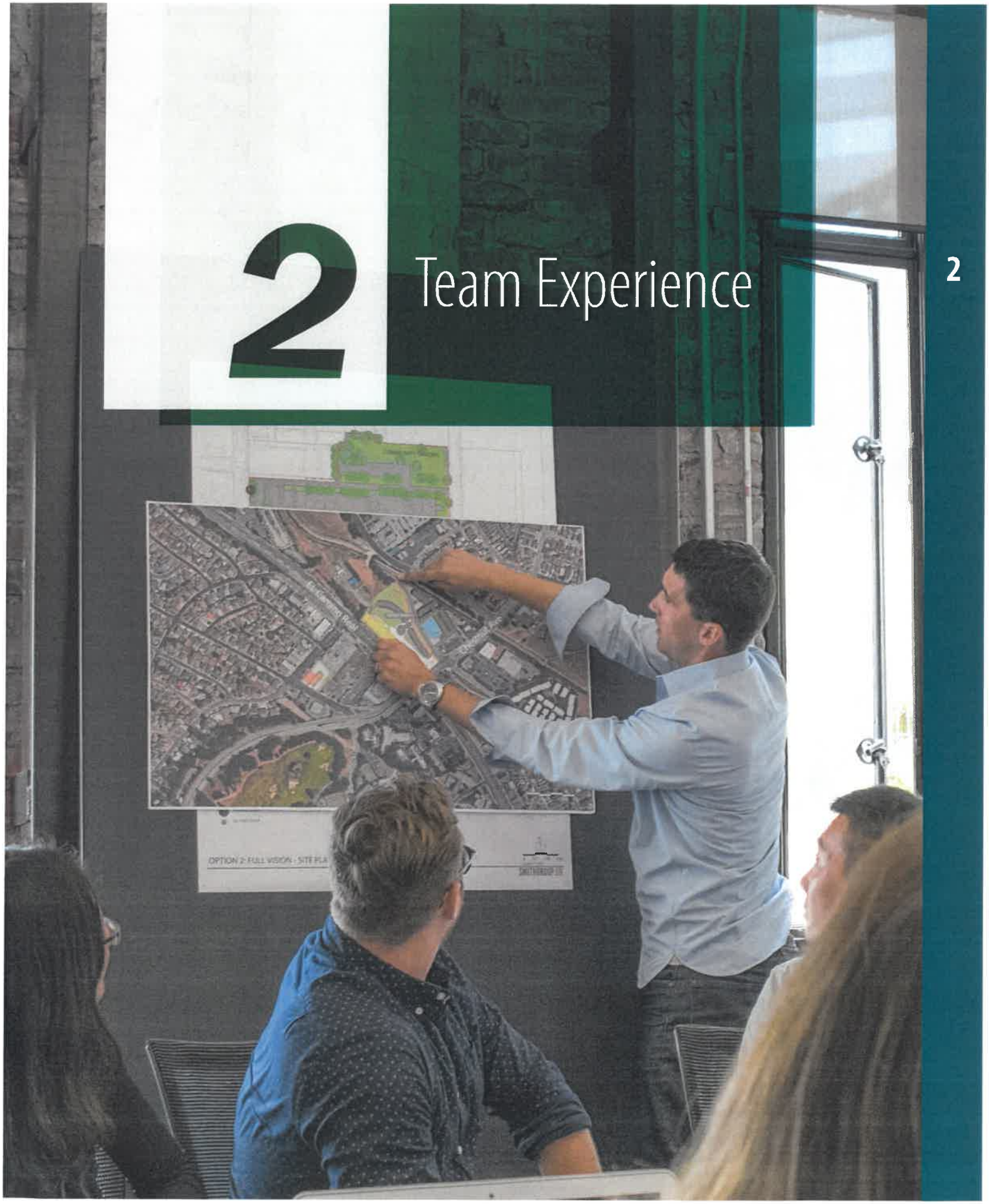
Campus Master Planning – Campus master planning encompasses all of the services we offer as an integrated design firm that can leverage the synergies of urban planning, campus planning, building architecture, landscape architecture, and sustainability. Building upon the community engagement process South San Francisco has started, we will bring our extensive knowledge from all of these disciplines. Our methodology will take a holistic approach to optimal open spaces, building orientation, circulation, views, parking, and environmental strategies that will facilitate the City's decision-making process.

Sustainable Strategies and Resiliency – Resource conservation is an important concern in California as population increases and economies grow. We are committed to working with the City on exploring and implementing appropriate sustainable design strategies, creating a Community Civic Campus project that will be a model of efficiency to neighboring businesses and residents.

We hope that you will come to understand each team member's depth of experience as you read through this proposal. But, perhaps more importantly, we hope that you will sense our deep commitment to the ideals of this project and the value our collective knowledge and collaborative approach will bring to the process and outcome. We share in your excitement for this once-in-a-lifetime project and look forward to the opportunity to help design the future of South San Francisco.

Juhee Cho | Principal-in-Charge
juhee.cho@smithgroupjjr.com | 415.343.2012

2 Team Experience



Bayshore Blvd. Underpass Ground Breaking, South San Francisco, Undated

Bits of History Archive, City of South San Francisco

2. TEAM EXPERIENCE


Chandler Civic Center

Working with civic partners the SmithGroupJJR team has developed master plans and community centers successfully addressing our client's critical concerns to create places that connect with the community. Our team has created vital and livable downtowns, urban neighborhoods, parks, and public spaces for people in cities and communities of all sizes. Together, the great work of SmithGroupJJR, Mary McGrath Architects, Carol Simmons, BKF Engineers, Meyers+ Engineers, Forell Elsesser, Watry Design, Fehr and Peers, Smith, Fause, McDonald combined experience will bring the City of South San Francisco a civic community to live and work in with pride.

As seen in our Response to Qualifications and in our Interview, our team has designed and built buildings and places responsive to the needs of each community's particular assets. We design environments that welcome people and communicate a unique sense of place. These qualities have enduring value, and our award-winning work is an eloquent testimony to the sensitivity and quality we bring to each project. Our team's experience includes:

Police & Fire

- City of Detroit Public Safety Headquarters, Metropolitan Detroit Forensics Science Laboratory, Detroit, Michigan
- County of San Diego/Lowe Enterprises Crime Laboratory, San Diego, California
- Denver Police Crime Lab, Denver, Colorado
- Lodi Fire Station No. 2, Lodi, California (Mary McGrath)
- Ministry of Community Safety & Correctional Services Forensic Services and Coroner's Complex, Toronto, Ontario, Canada
- Paso Robles Public Safety Center, Paso Robles, California (Mary McGrath)
- San Jose Fire Facility Program & Fire Stations No. 34,35, San Jose, California (Mary McGrath)
- San Rafael Fire Station No. 52, San Rafael, California (Mary McGrath)
- San Rafael Fire Station No. 57, San Rafael, California (Mary McGrath)
- San Rafael Public Safety Center, San Rafael, California (Mary McGrath)
- Town of Gilbert Police Property & Evidence Storage & Fire Resource Management Facility, Gilbert, Arizona

Libraries & Recreation Centers

- Bayshore Community Center and Library, Daly City, California (Planning)
- City of Avondale, Old Town Library, Avondale, Arizona
- Montgomery College Cultural Arts Center, Takoma Park, Maryland
- Plano Senior Center Library & Recreation, Plano, Texas
- War Memorial / John Daly Library, Daly City, California (Planning)
- VacaValley Wellness Center, Vacaville, California

Additional Relevant Civic Buildings & Campus Master Plans

- City of Sunnyvale Civic Center Master Plan, Sunnyvale, California
- City of Avondale City Complex, Avondale, Arizona
- Chandler City Hall, Chandler, Arizona
- Superior Court of California, San Benito County, Hollister Courthouse, Hollister, California
- Warren City Center Master Plan, Warren, Michigan

On the following pages, we have highlighted three projects focused on key issues relevant to South San Francisco. Each project includes challenges and lessons learned, demonstrating our unique qualifications for the South San Francisco Community Civic Campus project.

Sunnyvale Civic Center Master Plan Sunnyvale, California

Sunnyvale Civic Center's Modernization Project Master Plan addresses the needs of the civic center based on changing demographics and workforce in the Pennisula.

TEAM MEMBERS:

Juhee Cho,
Principal-in-Charge

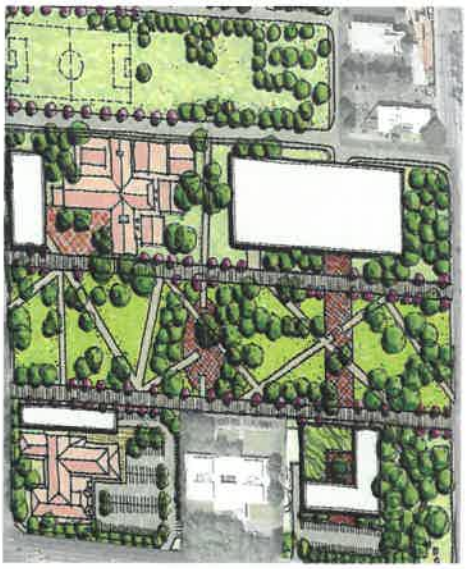
Todd Kohli,
Project Manage, Landscape Architect

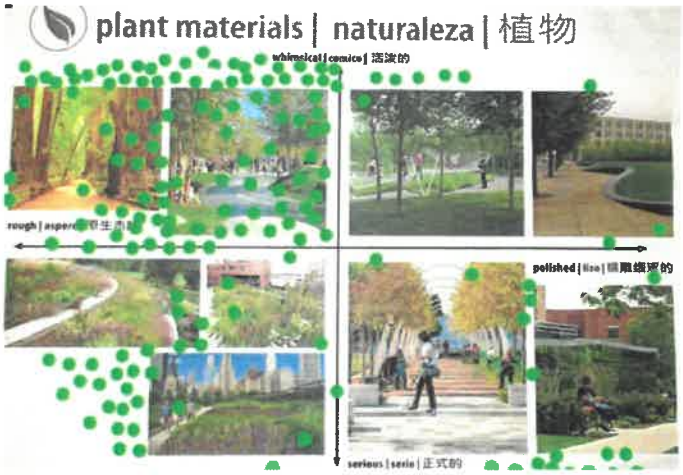
Mark Roddy,
Lead Designer

Michael Johnson,
Urban Planner, Community Outreach Lead

RELEVANCY:

- Master Plan
- Civic Campus
- Library
- Police/Public Safety
- Parking Structure
- Sustainability (LEED Platinum minimum, targeting Net Zero Energy)
- Multi-modal Planning
- Community Outreach





The City of Sunnyvale envisions to reclaim it's civic center campus with a presence that is open, efficient, and welcoming to local citizens. Located at the busy intersection of two main thoroughfares, El Camino Real and S. Mathilda Avenue, the project establishes a significant role and physical place for the city. The master planning process, lead by SmithGroupJJR, involves several community members and representatives—from focus groups, to 11 public commission meetings, and a large community meeting. Staying on schedule with all parties to make decisions in time for public and City meetings is critical.

The team's organizational strategy involves input from multiple perspectives and expertise within their enterprise, moving from tactical and specialized knowledge to synthesis and integration, and on to a strategic level of decision-making. Our work on two options for the overall campus master plan, as well as two options for all architectural components, provides City Council with an opportunity to review and select preferred vetted options for each main component of the project. Coupled with the selected option of the master plan and architecture, our team is to provide a Program Level EIR. The first constructed phase of the project includes a new city hall, an essential facility addition to the Department of Public Safety, open space improvements, and photovoltaic arrays above long-term surface parking.

BENEFIT FOR SOUTH SAN FRANCISCO:

We are committed to a hands-on, community-led approach, being on-site as much as possible to analyze the major drivers and needs of the project and devise strategies that are embraced and actionable.

LESSONS LEARNED:

A thoughtful master plan requires the expertise of multiple disciplines coming together with one clear goal – a resilient plan for the future. **By establishing an environment of collaboration and open communication, all team members contribute their knowledge and ideas to the process from a project's onset.** In this way, we create meaning from the volume of data that we receive and collect.

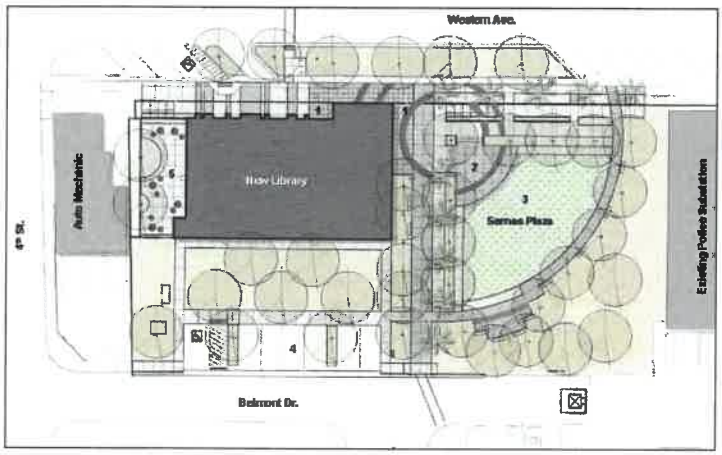
City of Avondale, Old Town Library Avondale, Arizona

The new Old Town Library replacement is a significant step in the City of Avondale's redevelopment and rebirth.

TEAM MEMBERS:
Mark Roddy,
Lead Designer

RELEVANCY:
- Library
- Civic Campus
- Sustainable Features
- IT/Computer Lab

AWARDS:
- Award of Merit - Building and Structures: Civic, Environmental Excellence Awards
- AIA Citation Award
- IIDA Pride Awards, Best of Show and Design Excellence in Public Facility



The site for the library is located in a depressed area within the redevelopment district along the old main street of Avondale. The city purchased the site of a self-service car wash next to existing city facilities, including a police substation, a fire station, and an under-utilized public plaza. The library needed to fit within its context but also wanted to separate itself as a public institution.

In keeping with the development district design guidelines, the team's approach focused around a "street retail" concept. Given a limited site area and the adjacent Sernas Plaza, the two-story library pushes the street edge and opens up with expansive glass, resulting in a public scale with an inviting presence. To improve circulation, a pedestrian-only street was developed, in addition to revitalization of the plaza. The library improves community lighting and serves as a beacon. The children's collection and staff functions are located on the first floor while adult and teen collections and the community meeting room are located on the second floor. Both floors have their own information desks and are anchored by the two-story lobby. Off the main lobby are a café, used book sales, public toilets and a highly visible staircase. Transparency is used to relate the surrounding retail context while celebrating its vibrant, colorful interior and activity to the local residents. The second floor reading room, with floor-to-ceiling glass, not only provides a quiet place for reading but affords unobstructed views to the valley's mountain ranges along with abundant daylight. The new library, combined with the grassy amphitheater of the renovated plaza, creates a new 'mini' civic campus adjacent to the police substation and fire station.

BENEFIT FOR SOUTH SAN FRANCISCO:

The confluence of the library and recreation in the new shared facility will serve as a benchmark for other communities in the Bay Area and beyond.

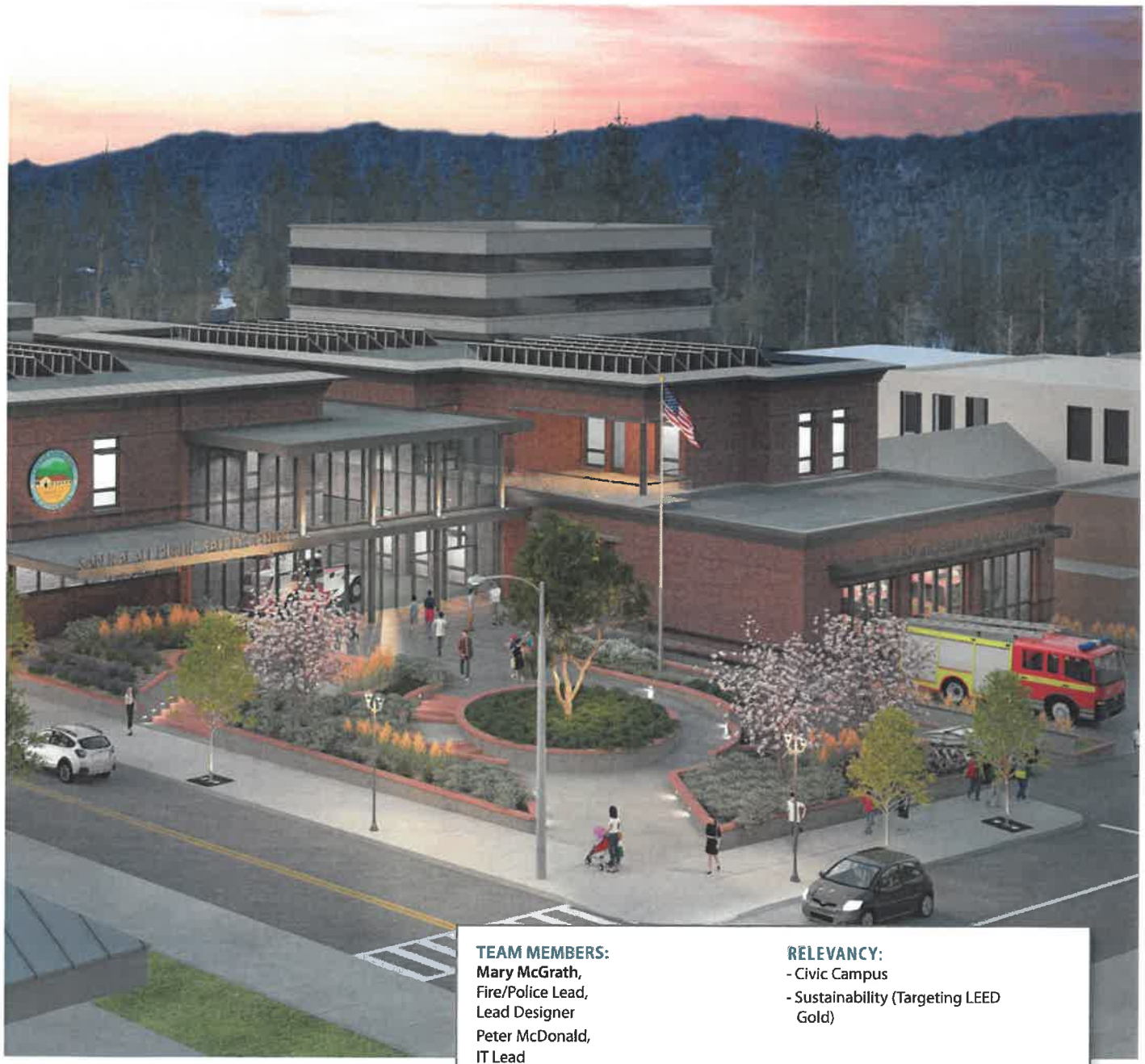
LESSONS LEARNED:

The role of the public library has transformed from its foundation as a repository for reading media. **Today, the modern library is a venue for hands-on learning, workshops, classes, and other community programs for people of all ages and demographics.** This concept of the library as a hub, with an inviting entrance/lobby serving multiple programs and activities, positions the library as a destination for its respective community.

Equally important is the connection to the outdoors. Our design thinking is rooted in the close interaction with natural surroundings, incorporating spaces for community gatherings and outdoor learning.

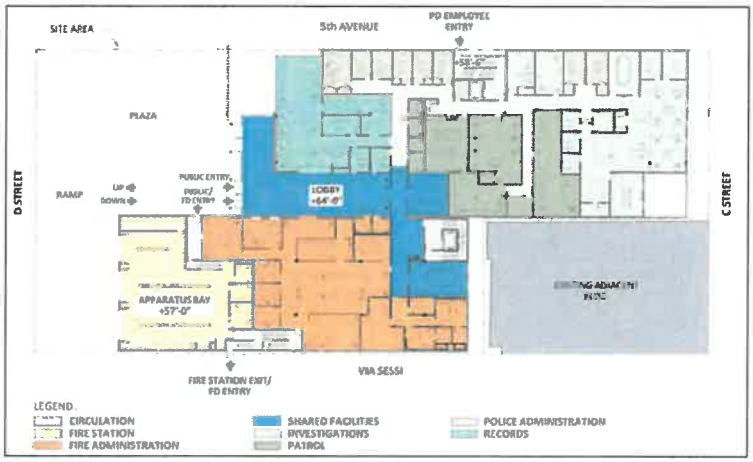
San Rafael Public Safety Center San Rafael, California

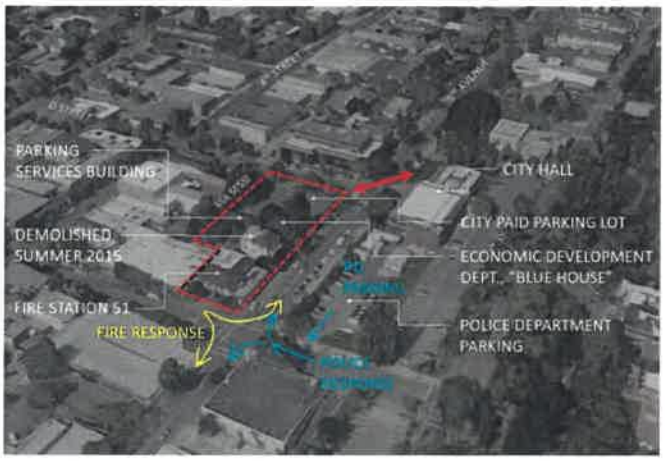
The strategic planning for the City's Essential Facilities including the Public Safety Center, per Measure E, will improve response times and cost savings.



TEAM MEMBERS:
Mary McGrath,
Fire/Police Lead,
Lead Designer
Peter McDonald,
IT Lead

RELEVANCY:
- Civic Campus
- Sustainability (Targeting LEED Gold)





Mary McGrath was commissioned for the Center's strategic planning to update facility condition assessments, develop space needs of essential facilities, and feasibility studies for improving existing or new public safety facilities. The project is under stringent budget requirements, and involved developing a phasing and implementation schedule.

The plan recommends seven projects including a new public safety center across from City Hall that will house both the Police and Fire Departments. In addition, the plan recommends upgrades to the other fire stations for seismic safety and operational improvements. Mary proposed a design for the new Public Safety Center that reflected the existing City Hall, adjacent to the site. The corner plaza has a direct link to the entry plaza at City Hall. Taking special attention to unique department requirements such as police exits, Joint shared facilities include a shared lobby with access from both Police and Fire Administration areas, conference rooms, EOC/training rooms, fitness and infrastructure. The Police Department (20,260 gsf) includes Dispatch, Records, Evidence, Patrol, Investigations, Administration and Support with secured parking direct adjacency to holding and evidence processing. The Fire Department (12,090 gsf) includes Administrative, EOC/ training/community room, as well as living accommodations for 4 fire fighters and the Battalion Chief. A future project will modify the intersection to further tie the Public Safety Center and City Hall buildings together with traffic calming and pedestrian pathways.

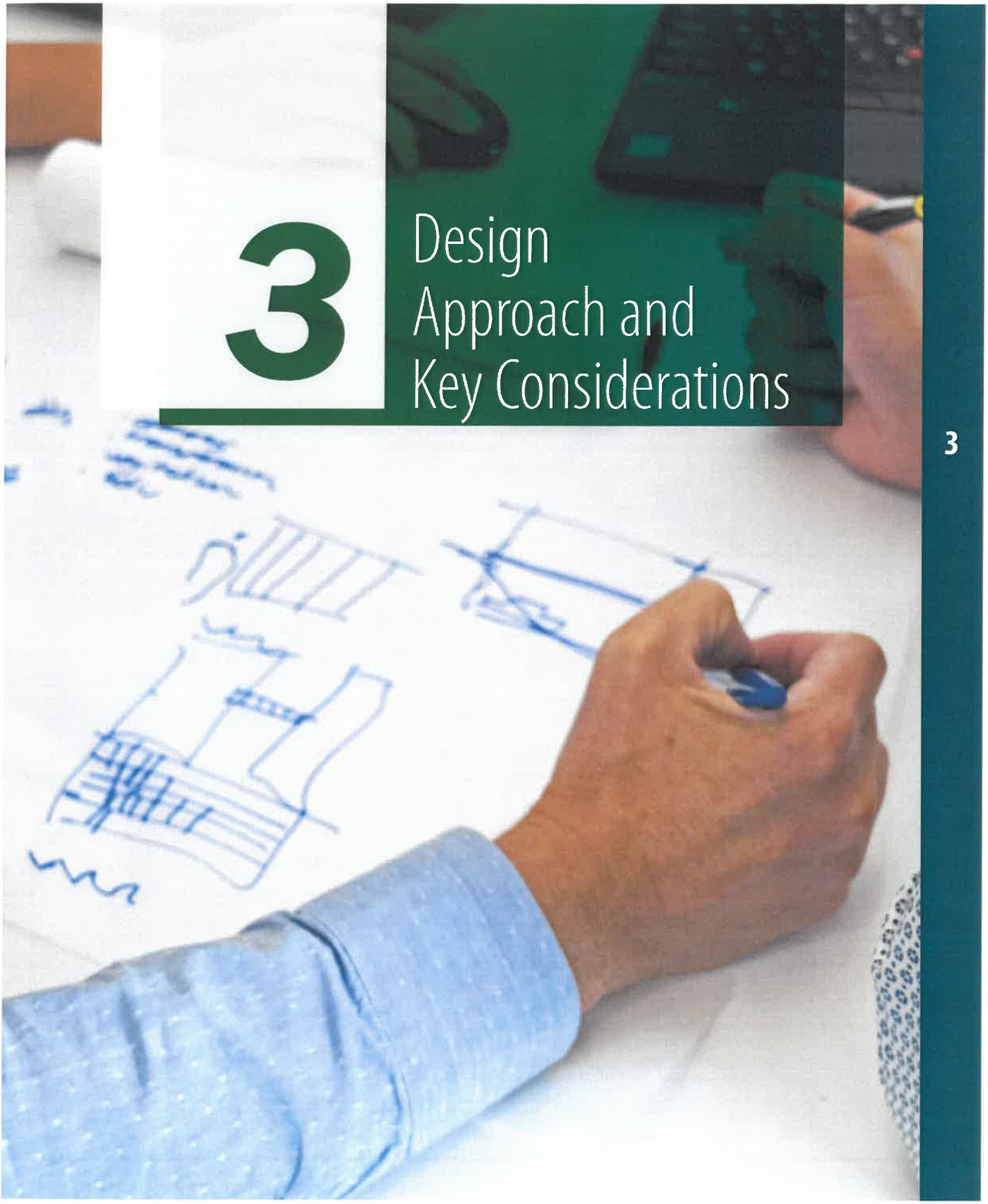
BENEFIT FOR SOUTH SAN FRANCISCO:

The new facilities will respect the rich history of the City while representing its dynamic future.

LESSONS LEARNED:

The design process had a high level of involvement from citizens including four community meetings in addition to balancing design goals of the users, including the Police and Fire Chief and Mayor. **Through this iterative process, the collective input, history of San Rafael, and context of the surrounding site informed the final iteration.**


COMMUNITY DIVISION
El Camino Real
Chestnut Ave
SMITHGROUP JJR



3 Design Approach and Key Considerations

Billiards, Lunches, San Mateo County, 1920's

Bits of History Archive, City of South San Francisco

3. DESIGN APPROACH AND KEY CONSIDERATIONS

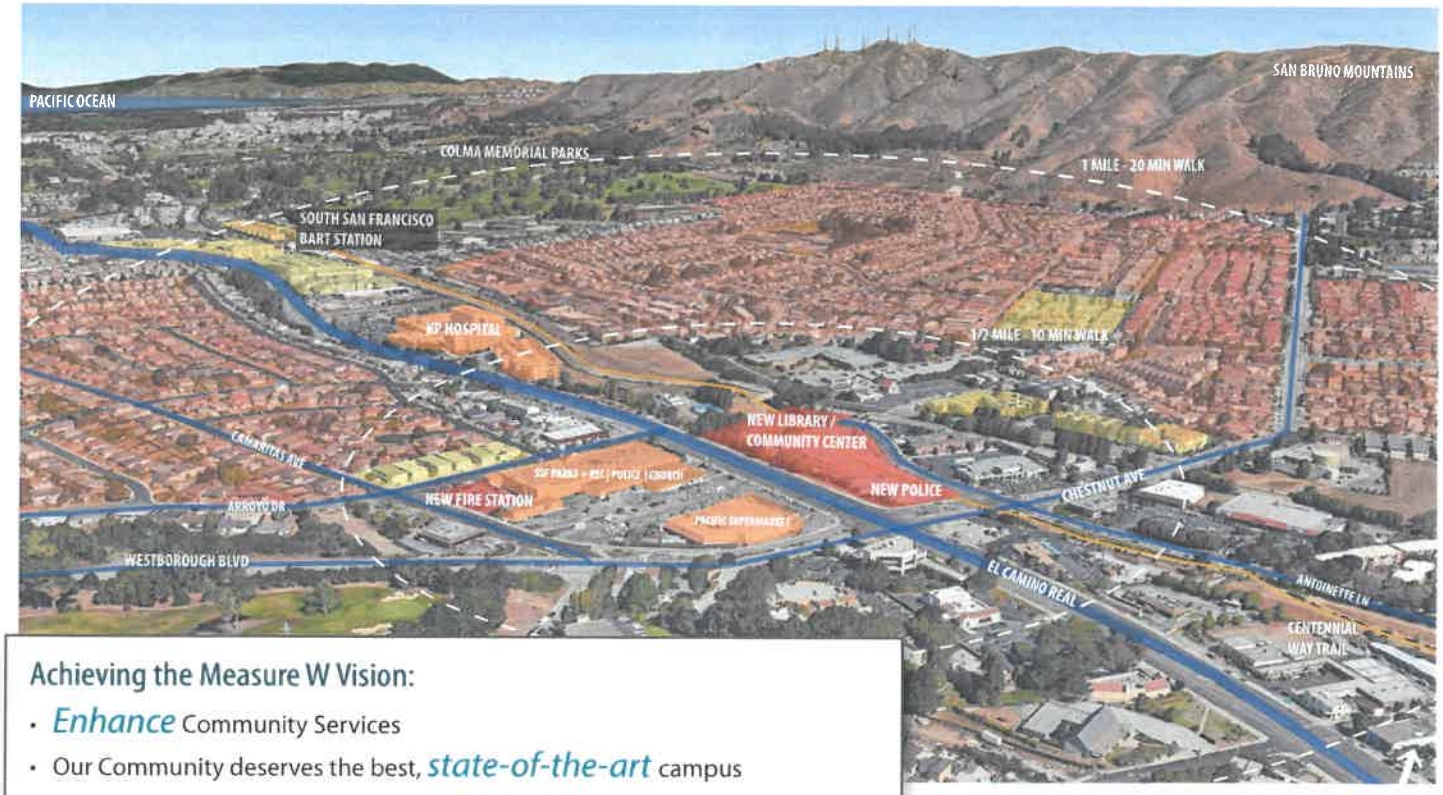
Project Understanding

In order to improve the quality of services, increase accessibility to all members of the community, and remain contemporary with current city requirements and trends, the City of South San Francisco has initiated a Community Civic Campus Project that includes a campus master plan with significant community/ stakeholder engagement, a circulation/access plan, and design of a new Library and Recreation Facility, new Police Station and new Fire Station. Based on previous planning efforts, the Community Civic Campus is currently planned as three separate buildings and associated parking and site work. Three site plans are currently under evaluation by the City and are the subject of a supplemental environmental assessment.

As part of Measure W, the proposed Community Civic Campus would be located on two separate parcels: one on a 7.9-acre site located at the northeast corner of El Camino and Chestnut Avenue. It is anticipated that it will consist of two buildings and associated parking including a 87,000 to 92,000 square foot Library and Recreation Facility, and a 44,000 square foot new Police Station, which will include Information Technology (IT) and Human Resources (HR) office suites. At the southeast corner of Arroyo and Camaritas, on the west side of the City's current Municipal Services Building (MSB), a new Fire Station 63, approximately 7,250 square feet, is to be constructed. City uses in the MSB will relocate to the new Community Civic Campus facilities once built, and the MSB will be demolished with the land made available for mixed-use development. The project cost estimate ranges from $150-166 million, depending on the parking solution.

Additional key success drivers for the Community Civic Campus Project include the relocation of the IT Department within the new Police Department, exploration of sustainable strategies, and a well-crafted and thoughtful multi-modal/circulation plan.

Identified below and on the following pages are specific success drivers highlighed for the project, and each new facility. Our approach for the new Community Civic Campus begins on page 12.



Achieving the Measure W Vision:

- *Enhance* Community Services
- Our Community deserves the best, *state-of-the-art* campus
- The Campus must *serve* diverse interests and be inclusive
- The campus must *reflect history* while serving today and tomorrow
- The campus should be *sustainable* and minimize environmental footprint

Reflecting on your past, our team will help inform your future. SmithGroupJJR, Mary McGrath Architects, BKF Engineers, Meyers+ Engineers, Forell Elsesser, Watry Design, Fehr and Peers, Smith, Fause, McDonald and Carol Simmons have started on this journey together. Through the RFP process, we have begun collaborating, spending a day together exploring and participating in a research and planning charrette. It is our goal to begin each project seeing it from a variety of lenses, as well as set a foundation of success through team-building, open dialogue, challenged assumptions, and idea exchange.

Through this process, we have begun to identify key success drivers for each project.

South San Francisco Municipal Services Building

Library Success Drivers

ESTABLISHING A LANDMARK.

- Create a landmark building with a seamless experience to serve diverse needs and programs
- Emphasize engagement with and space for children and teens
- Utilize forward looking technology
- Emphasize enabled learning
- Allow for quiet contemplation space

South San Francisco Public Library

Fire Department Success Drivers

CREATING FUNCTIONAL PLACES.

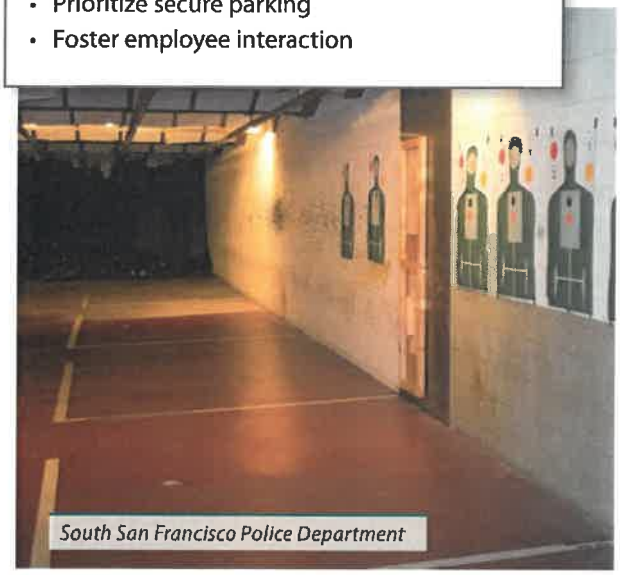
- Emphasize circulation, function and expansion opportunities
- Develop a "dignified utilitarian" design aesthetic
- Design for continuous operation and community gathering during a disaster

South San Francisco Fire Station 63

Police Department Success Drivers

PROMOTING SAFETY.

- Create a welcoming dispatcher environment
- Emphasize security
- Prioritize secure parking
- Foster employee interaction



South San Francisco Police Department

Parks and Recreation Success Drivers

DEVELOPING SYNERGIES.

- Maximize open space and views
- Provide opportunities for large and small multi-purpose spaces, active and passive uses
- Focus on pedestrian and bike improvements
- Create flexible, timeless spaces and incorporate public art
- Emphasize universal access
- Prioritize shared use and storage
- Consider alternative energy, water efficiency, green

Community Civic Center Site

A Peek at History

The evolution of South San Francisco: from Agricultual to Steel to Biotechnology... What comes next?

South San Francisco Historical Images

Design Approach

Our projects seek to resolve and integrate three questions: **Facilities (*what do we have?*)**, **Programming (*what do we need?*)** and **Strategy (*what is important and how will we decide?*)**. Equally important, we emphasize that organizational change and cultural realignment are as important as physical improvements and require active participation from decision makers and users.

Our working style is to be great listeners – we will work collaboratively with you as an interdisciplinary team to explore a wide range of alternative ideas, and we will synthesize a direction that best meets the needs of today and well into the future. Building from previous engagement, stakeholders will be involved to develop a clear set of goals, objectives, and other priorities for the project.

As architects, strategists and planners, we will create understandable meaning from the volume of data that we receive and collect and work with you to synthesize a vision, design, and feasible action plan.

It is anticipated that the master planning, community input, and design services through construction documents for the Library and Recreation facility will begin in October 2017 and run for 12 months. Master Plan, Conceptual Design, Community Input, the Circulation Plan and Schematic Design for the all buildings will be completed within the first 6 months.

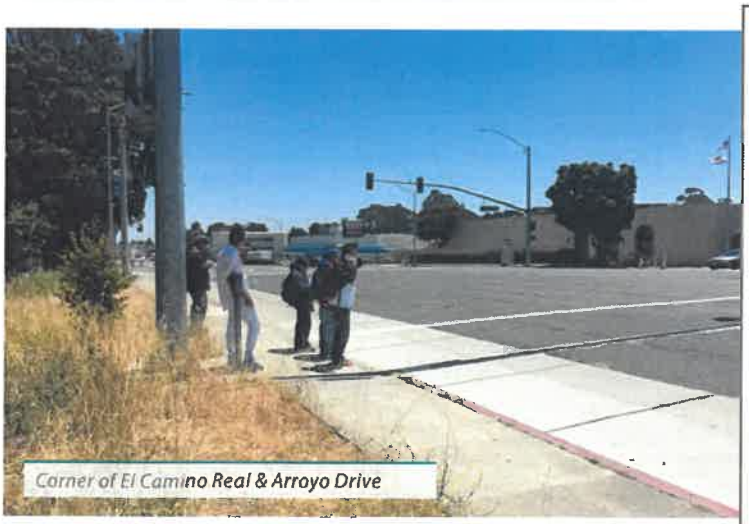
Measure W and the Community Civic Campus project have the potential to elevate several key themes that we would like to explore with you and the community.

Experience Center

BLURRING THE LINES BETWEEN FUNCTIONS AND IDEAS TO BENEFIT THE COMMUNITY AND FUTURE EMPLOYEES OF THE NEW CAMPUS.

The Community Civic Campus will be a destination and hub for South San Francisco. This requires activating open spaces and creating a campus-like feel, which primarily will be achieved through building placement and landscape strategies. Emphasizing the commercial character of El Camino Real will position the new Library/Recreation building as more a destination. Careful attention will be paid to the placement and circulation for Fire and Police, all with the idea of being a good neighbor. Ultimately, **the right urban design approach means more pedestrians utilizing the site and surrounding streets** creating new benefits for the City of South San Francisco.

Chandler City Hall Civic Complex, AZ



Corner of El Camino Real & Arroyo Drive

Safety and Accessibility

PROVIDING EASY ACCESS AND SAFETY FOR THE COMMUNITY WHILE IMPROVING ACCESS FOR FIRE AND POLICE.

As the City poises itself for future growth, the proposed site has the potential to become an amenity for South San Francisco's residents, as well as a catalyst for growth. The site lies at the intersection of two main thoroughfares, El Camino Real and Chestnut Avenue. A **complete streets approach to the proposed site could set the groundwork for future improvements.** Simple moves such as improving bike and pedestrian access from the Centennial Trail, creating a central plaza, and prioritizing streets that are safer for drivers, comfortable for pedestrians, and attractive to cyclists can encourage healthy lifestyles while fostering a neighborhood feel.

Sign Hill, South San Francisco

Transcendence

RECOGNIZING YOUR FUTURE GOALS AND ASPIRATIONS AND THE CITY OF SOUTH SAN FRANCISCO'S RICH HISTORY WITHIN THE EXISTING CONTEXT.

The new campus needs to be people focused and reflect the community and its values. **The success of the Library and Recreation Building, Police, Fire and surrounding development will be greatly influenced by its ability to energetically engage the community and maximize future public interaction.** It is also critical that the design process be inclusive of South San Francisco's unique population for the campus to encompass all of the public needs. Whether it be for the annual Halloween Extravaganza, the Farmer's Market, or library readings, the new development provides a great opportunity to link to the entire community through local events. Above all, the new campus needs to be an asset to the community that reflects the past and looks towards the future.

Flexibility

EFFECTIVELY AND EFFICIENTLY PROGRAMMING, DESIGNING, AND BUILDING SO UTILIZATION IS MAXIMIZED BY THE PEOPLE WHO WORK THERE AND BY THE COMMUNITY NOW AND INTO THE FUTURE.

One of the most important goals of Measure W will be future-proofing the site and its facilities. **While addressing the needs of today, we will also be thinking ahead to changes of tomorrow including things such as driverless cars, sustainability/energy mandates, and integrating work/life balance into spaces.** We will examine how each element affects the other and its eventual impact to the community. Understanding this from the beginning will allow us to design a building that is not only contextually appropriate, but sustainable for future generations to enjoy.


DPR Net Zero Office, AZ


Detroit Riverwalk

Coming to a Crossroads.

The City's Bicycle and Pedestrian Master Plans highlight the importance of the site as a crossroads for active transportation: the Centennial Trail serves north-south travel to BART and other key destinations, while Arroyo Drive and Chestnut Avenue are key east-west bike routes. Additionally, more than a dozen schools are located within one mile of the project site. However, the site currently poses obstacles to walking and biking due to a gap in the Centennial Trail and the lack of an east-west connection between Arroyo Drive and Oak Avenue. The Pedestrian Master Plan notes that the intersection of El Camino Real and Arroyo Drive has one of the highest vehicle-pedestrian collision rates in the City. **The Community Civic Campus will link South San Francisco's neighborhoods with a community and recreational hub.** In addition to creating a site that accommodates efficient emergency vehicle access, vehicle circulation, and right-sized parking, the project presents the opportunity to close the gap in the Centennial Trail and link eastern and western neighborhoods via a pedestrian and bicycle connection between Oak Avenue and Arroyo Drive. Sidewalk and crosswalk enhancements can further create a more walkable and bikeable node and support the region's Grand Boulevard Initiative along El Camino Real.

Making a Connection.

Understanding what exists in the current City communications and electronic security systems infrastructure, how it is regarded, and what of the existing is suitable for extension to the new sites is a key element in any civic scale upgrade project. Knowing these items defines the challenges in terms of technical systems, civic culture constraints, and opportunities for transition. In addition, we will look for opportunities to holistically extend core city services through the campus. We will make certain technological systems are backed up with measures of redundancy appropriate to the types of service(s) being provided and their role in delivering the function of each building including through a municipal fiber MAN, WiFi, Radio and microwave services, and for the public safety buildings – mutual aid failover to supporting agencies. **Analyzing existing systems and future needs/wants will emerge the appropriate approach in developing the Community Civic Campus project's communications design.**


Microsoft Technology Center, Mountain View, CA

Transformative Ideas

In addition to the key drivers previously identified, including those discussed at the pre-proposal meeting, we believe it is critically important to recognize that to date, we are missing the key ingredient – *you*.

The following ideas for the Community Civic Campus project are based on our preliminary understanding of the scope of work, the City's objectives, and our own research and interpretation during the discovery phase and design charrette mentioned later in the Approach in Action.

Civic Face

The new Library/Recreation building should have multiple faces that engage the community in different ways. One façade will work with the scale and speed of El Camino Real and its commercial character. The interior façade facing Centennial Trail should engage people at a pedestrian and biking scale. The building should also engage with the landscape, optimizing outdoor community spaces and providing areas for events, recreation, and gatherings. The building also has the opportunity to telegraph the interior functions promoting civic engagement and celebrating services. The spaces inside should be dynamic, inviting, and support visitors' expectation of experiences we see in retail, workplace environments, and learning institutions including multiple-use spaces and meeting spots such as a café.

Transporting Oneself Mural, South San Francisco
The addition of art to a facade adds character

Resilience and Passive Survivability

In recent history following earthquakes, wildfires, droughts and floods, many California communities are thinking more and more about the resilience of their facilities and their infrastructure in a catastrophic event. **Designing the Community Civic Campus is an excellent opportunity to incorporate safeguards in the planning at the earliest moment to help insure continuous service and reliability, and to allow for facilities to act as a critical resource for the City of South San Francisco in a broad range of circumstances.** This notion of resilience is often referred to as 'passive survivability' and many strategies are inherent to best sustainable design practices. These include designing high-performing exterior envelopes for buildings, utilizing daylight and natural ventilation to the fullest extent possible, reducing or eliminating reliance of natural gas and electric power sources, and collecting rainwater for on-site use. When looking at synergetic relationships across the site, employing these strategies has the potential for even greater effect. There are also significant program strategies that can be incorporated in the planning of individual building layouts. For the Community Civic Campus this could include having on-site power generation and battery charging and designing for conference rooms or other large spaces to be located on the first floor of buildings to double-up as community access spaces or even emergency shelter.

Going for Gold

The Community Civic Campus presents a number of rewarding sustainable design opportunities. The City's interest in exploring LEED certification opens up opportunities for taking other proactive stances for the betterment of the site, community and environment. **Our team proposes a minimum LEED Gold certification.** This could include regenerative concepts such as efficient use of resources, focus on healthy interior environments and creating biophilic environments. While the design and construction of high-performance buildings (and subsequent LEED certification) is neither difficult nor costly, it can quickly become so if the entire project team does not focus comprehensively from the beginning of the design process on incorporating building performance strategies into all aspects of the architecture. A specific set of sustainable design and building performance goals for each of the buildings that would include comfort levels, energy targets, educational mission, and responsiveness to the City of South San Francisco's needs is critical. Site design features that support active users may include providing access to walking and running paths, providing objects of visual interest and seating along pathways, and generous open space. Building design features may include creating appealing, inviting, and visible stairways and de-emphasizing elevators, and providing bike storage.

Chandler City Hall Civic Center Complex
LEED Gold

Approach In Action

The detailed Scope of Work and Schedule outlined in Tab 5 are intended to serve as guides for working with the City of South San Francisco during the Community Civic Campus Project. In working through aligning our process with your objectives, we grew even more excited about the idea of partnering with the City on this unique opportunity, and **the team went a step further by hosting an all-day, all-hands design charrette focused on the Community Civic Campus Project**. Through this process, we researched the history of South San Francisco, the context of the site as it relates to its surrounding environment, and most importantly, we gained greater insight into what each of our consultants brings to the project including their preliminary expert opinions on challenges and opportunities. The following steps outlined our process for the day. Following pages highlight some of our outcomes.

While this type of collaboration is critical to our design process, the ultimate product will be brought to life by incorporating the City of South San Francisco's direction. We look forward to listening to your vision and goals and working closely with you on this significant project, and invite you to take an inside look at our creative process.

1 DEFINE THE CHALLENGE, IDENTIFY THE GOAL

To set the stage, the design team presented information on the history of South San Francisco, local zoning and ordinances, wind and solar patterns, natual disaster history and patterns, walking distances to nearby amenities and transit, and the evolving context of the greater City. The team then reiterated what had been to date by the City, the expectations of for the project, and any new information gained from the pre-porposal meeting. After establishing the background, key team members from our consultant team presented their initial findings as it relates to their disciplines including:

- **Library**: programs, key constituents
- **Fire/Police:** circulation, department requirements
- **MEP:** energy and water conservation goals, code requirements, benchmarking
- **Structural:** seismic/public safety
- **Civil:** circulation, infrastructure, survey
- **Parking:** distribution, structure vs. surface lot, parking signage, adaptive reuse
- **IT:** challenges, infrastructure, security, connectivity
- **Multi-modal:** pedestrian, bike paths, circulation
- **Sustainability:** LEED requirements and goals, emergency preparedness, resiliency

We identified concerns that needed immediate attention, while uncovering important relationships between the site and its surroundings.

2 SET A STRATEGIC DIRECTION

Following outlining the feedback from each discipline, we interpreted and identified the principle elements of the project based on the City's initial vision and goals. The key components included minimum LEED Gold, optimizing functional open space, including strategies for resiliency and future-proofing, and recognizing being a good neighbor. These elements were carried through to our problem-solving phase in which we began to illustrate multiple ways to achieve the vision within the known constraints.

3 SCENARIO AND CONCEPT DEVELOPMENT

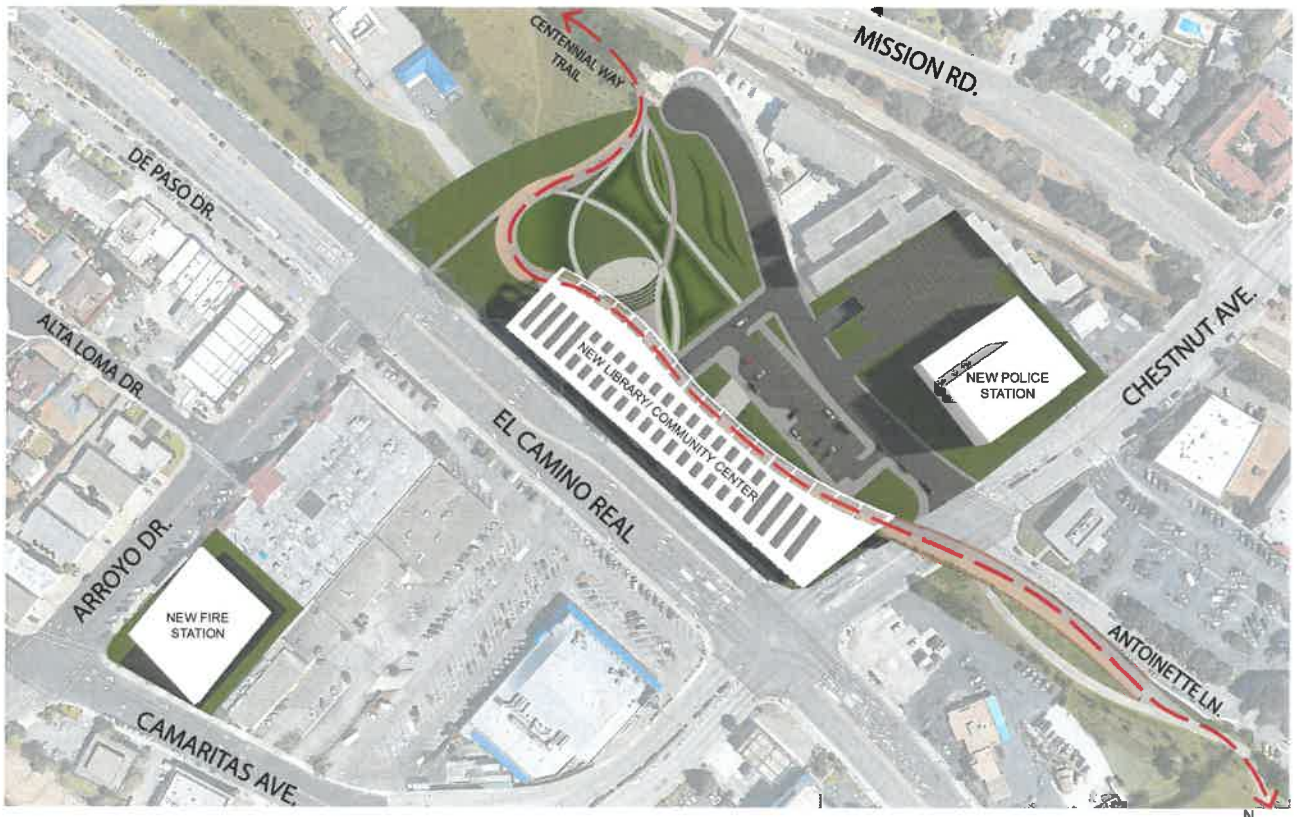
The design team developed various sketches and concepts for the proposed buildings. After an expedited process, the team converged to present their ideas. Feedback was given, and the concepts were compared with the City's vision and goals. Based on the collective criticism, several concepts were further refined to begin culminating the vision.

South San Francisco Community Civic Campus Site

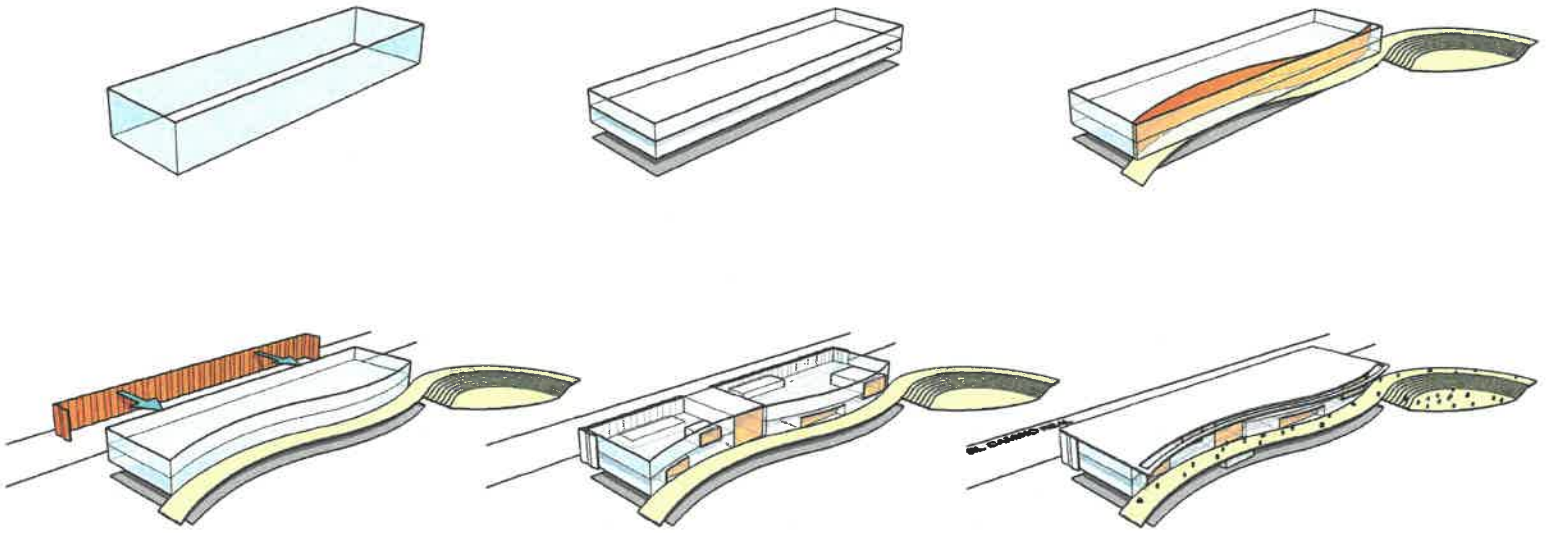
Site Context

South San Francisco Community Civic Campus Site

Site Plan



Building Diagrams



Site Section

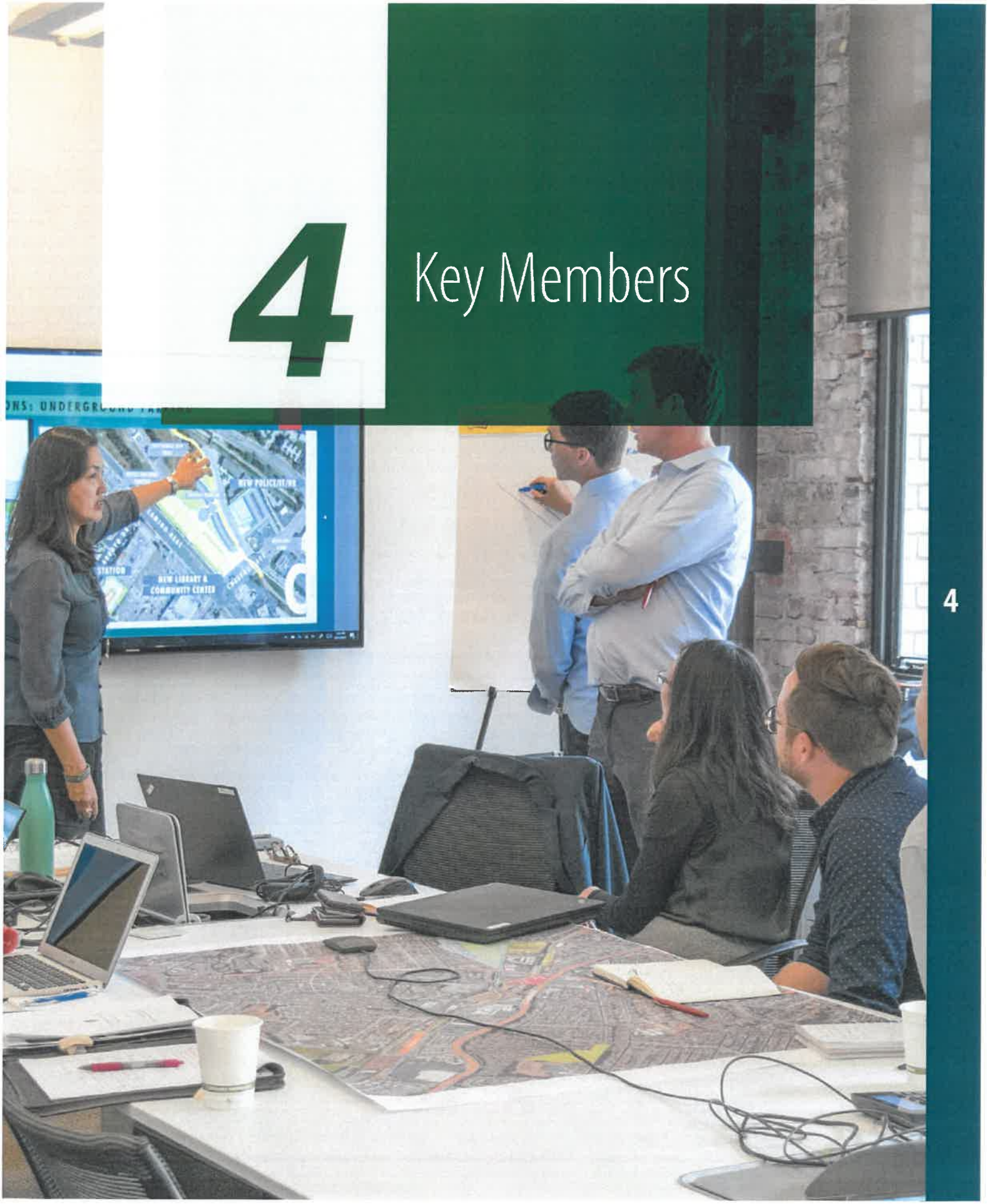
Building Rendering

Building Rendering

Building Rendering

Building Rendering

4 Key Members



Baden Cash Store, South San Francisco, Undated

Bits of History Archive, City of South San Francisco

4. KEY TEAM MEMBERS

South San Francisco Community Civic Campus Charrette

Great design and great projects are the result of an interactive, interdisciplinary process.

Our team fosters an environment for collaboration, creative problem-solving, and effective management of the project and staff. Together we are committed to creating exceptional, inviting spaces for the South San Francisco Community Civic Campus. **Todd Kohli, Project Manager,** and **Michael Johnson, Urban Planner,** both bring intimate knowledge of landscape design and urban and campus planning that will help guide campus master planning strategies with the goal of creating connections with the Civic Campus and downtown South San Francisco. Equally important is the need to reinforce the usability of open space while creating efficient structures for civic and community use.

SmithGroupJJR has experience designing a wide range of projects from complex civic, municipal, and corporate campus plans and new buildings, to interior renovations and upgrades. **Mark Roddy, Lead Designer**, offers more than 20 years of experience specifically in designing civic environments and has an affinity for creating a unique sense of place in each of his projects. His vision is complemented by **Mary McGrath, Fire and Police Station Expert**, of Mary McGrath Architects. With a focus on public safety projects in the Bay Area, she will work directly with Mark and SmithGroupJJR to ensure the proper requirements are met and validating the program.

Carol Simmons, Library Consultant, brings an in-depth knowledge of the City's goals. We will leverage this experience as a launching point for community outreach efforts for the new Community Civic Campus. Working closely with the design team, Carol will provide advisory services on the planning, programming, and finishes of the new Library and Recreation Facility.

In addition to our design team, we suggest additional consultants well positioned and excited to partner with the City on issues relating to sustainability, information technologies, and transportation. We understand these to be significant factors to the City's project.

Our team is joined by **Claire Maxfield, Sustainability Expert**, of Atelier Ten to ensure every environmental milestone is achieved in addition to bringing creative yet practical ideas for ways to go above and beyond. **Peter McDonald, our Information Technologies Lead,** will provide campus wide approach to IT systems related to security and access, as well as new trends for technology for civic buildings and campuses. In addition, **Daniel Jacobsen, Multi-modal Lead**, will work with the team and the City to provide transportation recommendations based on future trends in the way we move to and from places.

SmithGroupJJR is adept at building the right team for a project. In establishing our team for South San Francisco, we seek to create a foundation ready to respond to your specific needs. For South San Francisco, our identified team will instill civic pride and promote public engagement in your community. This team will balance design artistry with functionality.

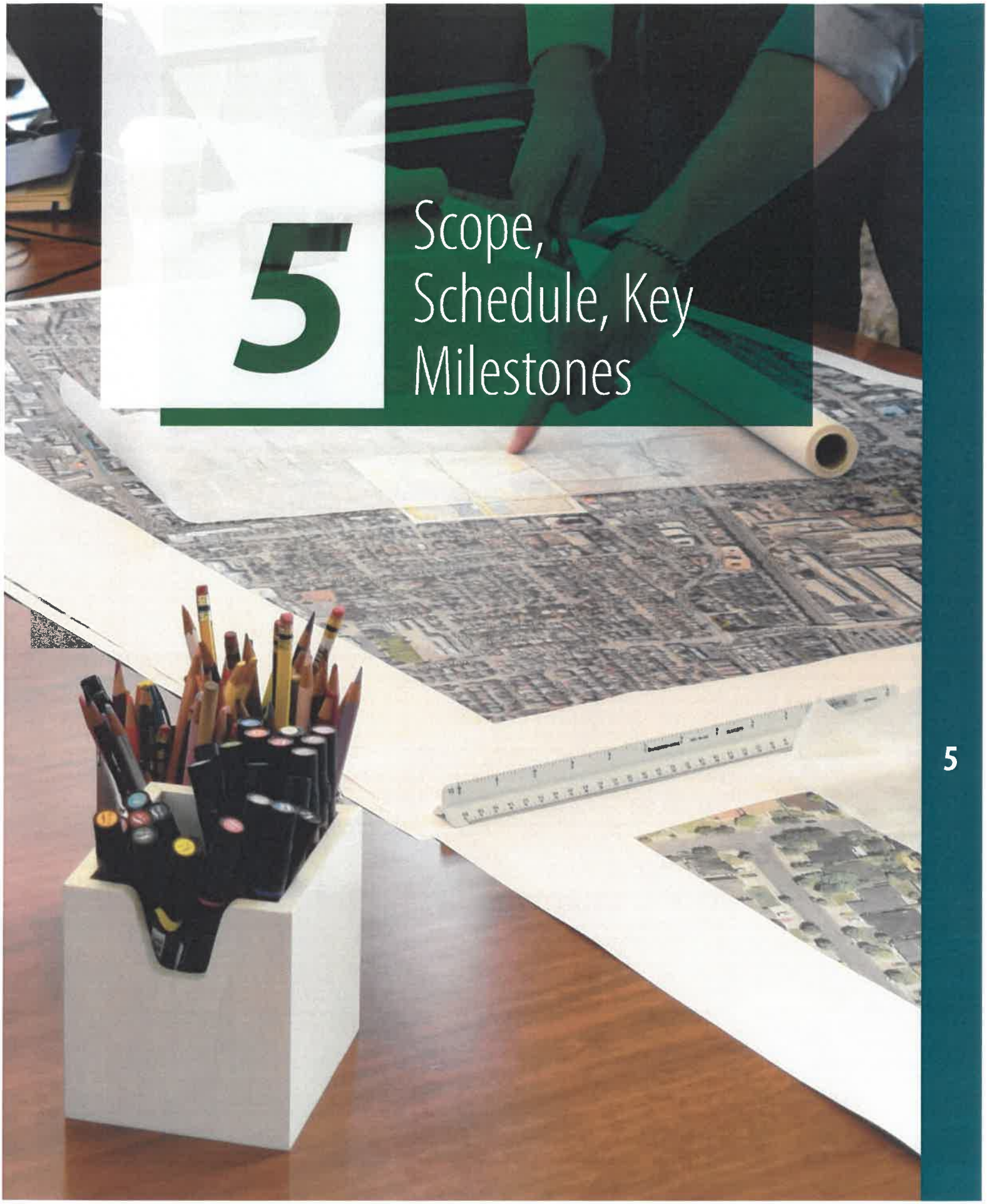
We have brought together an integrated team of experts in their respective field that are invested in the success of South San Francisco. The matrix below represents the key members of our proposed team and their respective roles for this project. Since submitting our Statement of Qualifications, we have modified our team based on our further understanding of project scope and the City's vision. **The Community Civic Campus project team is composed of discipline experts in planning, urban design, architecture, landscape architecture, engineering (civil, structural, mechanical, electrical and plumbing), transportation/circulation, parking, security/information technology, and sustainability.** Our Project Management Team will lead the team, keep the project on track and in-line with South San Francisco's goals, and build consensus with City stakeholders.

In addition to our proposed team, the City of South San Francisco is an important team partner. We will work closely with the City throughout this process and confirm that the proposed consultants meet the needs of this project.

	Principal in Charge	Master Plan	Lead Designer	Project Manager	Library/ Recreational	Public Safety - Fire/Police	Community Outreach	Multi-modal/ Circulation	Information Technology	Sustainability	Construction/ Contract Admin	Design-Build Criteria
Juhee Cho - SmithGroupJJR	■											
Todd Kohli - SmithGroupJJR				■			■			■		
Mark Roddy- SmithGroupJJR		■	■		■	■	■			■		
Michael Johnson - SmithGroupJJR		■					■					
Chris Krahn - SmithGroupJJR					■	■	■			■	■	■
Mary McGrath - Mary McGrath Architects						■	■			■		■
Carol Simmons - Independent Contractor					■		■					
Peter McDonald - Smith, Fause, McDonald									■			
Daniel Jacobsen - Fehr and Peers								■				
Claire Maxfield - Atelier Ten										■		

In addition to the above team, we bring specialists in the following areas:

	Principal in Charge	Master Plan	Lead Designer	Project Manager	Library/ Recreational	Public Safety - Fire/Police	Community Outreach	Multi-modal/ Circulation	Information Technology	Sustainability	Construction/ Contract	Design-Build Criteria
Sunhwa Son, Interior Designer - SmithGroupJJR					■	■						
Allen Nudel, Structural Engineer - Forell Elsesser					■	■						
Simon North, Civil Engineer - BKF					■	■		■		■		
Paul McGrath, MEP Engineer - Meyers+ Engineers					■	■				■		
Luke Renwick, Lighting Design - SmithGroupJJR					■	■						
Matt Davis, Parking - Watry								■				
Alistair Roberts, Cost Estimator - Directional Logic					■	■		■	■	■		■
Thom Chiaramonte, Elevator - EWCG					■	■						
Jeff Chen, Waterproofing - McGinnis Chen					■	■						
Will Ayers, Signage & Graphics - GNU Group					■	■						



5 Scope, Schedule, Key Milestones

Western Meat Company, South San Francisco, 1900's

Bits of History Archive, City of South San Francisco

5. SCOPE, SCHEDULE, KEY MILESTONES

One Market Plaza Streetscape, San Francisco, CA

SmithGroupJJR has an excellent record for meeting project time lines, deliverables, and overall schedule needs for our projects. The entire project team, including the City of South San Francisco, SmithGroupJJR, and the subconsultants, take responsibility for understanding and establishing common expectations in the areas of design, quality, scope, cost, and schedule. To successfully and effectively manage the project, a balance between each of these project aspects will be achieved.

SmithGroupJJR, one of the largest architecture, engineering and planning firms in the U.S., has completed many multimillion dollar projects that involve extended teams of architects, landscape architects, engineers, and consultants collaborating on projects spanning years. As a result, *SmithGroupJJR has developed a rigorous process to retrieve, share and archive information, and our team will take advantage of this expertise in the preparation and execution of a robust management strategy.*

Project Management Approach

We believe the process of managing and delivering a quality project on time and in budget starts with selecting the best team. **We propose to manage the Community Civic Campus project with the format of a Project Management Team to give the City of South San Francisco the most access to our experts and closer control on the progress of the project.** Todd Kohli of SmithGroupJJR will lead the team as Project Manager, with strong support from Juhee Cho as Principal-in-Charge, and the Principals of each of our subconsultants. All members of the Team are veterans working on Bay Area, peninsula, or South San Francisco-centric projects, and thus together bring valuable knowledge that would enable the team to anticipate potential issues and resolve them before they escalate and affect schedule, design integrity, or project cost. The Team will partner with the Assistant City Manager, Marian Lee, and City staff, and will work closely with the Community Civic Campus Project Team and the rest of the SmithGroupJJR Team members to effectively manage and deliver the project.

The project management effort will be provided as an integral part of all stages of the work to include project initiation, project planning and scheduling, project controls, project execution, and project administration, and closing.

Our project management process includes three iterative stages: setting expectations, monitoring progress, and adjusting the plan.

1. SETTING EXPECTATIONS

This is a crucial stage of managing a project and consists of **identifying and documenting the project expectations to define the balance between cost, quality, scope, and schedule.** The parameters established initially will serve as the basis for managing the project through completion.

The SmithGroupJJR Team will work together with each subconsultant to prepare an overall Team Quality Assurance/ Quality Control (QA/ QC) Plan for this project within 30 days of the first NTP. The QA/QC Plan will be prepared in conjunction with the City, and will identify procedures for reviewing and checking computations, design drawings, and other write ups during the initial phase. The QA/QC Plan will also identify roles and responsibilities for implementing and monitoring quality assurance and control.

SmithGroupJJR has an in-house quality assurance department that works in cooperation with each project team, and Todd Kohli, with their support, will evaluate compliance with codes and regulations and review documents for adherence to project expectations.

2. MONITORING PROGRESS

Eliminating surprises can only be accomplished through an incremental review of progress toward project goals and actively anticipating the implications of the Team's decisions. This stage of the project management strategy consists of establishing a schedule of regular team check-ins throughout the validation phase. The project management plan is the road map to guide actions and decisions throughout this phase. The SmithGroupJJR Team will meet on a regular basis throughout the project to facilitate collaboration, coordinate pending items, and monitor progress against the Project Expectations. To ensure efficiency and consistency, these expectations will incorporate consecutive reviews, both general and comprehensive, through each phase of the project providing consistent confirmation of the project status rather than singular reviews at the end of each phase.

Throughout the project, the SmithGroupJJR Project Manager, Todd Kohli, will administer all subconsultants on the project. SmithGroupJJR will process all subconsultant requests for information, questions, clarifications, and invoices, and liaise with the City as required to clarify and issue.

3. ADJUSTING THE PLAN

It is common that during the life of any project it will be necessary to make adjustments in order to achieve the desired outcome. Managing a project to create quality is not a task, but rather an attitude about working collaboratively to deliver the best possible project. As we move through the process and these conditions emerge, we will always advise the City of the required compensating action. The SmithGroupJJR Team will prepare monthly progress status reports that will include an update to the key milestone delivery schedule and percent completion of each task worked on during that period. The Team will update and maintain the schedule in accordance with these monthly progress reports.

Project Schedule & Key Milestones

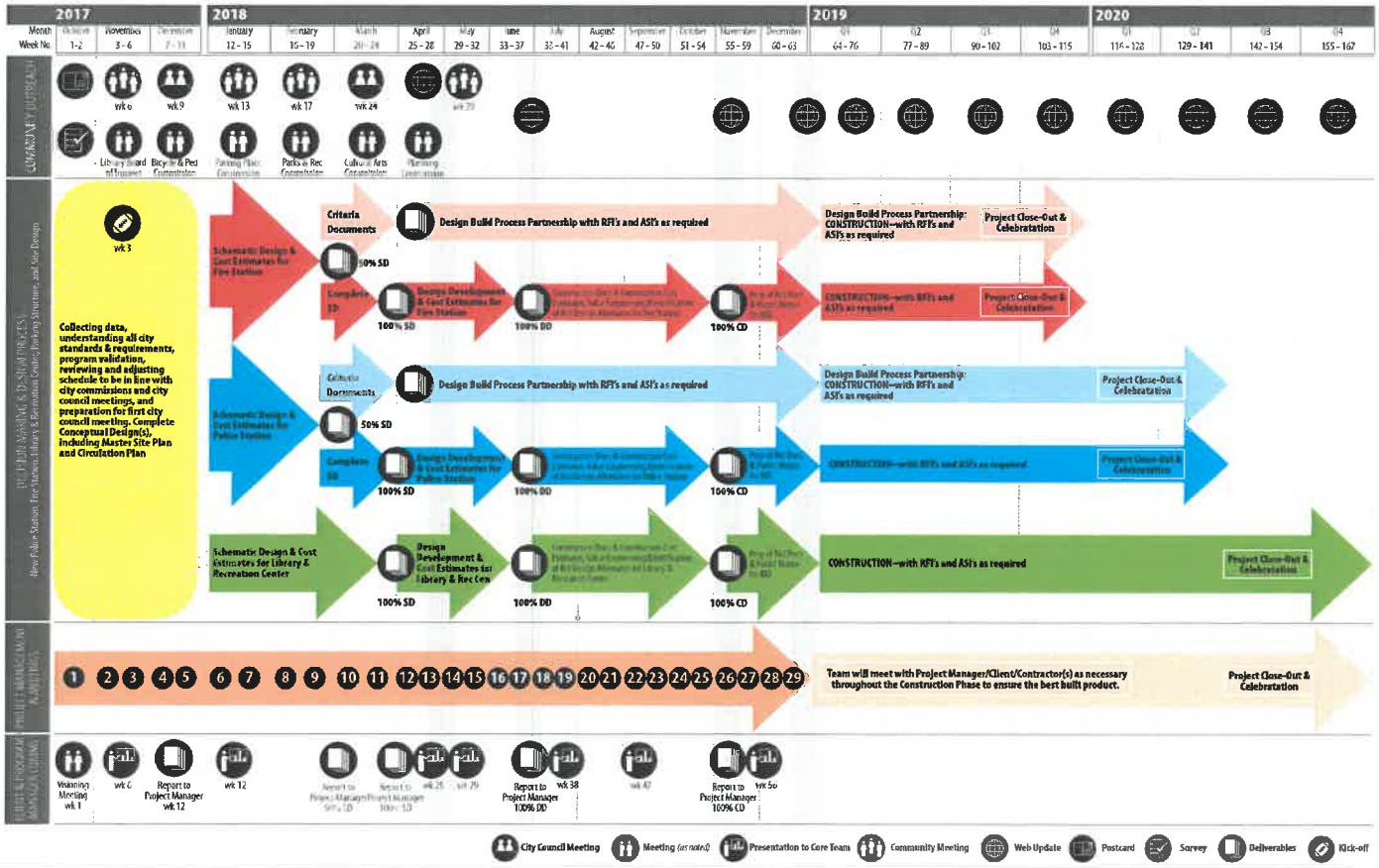
On the following page, we have illustrated a Project Schedule indicating each task and corresponding milestones over the duration of the project and the interaction of the entire SmithGroupJJR team. Our full team will be engaged at some level with the planning process, and we'll engage the subconsultants to test our alternatives and to ensure the best, most innovative ideas are integrated into the final plans. SmithGroupJJR intends to update this work plan regularly as the project proceeds. We are accustomed to fast-paced, time sensitive work situations and are flexible to adjust our work plan as new circumstances arise.

Scope of Work

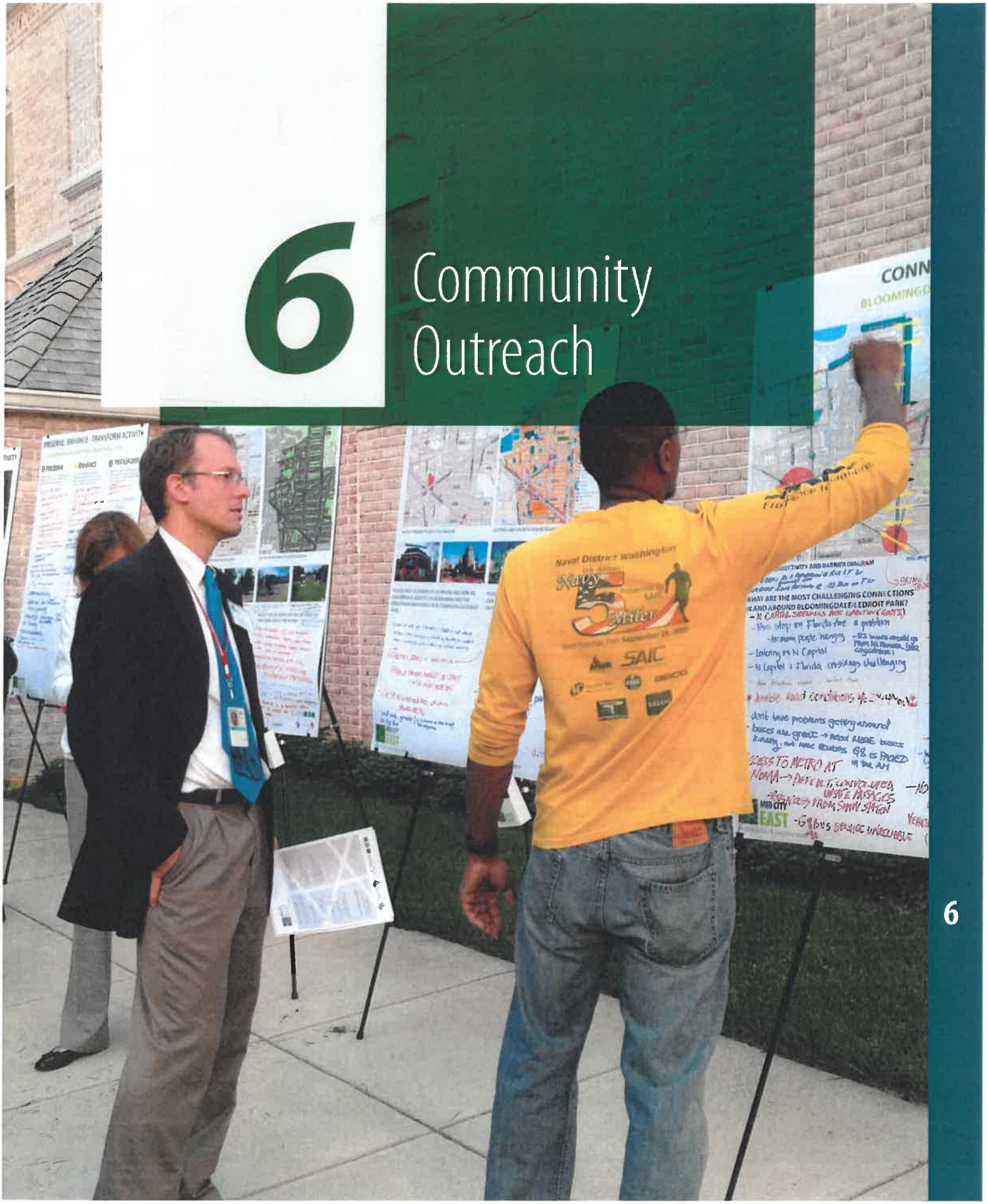
In addition, our proposed Scope of Work is enclosed within.

City of South San Francisco, Measure W – Community Campus Project Schedule

This timeline excludes additional client review, and unknowns. Note, some dates are subject to potential change or omitted.



6 Community Outreach



American Marble & Mosaic Co., South San Francisco, Undated

Bits of History Archive, City of South San Francisco

6. COMMUNITY OUTREACH

Our Philosophy

The key to SmithGroupJJR's effective engagement with the South San Francisco community will be to connect with the broad diversity of its residents and to find means to allow their contributions to hold equal weight in public discourse. Engagement is about listening and understanding. Great engagement leaves people feeling heard, confirms for people that their opinion is important, and that their participation will help shape the outcome. And great engagement does not stop when Measure W is approved or when the civic campus is built. If citizens come away feeling respected, understood and committed to the success of the project, then the resultant effort will be not only better for it, but will create an opportunity for the community to share in the success when we reach the finish line with you. We strive for a transparent public discourse that:

- Engages a Robust Dialogue
- Establishes a Transparent Process
- Emphasizes Trust
- Flows Seamlessly from In-person to Online Tools
- Targets Outreach
- Continues the Conversation Beyond the Project

Community Outreach Approach

SmithGroupJJR will use a "data-driven, community-led" approach, working closely with the community and key stakeholders to analyze the major drivers and needs of the project and devise strategies that are embraced and actionable. **Concurrent with community outreach, SmithGroupJJR will work with stakeholders to build on the work already done in preparation for designing and building the civic campus.** Our working style is to be great listeners, working collaboratively with you as an integrated team to explore a wide range of alternative ideas, and synthesize a direction that best meets the needs of today and well into the future.

Measure W will be interdisciplinary and so are we.

By establishing an environment of collaboration and open exchange of ideas, all team members will contribute their knowledge and ideas to the process. In this way, we will create meaning from the volume of data that we receive and collect. **We propose an organizational strategy that involves the input from multiple perspectives and expertise within the community, moving from tactical and specialized knowledge to synthesis and integration, and on to a strategic level of decision-making.** We propose an interactive committee structure to solicit input, ensure a collaborative planning process, build affinity and partnership, and create a sense of ownership for the plan and buildings.

Community Outreach Tools

UTILIZE WHAT'S AVAILABLE AND RELATING TO SOUTH SAN FRANCISCO COMMUNITY.

- Existing social media outlets (City Communications Department, Library, Parks and Recreation, etc.)
- Mailing lists from previous processes
- What's on at the Library
- Friends of the Library
- Library Foundation
- Existing City Boards and Commissions
- Events and Organizations (including the Farmers Market, Woman's Club, Rotary Club, Elks Club and Lions Club
- Online resources (including Nextdoor and Everythingsouthscity.org)
- School District
- Biotech companies and business community

Community Outreach Structure

As part of Measure W, we will work with the client team at the very beginning of the process to develop a detailed stakeholder engagement structure. This structure will identify different levels of engagement that are needed across the community and the associated outreach strategies for each level. SmithGroupJJR utilizes a diverse suite of engagement approaches that can be matched effectively for each type of stakeholder. We anticipate this stakeholder engagement strategy to include the following levels:

PROJECT TEAM

The project team includes the core team of consultants and primary client group representatives. Engagement and communication will be led by our project manager and your project manager, with a minimum bi-weekly 1-hour call. We anticipate open and fluid communication through all members of this group throughout the project process to ensure we are always working towards the same goal.

PROJECT STEERING COMMITTEE

The Steering Committee is a critical stakeholder group that the project team will be engaging regularly throughout the process to develop ideas, validate findings, and establish priorities for key topics moving forward. We anticipate a 1-hour touch point with the committee every 6-8 weeks throughout the process. Typically, these interactions will take place through on-site meet¬ings and workshops. However, a range of techniques may be used to help build consensus at key stages in the process. Dot voting exercises, PET Analysis (Preserve, Enhance, Transform), and priority ranking surveys can be used to help quantify and identify common points of interest and agreement around which a shared vision, implementation strategy and design can be developed.

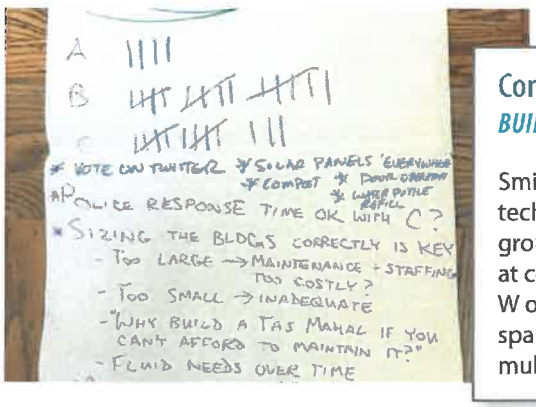
PUBLIC DESIGN CHARRETTES

Engaging the public at large in a complex process is both challenging but vitally important for building awareness, understanding, and support for the plan itself. The four (4) Public Design Charrettes are the primary method that will be used to reach the broadest number of community residents. We look forward to working with you to schedule and plan agendas for each of these charrettes to ensure appropriate feedback at key project milestones spanning the duration of the project. Each will be structured to communicate project specifics and work with the community to accomplish targeted goals required by the design team at the time. Potential locations for these charrettes could include:

- Council chambers and lobby space of the Municipal Services Building
- Lower level of the Library Auditorium
- Fernekes Recreation Building

In addition to traditional and non-traditional face-to-face engagement methods mentioned above, we propose utilizing your existing online infrastructure, and are well-versed in augmenting websites for our clients to track progress and share ideas as part of these processes. Based on further understanding of your community's needs, we suggest an interactive web-based tool to allow people to provide input in the process according to their own schedule and comfort level. Integrating a variety of tools including campus/user surveys (which we can help you author using Survey Gizmo), idea submission, feedback loops, and user voting, and using the interactive town hall, would encourage participation, inclusiveness, and transparency in the process. It could be updated regularly during the planning process and can remain "live" as a read-only site for a determined period following completion of the process. In addition, our team can assist the City in the design, launch, and maintenance of a website to distribute master planning information and serve as a repository for graphics, presentations, and reports. We could also host this website via a third party if desired.

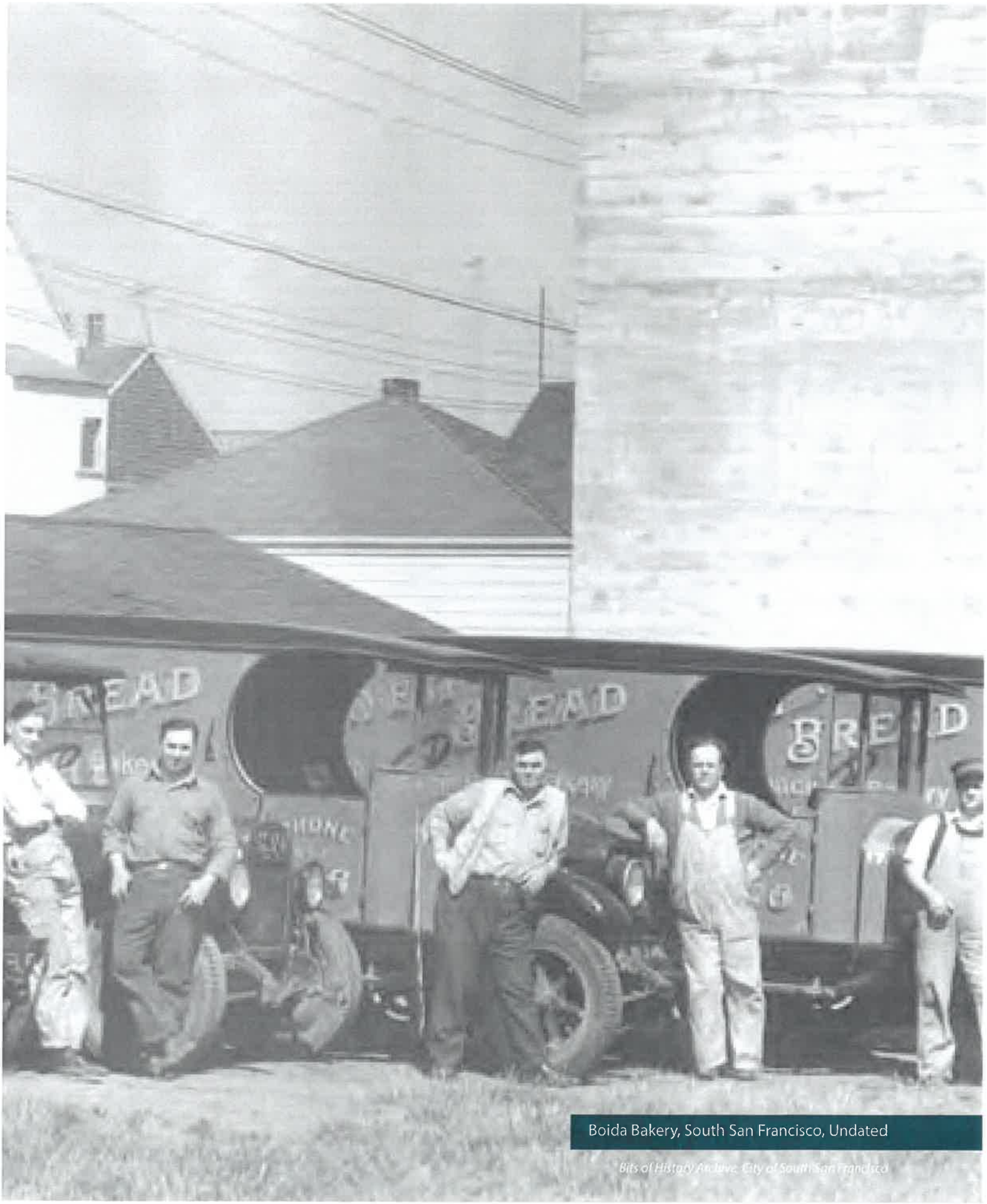
Our team is also experienced in utilizing collaborative tools such as mySidewalk, a social media platform, and MetroQuest, public involvement software, both built to streamline the dispersal of project information, facilitate community involvement, and sustain engagement and momentum in a project. In addition to the Public Design Charrettes, it is worth considering pop-up street workshops in the project area as these can be effective for engaging people, gathering feedback, and directing them towards additional sources of information (such as a project website). Employing mapping or PET analysis activities through pop-up workshops can engage users that would not normally attend a separate evening or Saturday event. Another opportunity would be to present at relevant public board and commission meetings in order to reach out to community leadership. We have assumed an additional 2-4 pop-up workshops as part of our scope.



Community Outreach Techniques

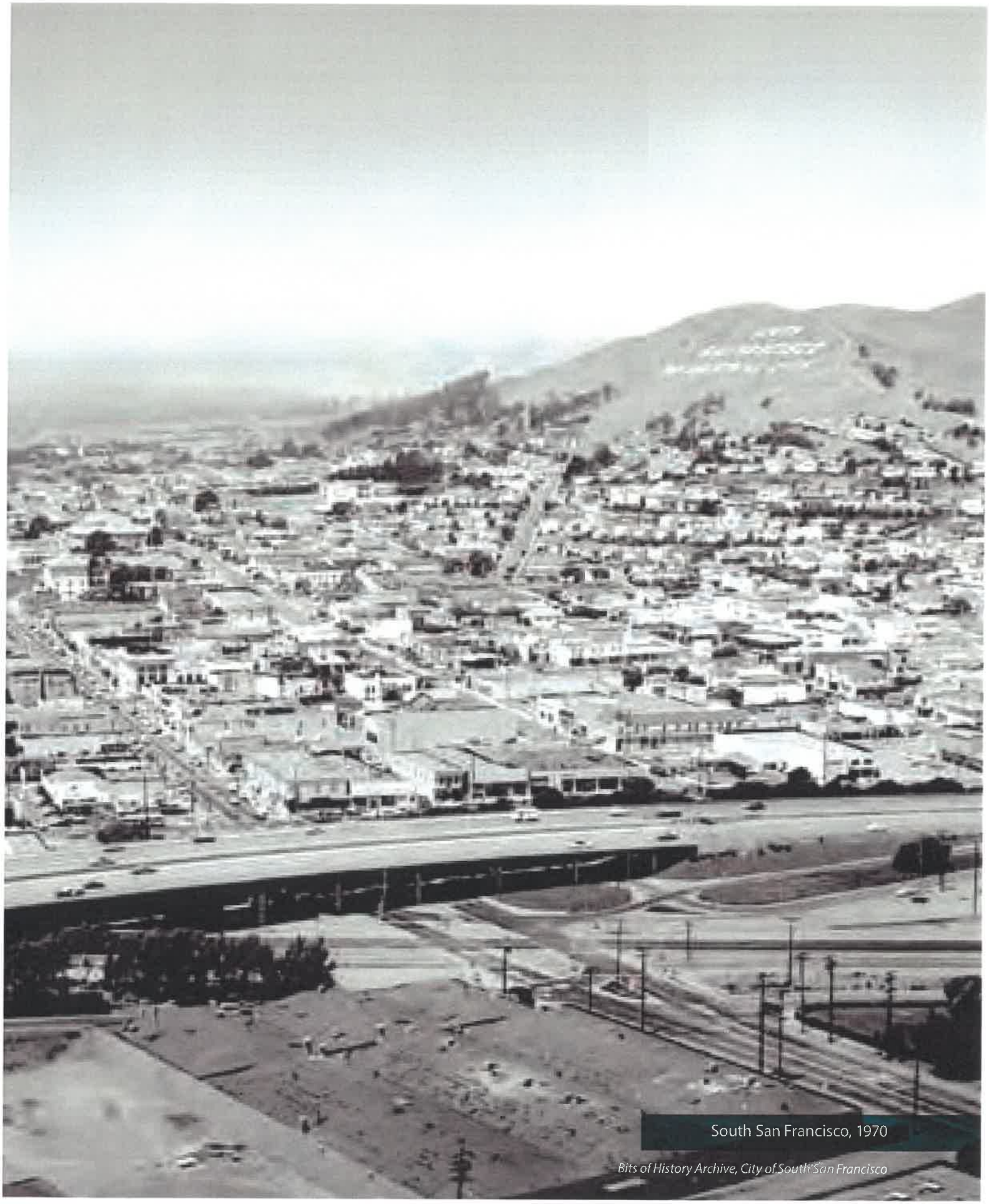
BUILD UPON THE WORK DONE TO DATE.

SmithGroupJJR has broad experience in using a variety of potential engagement techniques including some non-traditional methods to allow for all participants and groups to be comfortable providing input. We bring a local and national experience at completing these types of outreach exercises, however, all techniques for Measure W outreach will build from previous processes, utilize current City structures spanning electronic, print and in-person methods, and work with the City to consider multi-lingual approaches as we have done on other similar projects in the past.



Boida Bakery, South San Francisco, Undated

Bits of History Archive, City of South San Francisco



South San Francisco, 1970

Bits of History Archive, City of South San Francisco

ANN ARBOR

CHICAGO

DALLAS

DETROIT

LOS ANGELES

MADISON

PHOENIX

SAN DIEGO

SAN FRANCISCO

SHANGHAI

WASHINGTON, DC

SMITHGROUPJJR

SCOPE PROPOSAL FOR MEASURE W
Community Civic Campus

CITY OF SOUTH SAN FRANCISCO

August 30 2017

The Association of
E|L|S+
SHAH KAWASAKI
& BRINKLEY SARGENT WIGINTON

City of South San Francisco
City Hall – City Manager's Office
400 Grand Avenue, Second Floor
South San Francisco, CA 94080
Attention: Marian Lee, Assistant City Manager

The Association of
E|L|S+
SHAH KAWASAKI
& BRINKLEY SARGENT WIGINTON

RE: Measure W - Community Civic Campus Project
Response to Request for Proposal for Architectural Services

Dear Ms. Lee,

ELS Architecture and Urban Design (ELS), in association with **Shah Kawasaki Architects (SKA)** and **Brinkley Sargent Wiginton (BSW)**, is pleased to respond to the Request for Proposal for the Measure W - Community Civic Campus Project. Our multiple site visits, including the informative pre-proposal conference and tour, confirmed for our team that this project is a unique opportunity to continue building upon previous master planning efforts and create architecture that expresses the City's program and vision, firmly establishing "place" and embodying the goals and ideals of a new community and civic resource for South San Franciscans. Expanding the community's recreational, library, and social opportunities for a richly diverse population while providing critical state-of-the-art facilities for fire and police will require a creative response that addresses the site's character, urban and neighborhood context, sustainability, identity, and connections to the larger community. The **ELS/SKA+BSW** team is immediately ready to begin this exciting process with you. Following are just a few reasons the **ELS/SKA+BSW** team is uniquely qualified to partner with the City of South San Francisco on the Measure W - Community Civic Campus Project:

I. National Design Credentials and Awarding-Winning San Francisco Bay Area Civic Community Center and Library Design

ELS is proud to serve as the prime consultant and design lead for our team, as well as the Architect-of-Record (AOR) for the Community Recreation and Library Building. We are also proud of our inclusion among the Architect 50, a listing of the top 50 architecture firms in the United States for design, sustainability, and business by *Architect Magazine*. In addition, we are among *Architectural Record*'s 300, a ranking of the top 300 firms by revenue in North America. **ELS** is a recipient of more than 100 awards for design excellence, including the prestigious AIA California Council Firm Award. **ELS**, now in our 50th year as a Berkeley design studio and innovation lab, continues our focus on engaging in dialogue and collaboration with individuals and/or groups who seek to improve and promote smart, safe, sustainable, economical and beautiful neighborhoods, communities, towns, and cities.

ELS is an acknowledged leader in the design, management, sustainability and technical delivery of community centers for recreation, arts, wellness, and libraries. **ELS** colleagues have a proven history of working together to achieve planning and design excellence for a number of municipalities including the San Francisco Bay Area cities and communities of Berkeley, Fremont, Millbrae, Menlo Park, Morgan Hill, Oakland, Pleasanton, Redwood City, San Francisco, San Jose, San Mateo, San Rafael, Santa Clara, and Walnut Creek. Together with a solid team of technical consultants, we are confident that we can assist South San Francisco's Community Civic Campus Committee in delivering an exciting plan via an inclusive process, resulting in a dynamic new community and civic center.

II. National Thought Leaders in the Design of Public Safety Facilities

SKA, a proven leader in the design of public safety facilities, has experience on 24 fire stations and 6 police facilities. These include the City of San Francisco's three most recent fire stations and three current/recent police facilities for both the City of Oakland and Alameda County. **SKA** is one of the principal firms to have established the City of San Francisco's design standards for fire stations and is a frequent invited speaker to the Cal Fire Chief's Association. **SKA** is considered one of California's leading experts on the Essential Services Act, NFPA best practices for fire station design, the application of ADA to public safety facilities, and current practices for multi-gender accommodation. **SKA**'s projects are with local Bay Area communities involving extensive consensus building with local neighborhood associations, planning departments, and environmental agencies. Each has been sustainably designed for LEED Certification. **SKA** has numerous LEED certified public safety facilities and is one of the first firms in the nation have submitted a LEED Gold v4 public safety project for certification. **SKA** will be the designer/AOR of the fire station and the designer/AOR

of the police building site, core and shell.

BSW, a national expert in the design of police facilities, recently hosted the City of South San Francisco at a workshop in Dallas, Texas focused on police facility design trends. **BSW** will lead the programming of the police facility, bringing 40+ years of experience planning, designing, and building more than 100 police facilities. The firm is well-versed in current policing trends and technologies, even acting as instructors for an International Association of Chiefs of Police seminar on Planning, Designing and Constructing Police Facilities. Their process will explore expected community growth and its impact on the City; track anticipated department changes with organizational and flow charts; provide flexible growth options; and benchmark requested needs against other police departments of similar size and demographics. **BSW** will play an active role in assuring that all programming and design features are carried through to project completion, working closely with **ELS**, lead master plan design architect, and **SKA**, shell and core designer/AOR. **BSW** will continue beyond programming as the police facility interior designer/AOR and will make periodic trips during construction.

III. A Core Team of National Design Leaders in Public Process and Award-Winning Sustainable Community and Public Safety Design

Our depth of leadership and expertise for each component of the Measure W - Community Civic Campus Project is significant, beginning with our approach to strategic civic campus master planning, including adherence to and support of an ongoing CEQA process, public outreach and consensus building, and integrated, sustainable net-zero design. This overall campus-wide approach to urban and community-based civic design is further bolstered by specific program expertise in the areas of community, library, performing arts, and recreation design, and public safety facility design for fire and police facilities. Our team includes:

Clarence D. Mamuyac, Jr. FAIA, LEED AP BD+C of ELS, Principal-in-Charge and Project Director: Clarence has earned a national reputation for developing a robust process for public outreach and consensus building around a number of public and private community-based projects throughout the greater San Francisco Bay Area and the nation, including the $2 billion Salvation Army Kroc Center campaign, which built more than 30 community recreation, social, and library centers throughout the United States. He directs **ELS**' work in community-based design and has led recent community center projects for the cities of Santa Clara, Redwood City, Oakland, and San Francisco, as well as for community college districts in San Mateo and Marin—a combined project value approaching $500M. Clarence will be supported by **David Masenten, AIA, LEED AP BD+C, ELS Director of Sustainability and Net-Zero Strategies; Christopher Jung, Associate AIA, LEED AP BD+C, ELS Director of Design;** and **Susan Vutz, AIA, LEED AP, ELS Project Architect.**

Jessica Berg of Berg/Davis, Public Affairs Consultant: Jessica has worked closely with Clarence and **ELS** on robust and successful community outreach and consensus-building processes for several cities throughout the San Francisco Bay Area, including the $200M community center for the City of Santa Clara and the $90M Veterans Memorial Senior Center and YMCA for Redwood City—both recent **ELS** projects that are relevant to the community civic campus project.

Mark Schatz, FAIA, LEED AP of ELS, Community and Library Programming and Planning Leader: Mark's career has focused on community design projects, including more than 50 libraries, community centers, recreation centers, and other neighborhood facilities, most of them in the Bay Area. His projects include the Mayfair Community Center and the Almaden Community Center and Library in San Jose; the Belmont Library in Belmont, California; and the Tustin Library in Tustin, California. At **ELS**, he is currently working on the joint Redwood City Veterans Memorial Senior Center and YMCA of Silicon Valley. Mark will collaborate with longtime colleague, **Linda Demmers, Library Consultant**, for additional expert opinion on current trends in library planning.

Diana Hayton, AIA, LEED AP BD+C of ELS, Recreation, Wellness and Arts Programming and Planning Leader: Diana specializes in community-based recreation and performing arts in municipal settings. Through her work on the national scene with the YMCA, she has delivered high-energy designs that meet stakeholder groups ranging from infants to seniors in ethnically and economically diverse areas, experience that is directly relevant to the project for the City of South San Francisco.

Alan Kawasaki, AIA, LEED AP BD+C of SKA, Public Safety Design Leader and AOR: Alan has led several

workshops for fire chiefs and architects on best practices for fire station design, including at the 2014 and 2016 Cal Fire Chief annual conferences. Topics included the Essential Services Act, response time reduction, sustainable design, multi-gender accommodation, ADA, and NFPA 1581 (carcinogens and infectious disease reduction). Alan was the consulting architect in establishing the City of San Francisco's fire station design standards (ESER) in 2012 and has led the design of the city's three newest stations: SFO Station 3, Fireboat Station 35, and Station 48 (Treasure Island).

Greg Read, AIA, LEED AP BD+C of BSW, Police Facility Program and Design Leader: Greg serves as the host and instructor for the International Association of Chiefs of Police bi-annual three-day seminar, "Planning, Designing and Constructing Police Facilities." His firm has been privileged to work throughout the United States for police departments in towns with populations of 8,000 to cities of over a million. Greg's deep familiarity with this range of department sizes allows his team to bring multiple solutions to shared design challenges in new projects.

We believe that our core team's robust suite of skills, combined with the resources of **ELS/SKA+BSW**, is uniquely suited to meet your project's challenges.

Ms. Lee, we believe the above reflects our strong interest in your project, your community, and your city. We relish the process of working collaboratively with the many stakeholders of South San Francisco to find the optimal solution for the community civic campus project. Thank you for including us among the finalists for the design of the Measure W – Community Civic Campus Project. As you have previously stated, this new city resource "will help ensure South San Francisco remains a great place to live, work, learn and play." We look forward to assisting you and the City in meeting this goal.

Sincerely,
ELS Architecture and Urban Design

Clarence D. Mamuyac, Jr., FAIA, LEED AP BD+C
President/CEO
cmamuyac@elsarch.com | 510.549.2929

SANTA CLARA COMMUNITY RECREATION CENTER, INTERNATIONAL SWIM CENTER, AND INTERNATIONAL SWIMMING HALL OF FAME

City of Santa Clara, California

2. TEAM EXPERIENCE: MASTER PLANNED COMMUNITY CIVIC CENTERS

ELS has been working with the City and local groups for over two years on the design for the new Santa Clara Community Recreation Center and International Swim Center (CRC/ISC). The 130,680-sf facility will offer a full range of community and recreational spaces, including a theater for performing arts, an indoor gymnasium, exercise studios, early childhood enrichment and afterschool programs, and special event and community spaces. The CRC/ISC, including the addition of the International Swimming Hall of Fame, will bring children, families, seniors, community groups, and athletes together to reinforce Central Park as a hub for community recreation. This LEED platinum, zero net energy, and resilient design will feature a competition pool, an aquatics arena, a training and recreational pool, and a fun-water pool.

Major Challenges/Lessons Learned/Methods of Effective Design Management: One of the biggest challenges was mitigating traffic that currently exists around the ISC. The solution was a bold move that relocated the future center to the other side of the park, immediately off of Kiely Boulevard, a major arterial servicing Santa Clara. The result was significantly reduced traffic through an existing neighborhood and a successful CEQA process that led to a certified Mitigated Negative Declaration.

REDWOOD CITY VETERANS MEMORIAL SENIOR CENTER & JOINT YMCA

City of Redwood City, California

2. TEAM EXPERIENCE:
MASTER PLANNED COMMUNITY CIVIC CENTERS

ELS has provided programming, planning, and conceptual design and is initiating schematic design on a joint project between the City of Redwood City and the YMCA of Silicon Valley. The project includes seniors' activities, services for people with disabilities, sports/recreational activities, performing arts, gymnasium programming, library services, and a YMCA facility that includes aquatics, health and wellness, youth sports/fitness, a day camp, and childcare programs.

Major Challenges/Lessons Learned/Effective Design Management Methods: Building massing presented the most significant challenges. Through a series of robust community workshops and meetings, ELS was able to address building massing issues of a 160,000 sf project through a series of studies that looked a ways of making the building more transparent, and therefore less bulky. The result was a "light and transparent" design the was supported by seniors' groups and approved by neighbors. Essentially, the "transparent" design brought in more natural light (which was championed by the seniors' contingent) and gave the building a far more "welcoming" tone by allowing passers-by to see into the building and watch the programed activities bustle away. Residents felt that the building transparency also helped make their surrounding neighborhood safer.

ALMADEN COMMUNITY CENTER & LIBRARY

City of San Jose, California

2. TEAM EXPERIENCE: MASTER PLANNED COMMUNITY CIVIC CENTERS

Almaden Community Center and Library is a 65,000 sf joint-use facility operated by the City of San Jose Public Library and Parks & Recreation Departments. The facility was designed to surround a grove of heritage redwood trees and to integrate with the adjacent public park and school. Since opening, it has been the most frequently used public facility in the city. The building includes an 18,000 sf branch library, a large banquet facility which double as the main library program room, a gymnasium, a childcare center, a fitness center, and classrooms for multi-generational programming.

Major Challenges/Lessons Learned/Effective Design Management Methods: The biggest challenge of this project was finding design solutions that would bring together the disparate objectives of the different city departments. This was resolved by holding frequent design meetings with all the key stakeholders and issuing thorough documentation of the decisions reached so that the project could stay on track. Mark Schatz, FAIA served as Principal-in-Charge of this project while with Field Paoli Architects.

MILLBRAE LIBRARY

City of Millbrae, California

The new 24,000 sf Millbrae Library was built at the site of the original, much smaller library.

Major Challenges/Lessons Learned/Effective Design Management Methods: The biggest design challenge of this project was finding a way to integrate the various civic center buildings to create a sense of unity. The existing library was separated from City Hall by a large parking lot and an historical museum was at the far end of the site. The new design split the parking lot into two distinct areas, relocated the museum, and created a new shared civic plaza between the various structures. Mark Schatz, FAIA served as Principal-in-Charge of this project while with Field Paoli Architects.

GEORGE SIM COMMUNITY CENTER

City of Sacramento, California

The new George Sim Center provides a wide range of services for an historically underserved, ethnically diverse neighborhood in Sacramento. The community wanted a project that would stand as a beacon, expressing their values of inclusiveness and opportunity.

Major Challenges/Lessons Learned/Effective Design Management Methods: This was a design/build project. The biggest challenges had to do with finding adequate funding and city leaders made strategically planned presentations to the local redevelopment authority resulting in an additional $10 million. During construction, because the funding was based on a guaranteed maximum cost, a number of materials, including the acoustical structural ceiling in the gymnasium, had to be switched out, but the value in working with the contractor on mutually agreeable solutions was a great lesson. Mark Schatz, FAIA served as Principal-in-Charge of this project while with Field Paoli Architects.

TUSTIN LIBRARY
City of Tustin, California

The 32,000 sf Tustin Library is the largest branch in the Orange County system. It was carefully designed to integrate with the City's existing city hall, police station, and community center to create a civic center around a new events plaza. The large north facing windows bring abundant daylight into the library, and courtyards were created to improve upon unattractive existing views.

Major Challenges/Lessons Learned/Design Management Methods: A particularly challenging aspect of this project was phasing to enable the existing library to stay in use while the new one was built. To do that, the site plan located the new library behind the existing building with a new civic plaza replacing the old library after demolition. Another challenge was designing an energy-efficient HVAC system for the tall space. This was accomplished by means of a raised floor with an underfloor plenum which also provided easy access for electrical and data cabling. Mark Schatz, FAIA, served as Principal-in-Charge of this project while with Field Paoli.

EAST OAKLAND SPORTS CENTER

City of Oakland, California

One of the few LEED Silver-certified natatoriums in the U.S. for underserved populations, the new 50,000 community sports, recreation, and aquatics center is a project for social and environmental change in East Oakland. Designed as a composition of glass and metal-clad forms, the complex provides visual interest, captures natural light, and controls solar gain. Honored with awards from AIA San Francisco, AIA East Bay, and Athletic Business, the recently completed Phase I features a natatorium with an indoor leisure and lap pool, a dance and aerobics studio, a fitness center, and learning/media center, and a community gathering space.

Major Challenges/Lessons Learned/Design Management Methods: A unique challenge for this project was safety—providing "eyes on the park" and an inviting appearance. Per the Oakland Police Department's suggestions, ELS used lots of glass to allow passersby to see into the building and users to look out onto the park. The result is a building that looks like a fun place to visit and has transformed the troubled East Oakland area into a safe haven for recreation and wellness.

FIREHOUSE ARTS CENTER

City of Pleasanton, California

ELS has completely renovated and transformed the City of Pleasanton's historic 1929 Fire House One into a newly expanded arts center featuring a state-of-the-art flexible 230-seat theater, a fine arts gallery, full classrooms, a grand lobby, and office space. A new landmark for performances and visual arts, the 17,000-sf facility creates a strong pedestrian connection from Main Street to the expanded Lions Wayside Park and serves as the catalyst for the development of Downtown Pleasanton into a thriving cultural arts district. The center was also designed with sustainable design strategies equivalent to a LEED Silver rating.

Major Challenges/Lessons Learned/Effective Design Management Methods: Major challenges with the Firehouse center focused on the integration of the historic firehouse structure, with a state-of-the-art performing arts center and gallery. The old vs. new context of the project raised multiple historic, design, code, seismic and budget issues. The City, with assistance from ELS, was able to satisfactorily address all of the issues via a complex and heavily attended series of public meetings that lead to several consensus based solutions, ultimately leading to the successful grand opening of the project.

SAN FRANCISCO 49ERS MUSEUM
Santa Clara, California

Celebrating the outstanding achievements and legacy of this important NFL dynasty, Cambridge Seven Associates, Inc. (C7A) designed the exhibits for the new San Francisco 49ers Museum. The experience immerses visitors in the rich history, moments, sights, and sounds of the 5x Super Bowl champions, and takes visitors on a dynamic interactive journey. In the Hall of Fame Gallery, visitors wander among life-sized statues of honored members and use interactive kiosks to read stats and biographies of the players, including Jerry Rice, Steve Young, and Joe Montana. In the Heritage Gallery, visitors experience the excitement of being in the game as they simulate passing, receiving, blocking, and practice their agility as part of a virtual football game. The journey culminates with the Parades Gallery, which celebrates San Francisco, the city the team calls home.

Major Challenges/Lessons Learned/Design Management Methods: The interactive exhibits, which focus on a STEAM based curriculum, attract nearly 700,000 visits annually from schools throughout the South Bay. The majority of the technology employed is donated by local tech companies, who have taken the opportunity to showcase their innovation, contribute to an education resource and associate with the NFL. The challenge, however, is an interesting one, in that other businesses are interested in participating, but limited spaces exists, thus valuable sponsorship opportunities are lost. In the future, interactive exhibits will always have a high rate of attraction and ample, flexible space should be set aside in new projects and new technology in the future.

SAN FRANCISCO FIREBOAT 35

City and County of San Francisco, California

The San Francisco Embarcadero waterfront is perhaps the Bay Area's most cherished and highly regulated real estate, with no less than 40 public agencies and neighborhood associations involved. Our design is a floating fire station accommodating three fire suppression boats, a dive boat, and marine rescue craft. The station will be constructed on top of a floating barge to provide safe and immediate access to the fire boats, irrespective of the tide or sea level rise due to global warming. The new floating station will be situated adjacent to the existing historic fire station and will be connected by vehicular and pedestrian ramps.

Major Challenges/Lessons Learned/Effective Design Management Methods: The new station has been designed "of our time" yet will be respectful of the existing station and other buildings within the Embarcadero National Historic District. To manage the effort, SKA devised a matrix listing all possible stakeholders. We are extending personal courtesy calls to key individuals and building a series of public open houses and agency workshops. Our strategy is built on our team's lessons learned on numerous public and waterfront projects.

SAN MATEO FIRE STATION NO. 24

City of San Mateo, California

Fire Station No. 24 replaced a small single-story 1960's era station.

Major Challenges/Lessons Learned/Effective Design Management Methods: Due to its close proximity to a freeway on-ramp, backing into the station posed a safety hazard for both fire personnel and the public. Achieving a drive-through apparatus bay was a top priority of the Fire Department. However, the tight site had limited access points, as existing heritage trees along the street could not be removed. This determined the site plan as well as the distribution of functional spaces between floors. The local community wished to be engaged in an accessible and transparent design process. Regular meetings were held in the apparatus bay of the existing fire station. These meetings determined that the community's greatest concern was for the station to fit in with the existing Craftsman style neighborhood. The fire department, on the other hand, desired a brick station. SKA's final design was a brick fire station with craftsman details.

SAN FRANCISCO INTERNATIONAL AIRPORT FIRE STATION NO. 3

San Francisco, California

SKA's 19,939 sf San Francisco International Airport Fire Station No. 3 is prominently located adjacent to the main entry to the San Francisco International Airport. While the front of the building houses the airport's fire administration offices, five apparatus bays, including those for large aircraft rescue and firefighting apparatuses, face directly onto the airport taxiways at the rear. A large training room accessible from the public lobby can also be utilized for community/airport functions.

Major Challenges/Lessons Learned/Effective Design Management Methods: Due to the specialized nature of the station, an extensive programming effort was undertaken, involving security, airport operations, IT/telecom, and airport planning divisions. The primary challenge was meeting the airport's aggressive schedule to design and construct the building in twenty months. This was accomplished by managing design and construction in a fast-track manner. The foundations and steel construction was underway while the final touches were being completed in the design. Weekly team meetings coupled with monthly "partnering" meetings were key to good communication.

ARTESIA POLICE, MUNICIPAL COURT, AND COUNCIL CHAMBER COMPLEX

City of Artesia, New Mexico

This new facility for the City of Artesia includes a Needs Assessment, Program, Master Plan, and Design for an 85,000 sf public safety building.

Major Challenges/Lessons Learned/Effective Design Management Methods: The challenge in Artesia was to bring together a number of disparate agencies to create a unified facility while utilizing as many opportunities as possible to share spaces and resources in order to stretch the budget and provide the users with as much functionality as possible. The facility houses Artesia Police, New Mexico State Police, County Sheriff, Municipal Court, Probation and Parole, Fire Administration and Central Fire Station, each with their own needs for autonomy and varying needs for public interaction. A great deal of work had to go into addressing the acoustic needs, both for quality and privacy, of such a variety of users. Effective design management was achieved through close integration of all elements of the design team through use of BIM and frequent electronic interactions.

FORT COLLINS POLICE SERVICES FACILITY

City of Fort Collins, Colorado

Project was a national design/build competition. BSW, as Police Design Architect, teamed with The Neenan Company and Humphries Poli Architects and won the competition to design and build the 93,000-sf facility.

Major Challenges/Lessons Learned/Effective Design Management Methods: For the competition we were given a very limited listing of required spaces and no opportunity to meet with Police prior to submitting a complete schematic design. After award the opportunity came to present the design to the end users who approved the design as a whole with very limited modifications. The ability to work closely with consultants, sub-contractors and major suppliers during the design phase allowed for very tight cost control for the project. The lesson learned here was the need to fully convey design intent for materials and details early.

NORTH RICHLAND HILLS POLICE, COURT, AND CITY HALL

City of North Richland Hills, Texas

2. TEAM EXPERIENCE: PUBLIC SAFETY

BSW's latest collaboration with the City was developing a new public safety facility along with a new City Hall and court facility. As the project developed, City leaders saw the value in combining police and fire administration with the City Hall and court.

Major Challenges/Lessons Learned/Effective Design Management Methods: After collaborating with a citizens' committee to reach the best solution for inclusion in a bond election, voters approved moving forward with this hallmark 18,000 sf project for the City. Police components include administration, investigations, patrol, crime scene, property evidence, multi-jurisdictional detention, and dispatch. The project was delivered under a CM at Risk method, and the use of BIM for 3D visualization during design and construction was invaluable by allowing us to explore every major public space with our sophisticated client and provided a convenient way of showing intent to the construction crews in the field.

3. DESIGN APPROACH AND KEY CONSIDERATIONS

The **ELS/SKA+BSW** team looks forward to an exciting collaboration with the City of South San Francisco on the Measure W-Community Civic Campus Project for the South San Francisco community. **ELS/SKA+BSW** will facilitate a community outreach process—including public design charrettes, meetings, and stakeholder participation—as a means to inform the Community Civic Campus Master Plan. With the community outreach process, we will continue to build upon the previous master planning efforts, continuing the exploration of site planning and building massing options for the project's sites, ultimately arriving at a **Final Community Civic Campus Master Plan** inclusive of a **Circulation/Access Element** that fits within the project description and mitigations currently under CEQA analysis and review. Based upon the City Council's approval and acceptance of the **Final Community Civic Campus Master Plan**, our efforts will then focus on:

1. Delivery of complete architecture and engineering services for community recreation and library building through project closeout.
2. Schematic Design for police and fire with the following options (please see additional information under Task 8: Schematic Design): criteria documents for design/build procurement or 100% architecture and engineering services through construction.

We are proposing this effort in two stages:

STAGE I:
Programming, conceptual master planning (building upon previous efforts), public outreach, process and consensus building, leading to a **Final Campus Master Plan** inclusive of a **Circulation/Access Element**

STAGE II:
Schematic Design through Project Closeout

STAGE I
ELS (Prime Consultant) will manage the Community Civic Campus Master Planning effort as a comprehensive public process and campus design effort for the overall site and three buildings: Community Center and Library, Police Facility, and Fire Station 63. Each building component will be led by a core team member who will be supported by a team of architects, engineers, and designers with specific expertise in connection with the team leader's campus component. Please see Section 4 for team structure.

During Stage I, our approach focuses on five essential components:

1. **Collaborative Process:** a successful planning and design process supports dialogue between all interested parties and pursues consensus-based decision-making. To this end, preparation of a **Final Community Civic Campus Master Plan** inclusive of a **Circulation/Access Element** will require **ELS/SKA+BSW** to continue working with the City and other key stakeholder. Through cooperative stakeholder work sessions, the intent is to quickly achieve a consensus-based vision and design framework then apply this effort to the buildout concept for the site.
2. **Creative Planning:** preparation of the **Final Community Civic Campus Master Plan** inclusive of a **Circulation/Access Element** requires a project team that brings together strength of analysis with creative expertise in physical planning, community, and public safety design. Effective planning begins with the ability to assimilate and analyze complex conditions, including key opportunities and constraints. The **ELS/SKA+BSW** team will quickly identify alternative concepts; we will then evaluate, test, and collaboratively select either variations of previous concepts or concepts yet to be discovered. The final conceptual master plan will embody the optimal planning and design response to functional, financial, visual, and environmental requirements to achieve a successful **Final Community Civic Campus Master Plan** inclusive of a **Circulation/Access Element**.
3. **Place-Making Design:** to realize the full potential envisioned for the development of the project sites, **ELS/SKA+BSW** will look to strategies that identify and build upon existing site patterns and systems, several of which have been documented from a previous effort, and to strengthen connections to adjacent site precincts in order to create a center for enhanced community activity. We will prepare a campus master plan that creates a strong yet flexible framework that addresses city and circulation requirements and presents a site-planning strategy and architectural character that ensures a memorable and enduring place.

4. **Unplugged Design—Sustainable and Zero Net Energy (ZNE): ELS/SKA+BSW** start from the premise that buildings should be designed to perform without recourse to any building system. We orient, shape, and shade buildings to maximize daylighting, reduce heat gain in summer while allowing it in winter, and take advantage of natural ventilation when useful. This bio-climatic approach to design allows us to eliminate or minimize building systems to reduce renewable energy produced on-site. We also optimize building envelopes to reduce loads and provide the right amount of thermal mass, if needed, to make buildings comfortable for occupants while requiring little additional energy for building systems. "Smart systems," similar to those we have implemented on other projects, will be proposed as part of a net-zero strategy for the **Final Community Civic Campus Master Plan** inclusive of a C**irculation/Access Element**.
5. **Realistic Solutions/Problem Solving:** successful development concepts require visionary yet realistic planning that meets social, economic, and physical design goals. We believe the initial effort on this site has given the City a great start on a development direction. The **Final Community Civic Campus Master Plan** inclusive of a **Circulation/Access Element** will incorporate additional information gained from any recent CEQA Public Scoping Session as well as current political, economic, and functional realities.

WORK PLAN FOR STAGE I

TASK 1: PROJECT UNDERSTANDING AND CONFIRMATION (WEEK 1)
Task 1.1 Background Document Review/Site Reconnaissance
ELS/SKA+BSW will review and evaluate pertinent new documentation and studies that have been created—including recent master planning efforts currently under CEQA review and any additional pre-programming information, plans, inventories, studies, etc—to better understand the existing context and to gain familiarity with any new hot button development issues within Community Civic Campus sites. We will build upon our knowledge of the sites, as well as the surrounding context, via additional reconnaissance on physical and environmental conditions. We are very interested in exploring traffic patterns, public transportation, and streets that service the current site and neighboring facilities. This will include a photographic survey of the sites and their surroundings. Additionally, we will be researching and mining climate data for the site in order to better understand any related issues that will impact our ZNE approach.

Task 1.2: Opportunities & Constraints Analysis
ELS/SKA+BSW will produce a series of diagrams and maps, built upon our previous master planning efforts and any new information obtained from the City's CEQA consultant, that communicates our analysis and understanding of the study area and its surroundings. These products will assimilate collected data and clearly identify opportunities and constraints. Among the issues to be analyzed are the City's goals for improving, enhancing, and expanding existing community services; existing/projected land use within the site areas; circulation; architectural character; overall urban design character (precincts, linkages, and nodes); opportunities and constraints for renewable energy on-site; "hard-soft" open space analysis; development opportunities and constraints; condition of existing buildings nearby; and other site and park issues as appropriate.

Task 1.3: Program Confirmation
ELS/SKA+BSW will review any program developed under the previous effort and use this as a base document to be edited by the City. As an extra measure to understand the programming opportunities this joint facility can offer, it may be advantageous for members of the City and **ELS/SKA+BSW** teams to visit institutions which could represent the City's "standard peer," "aspirant peers," and "programmatic peers." The purpose of the program confirmation and peer facility study will be to initiate any concept studies and/or refinements to previous documents and to set a strong foundation for the Schematic Design effort ahead.

Deliverables for Task 1: Draft work plan, schedule, explanatory maps and diagrams identifying development opportunities and constraints, Peer Facilities Study, and draft program.

TASK 2: KICKOFF, SITE WALK AND ASSESSMENT, AND PROGRAM ANALYSIS (WEEK 1)
Task 2.1: Project Kickoff Meeting/Site Walk
ELS/SKA+BSW will meet with City and other interested parties for the purposes of initiating the project. This will re-establish a mutual understanding of roles, responsibilities, and paths of communication, as well as clarify the scope, issues, and objectives of the work program, specifically, the unique development oppor-

tunities for the sites since the previous master planning effort and the start of the on-going CEQA review.

Product: Refined Scope and Schedule as necessary.
Client Input: Background materials and studies.

Task 2.2: Coordination & Consultation with City
ELS/SKA+BSW will coordinate with the City to ensure that necessary information and documentation are received, reviewed, and incorporated with the work product in a timely manner. The City may choose to involve representatives from interested government agencies, other consultants to City, and/or key stakeholders in these meetings. The proposed fee includes periodic conference calls, other forms of electronic and telephone communication, and all meetings identified in RFP scope with the City and **ELS/SKA+BSW** over the proposed project time-frame.

Product: Participation in meetings identified in the work plan.
Client Input: Attendance at / participation in Project Administration Meetings.

TASK 3: ALTERNATIVES AND FINAL CONCEPT MASTER PLAN SELECTION (WEEKS 2 AND 3)
Task 3.1: Alternative Site Concepts
Taking into account the previous design effort, we will prepare multiple site concepts for the identified project sites based on the "confirmed program" developed under Task 1.3 and our assessment of development opportunities and constraints, including any general or specific development mitigations identified by the City's CEQA consultant. The graphics we prepare will address the mix of community and public safety uses; massing, shade, and shadowing; sustainability/net-zero issues; future growth; on-site access; circulation and parking; and open space/public space improvements. Options will be presented in a manner suitable for presentation to stakeholders. Evaluation criteria for each study area within the site will be developed and shared in the form of a draft priority matrix. Note that the majority of the effort outlined above will not be required if the group chooses to proceed with the concept developed under the previous effort.

Task 3.2: Community Information & Information Gathering Workshop #1
ELS/SKA+BSW will facilitate a community information workshop aiming at clarifying the project's key issues. After an introductory presentation on the City scope, budget, schedule, goals, key opportunities and constraints identified thus far, as well as the opportunity for additional comments, the workshop will be open to community participation. Upon completion of the presentation, we will invite the audience to visit various stations in the room manned by members of the Design Team and the City (Kitchell, Fire and/or Police representatives), focusing on the following topics:

Station #1:	*Library Programming*
Station #2:	*Recreation and Wellness Programming*
Station #3:	*Seniors Programming*
Station #4:	*Multipurpose Room/Maker Space Programming*
Station #5:	*Performing Arts + Theater Programming*
Station #6:	*Fire Station Issues*
Station #7:	*Police Facility Issues*
Station #8:	*Projected Construction Process/Schedule/Phasing*
Station #9:	*Green Design: ZNE Possibilities and Sustainable Goals*
Station #10:	*Concerns: construction noise, park safety during construction, traffic flow and logistics around the park, or something else?*

At the end of the stations session, a representative from each station will briefly present their findings. This information will be recorded and used in the development of the **Final Community Civic Campus Master Plan** inclusive of a **Circulation/Access Element**. A recommended agenda for the Workshop #1 follows, but may be modified based on further consultation with the City:

- Welcome address and opening presentation by the City.
  5 minutes
- **ELS/SKA+BSW** presentation on workshop format followed by invitation to guests to visit stations around the room.

5 minutes
- Stations gain input from visitors.
  60 minutes
- Station representatives give brief summaries of their findings.
  10 minutes
- **ELS/SKA+BSW** outline next steps and issue an invitation to the next community workshop
  5 minutes
- City delivers closing remarks
  5 minutes

Meeting: *Community Workshop #1*
Product: *Participation in and facilitation of 90-minute Community Workshop*
Client input: *Organization and coordination of session attendees*

TASK 4: MASTER PLAN CONCEPT ALTERNATIVES AND PREFERRED MASTER PLAN CONCEPT SELECTION

4.1: Alternative Concepts

ELS/SKA+BSW will prepare two to three concepts for the site based on the previous master planning effort and the "working program" developed under Task 1.3 and on our assessment of development opportunities and constraints. Scenarios will investigate opportunities for enhancement within the site while exploring relationships between uses, infrastructure, and park connections. The graphics we prepare will address the mix of uses; massing, shade, and shadowing; sustainability issues; future growth; on-site access; circulation and parking; and open space/public space improvements. Options will be presented in a manner suitable for presentation to stakeholders. Evaluation criteria for each study area within the site will be developed and shared in the form of a draft priority matrix.

Meeting: *Alternative Concepts*
Deliverables: *Concept plans and diagrams as necessary to describe exploration of the community center site and evaluation criteria.*
Client input: *Review and comment on alternative concepts.*

4.2: City Internal Workshop

The session will be directed toward clarifying key issues such as unresolved or changed program items, competing interests, and shared desires. Participation in the session will be determined in consultation with the City, but should include, at a minimum, key City staff, decision-makers, and other important stakeholders (i.e., staff and recreation leaders). A recommended agenda for the workshop is as follows:

- Summarize workshop's purpose.
- Summarize background analysis and development opportunities and constraints.
- Present benchmarking exercise.
- Summarize campus-wide plan for IT relocation and re-integration
- Present ZNE approach.
- Present "working" program developed under Task 1.3.
- Present Alternative Concepts developed under Task 4.1.
- Allow for sketching of real-time modifications, as necessary, to address stakeholder input/feedback.
- Identify common ideas and opportunities among the alternates presented through consensus-building discussion.
- Select Concept Alternatives to share in Community Workshop #2.
- Wrap-up, schedule and next steps.

Meeting: *Stakeholder Workshop.*
Product: *Participation and facilitation of a one-day Stakeholder Workshop.*
Client input: *Organization and coordination of session attendees.*

4.3: Community Workshop #2

ELS/SKA+BSW will facilitate a second workshop aimed at clarifying key issues such as unresolved or changed program items, competing interests, and shared desires. As in Workshop #1, the session will be an open

house format with a brief "reminder presentation" addressing the City project, scope, budget, schedule, and goals, as well as key opportunities and constraints identified thus far. Then **ELS/SKA+BSW** will unveil up to three working master plan concepts, all informed by Workshop #1 and the series of robust work sessions with the City. There will be opportunity for additional comments by the City before the actual workshop. As in Workshop #1, upon completion of the presentation we will invite the audience to visit stations throughout the room—each manned by design team or City representatives—addressing the following topics:

Station #1:	*Working Master Plan #1*
Station #2:	*Working Master Plan #2 (if necessary)*
Station #3:	*Working Master Plan #3 (if necessary)*
Station #4:	*Library Programming*
Station #5:	*Recreation and Wellness Programming*
Station #6:	*Seniors Programming*
Station #7:	*Multipurpose Room/Maker Space Programming*
Station #9:	*Performing Arts + Theater Programming*
Station #10:	*Fire Station Issues*
Station #11:	*Police Facility Issues*
Station #12:	*Projected Construction Process/Schedule/Phasing*
Station #13:	*Green Design: ZNE Possibilities and Sustainable Goals*
Station #14:	*Concerns: construction noise, park safety during construction, traffic flow and logistics around the park, or something else?*

At the end of the stations session, a representative from each station will briefly present their findings. This information will be recorded and used in the development of the Final Master Plan and Schematic Design. A recommended agenda for the Workshop #2 is as follows:

- Welcome address and opening presentation by the City.
  5 minutes
- **ELS/SKA+BSW** presentation on workshop format and the two or three master plan approaches, followed by invitation to guests to visit stations around the room.
  5 minutes
- Stations gain input from visitors.
  60 minutes
- Station representatives give brief summaries of their findings.
  10 minutes
- **ELS/SKA+BSW** outlines next steps and issues an invitation to the City Council session, where the results of the outreach effort will be presented along with a preferred master plan.
  5 minutes
- City delivers closing remarks.
  5 minutes

Meeting:	*Stakeholder Workshop*
Product:	*Participation in and facilitation of a 90-minute workshop.*
Client input:	*Organization and coordination of session attendees.*

TASK 5: DRAFT SITE PLAN/BUILDING MASSING/PROJECT DESCRIPTION (WEEK 9)

Task 5.1: Final Master Plan Drawings

ELS/SKA+BSW will produce a series of illustrations, including various model views from SketchUp document files, to depict the aesthetic character of the preferred site plan and massing concept. These documents will include an illustrative site plan showing landscape, in addition to building layout and parking; an aerial perspective drawing showing building massing; and a maximum of three ground-level concept perspective sketches showing the visual quality of the final massing concept. Site and climate analysis and energy modeling related to key ZNE strategies will be documented and illustrated. These documents will be included in the final design package and may be used by the City for communication of project information with various interest groups and for a capital campaign.

Product: Illustrations showing the aesthetic character of the site to include a site plan aerial perspective, and a maximum of three ground-level concept perspective sketches. All product will be produced using SketchUp or equivalent software.
Client Input: Review and comment on illustrations.

Task 5.2: Final Design Package
ELS/SKA+BSW will incorporate comments and corrections suggested by the City, consultants, and key stakeholders into the Final Documentation and will deliver final product to City in PDF format via email for use in the CEQA process.

Product: Final Study Booklet will be in PDF format via email. Hard copies, similar to this document, may also be ordered as an additional service and product.
Client Input: Final comments.

TASK 6: FINAL MASTER PLAN ROLL-OUT
Based upon City's approval of the Final Master Plan, **ELS/SKA+BSW** will begin preparations for the possibility of two milestone reviews: a City Council presentation: sharing the planning process that has led to a preferred master plan; or rolling out the Preferred Master Plan and process to the community at an additional informational session in advance of the City Council presentation.

Task 6.1: City Council Presentation of the Preferred Master Plan
Task 6.2: Possible Preparation for Informational Session
Meeting: ELS/SKA+BSW presents final master plan.
Milestone: City accepts and approves master plan and authorizes the start of schematic design.

STAGE II:
Schematic Design through Project Closeout

At this point, **ELS** (Prime Consultant) will manage the Community Civic Campus Project as four components. Each component will be led by a team member who will be supported by a team of architects, engineers, and designers with expertise in connection with the team leader's campus component. Please see Section 4.

ELS/SKA+BSW will perform the "example architectural scope of services" outlined in ATTACHMENT A of the RFP, as appropriate. To further clarify these services, we offer the following:

Following are tasks 8–13 (Schematic Design through Project Closeout) with police and fire components having optional delivery methods.

TASK 7: SCHEMATIC DESIGN (WEEKS 11–23)
Regarding documentation for the fire and police buildings, our recommendation is that we complete a 100% Schematic Design (not 50% as stated in the RFP) including exterior elevations that relate to the master plan and all building systems including IT. Only in this manner can we give the City a complete benchmark including cost estimate. If the City decides to use a Design-Build form of delivery, we recommend that the Bridging Documents consist of the Schematic Design drawings, modified to include City comments. In addition, we would prepare specifications, and schedules (equipment, doors/hardware, and finishes) to a 100% DD level. This level is important, as a minimum, to define Essential Service facilities.

Task 7.1: Based upon an approved program, concept design and massing, and final master plan, ELS/SKA+BSW will initiate schematic design.
ELS/SKA+BSW will study the approved concept in more detail and incorporate feedback from meetings. The selected concept is likely the combination of successful parts of prior concept alternatives. At this phase, bi-weekly meetings are proposed to allow adequate time between meetings to advance meaningful ideas. Key areas to consider during this phase include:

- Develop floor plans showing the layout of equipment and furnishings. Meet with separate departments and make changes to layouts based on user comments. Review the impact on the previously approved concept diagram. Incorporate changes to the overall building diagram based on changes in individual departments.
- In collaboration with our landscape architect, develop a gracious sequence of exterior spaces, including arrival by car.

- Develop a hierarchy of public spaces: exterior to interior, civic to intimate, lobby to activity space, or classroom.
- Develop climate-responsive designs that take advantage of natural resources on site and minimize the need for external inputs.
- Develop preliminary structural, mechanical, electrical, communications, and lighting systems design. Systems using energy to be minimized.
- Develop approach to telecommunications and furnishings for cost/benefit analysis with our data and communications consultant.
- Integrate interior and furnishings design.
- Drawing on our initial concept phase meeting with building official, fire, and police officials, develop strategies for code compliance and building and parking security.
- Prepare a Schematic Design Report for review by the Design Team and City's Project Team. This report will provide a summary description of the schematic design, preliminary building systems descriptions, expected energy use, expected on-site renewable energy production, and a preliminary estimate of probable construction costs.
- Propose a list of additive and deductive alternatives to keep the project within budget; strategies may include program adjustment, phased development ideas, and value engineering.
- LEED Scorecard: Based upon the concept design and other information gathered during the Schematic Design Phase, **ELS/SKA+BSW** will prepare a USGBC LEED Scorecard to assist both the City and the design team in tracking the designs LEED goals: e.g. LEED Silver, Gold or Platinum.

Meeting: *Kickoff*
Schematic design meeting every three weeks over a twelve-week period
Product: *Schematic design documents to establish project budget and goals.*
Complete schematic design cost estimate and LEED scorecard included.

TASK 8: DESIGN DEVELOPMENT (20 WEEKS)

The **ELS/SKA+BSW** team believes that design continues to be refined in this phase; the initial concept and overall "message" must be reinforced by detail design. With an approved schematic design and a firm construction budget, the team can proceed to determine building systems, service desks, and preliminary selection of furnishings and equipment. Bi-weekly meetings are proposed at this phase to allow for maximum design development between meetings. Important issues to address include:

- Work closely with structural, mechanical, electrical, and lighting engineers; integrate systems into the design of the building; seek cost effective solutions to maximize building efficiency and to support the design vision.
- Refine building energy models and strategies to increase the use of natural resources while reducing the need for energy production.
- Integrate signage and graphics, interior, and furnishings design; make preliminary selections of materials, finishes, and colors.
- Review building system design and verify with local building officials, fire, and police officials; code compliance strategies and resolution of building and parking security issues.
- Prepare a revised Statement of Probable Construction Cost to "wring out" costs at this phase, if necessary. Additive and deductive strategies may include program adjustments and value engineering.
- Solicit and address peer review input.

TASK 9: CONSTRUCTION DOCUMENTS (20 WEEKS)

Components that make this phase crucial to the success of the complex include the refinement and coordination of building systems, products, and materials; integration of interior details and furnishings; continued monitoring of details critical to building performance; ongoing control of cost and budget; and organization of contract documents to make it easy to issue early, out-of-sequence, or multiple bid packages to suit the City's choice of project delivery method. At this time, the following considerations are important in this phase:

- Evaluate and incorporate mutually acceptable City Review and value engineering DD comments.
- Prepare building and interior architecture documents and specifications.
- Coordinate closely with engineering consultants as they develop their contract documents to maintain design vision, ZNE goals, architectural integrity, and cost control.

- Prepare 60% progress peer review package and Statement of Probable Cost so that peer review comments can be considered and adjustments in scope and systems can be incorporated with minimum impact to detailing efforts and re-drawing.
- Document additive and deductive alternates.
- Prepare 100% Statement of Probable Cost prior to issuing CDs for bidding to assess the additive and deductive alternates to include in the final bid package(s).

ELS/SKA+BSW has experience in a range of project delivery methods, including Design-Bid-Build, multiple variations of CM Delivery, and Design/Build. The majority of **ELS/SKA+BSW**'s projects have included some form of construction management or D/B delivery. We work well with builders, construction managers, and contractors.

TASK 10: AGENCY REVIEW / BID (12 WEEKS)
ELS/SKA+BSW will assist the City with the bidding process by attending pre-bid sessions, answering pre-bid RFIs and preparing any required addenda to the City for distribution to plan holders. Concurrently, **ELS/SKA+BSW** will provide assistance in all required agency reviews. As previously stated, we intend to develop a relationship with all reviewing bodies early in the process.

TASK 11: CONSTRUCTION ADMINISTRATION (24 MONTHS)
The key to our approach in the Construction Phase is to assign a team leader from the CD phase for each component that advances to construction under the **ELS/SKA+BSW** contract. Typically this is a Senior Construction Administration Architect (SCAA) who is experienced with interpreting the design intent of the documents in the field and is able to rapidly process Contractor's RFIs. The SCAA updates the Principal-in-Charge (PIC) and the Project Designer (PD). Often, as necessary, the SCAA, PIC and PD will meet to resolve issues for presentation to the client and the contractor. The SCAA attends all field and project meetings and serves as a single point of contact for document processing during construction. Close coordination with the contractor is required to ensure proper LEED documentation and properly executed construction prerequisites.

TASK 12: PROJECT CLOSEOUT (2 MONTHS)
As part of the pre-occupancy planning and project closeout, the contractor coordinates a number of final operations, including:

- Building Commissioning (Including critical IT and Communications switch-over);
- Punch-Listing, Receiving, Protecting and Installing FF&E;
- Collecting Record Documents and Operations Manuals;
- Security Systems and Final Keying; and
- Securing Temporary and Final Occupancy Permits.

Protection of existing finished work surfaces, efficient installation time frames, and effective housekeeping procedures during this period is critical. Based on previous experience, we have found that it is best to complete initial pre-punch and pre-final janitorial cleaning prior to FF&E deliveries. This time-frame is the most challenging and stressful stage in a project's life-cycle and highlights the need for adaptation to new and/or changing conditions and continuous communication among all stakeholders. **ELS/SKA+BSW** will be available to assist in the closeout of each component of the Community Civic Campus Project.

4. KEY MEMBERS

South San Francisco Community Civic Campus Project Master Planning and Visioning Lead

ELS Architecture and Urban Design

Community Recreation, Library, Fire and Police Design Leader

Clarence D. Mamuyac, Jr. FAIA, LEED AP BD+C
ELS
Principal-in-Charge/Project Director
Civic Community Campus Project

Christopher Jung, Associate AIA, LEED AP BD+C
ELS
Director of Design
Civic Community Campus Project

Jessica Berg
BergDavis
Public Affairs
Civic Community Campus Project

CAMPUS WIDE VISIONARY SUPPORT UNIT

Civil
Michael Kuykendall, PE, QSD/P, LEED AP
Sandis

Information Technology
Kevin Devore, RCDD
ME Engineers

Community Recreation Center and Library Architecture Unit

ELS Architecture and Urban Design

Programming and Technical Expertise
Community Recreation and Library Design

Diana Hayton,
AIA, LEED AP BD+C
Principal
ELS
Community Recreation

Mark Schatz, FAIA, LEED AP
Principal
ELS
Library, Media Arts and Makers

Jeffrey Zieba,
AIA, CASp, LEED AP BD+C
Principal
ELS
Performing and Visual Arts

Jill Kinney
Rec Operations Consultant
Active Wellness

Linda Demmers
Library Consultant
Demmers Consulting

Adam Shalleck
Theater Consultant
Shalleck Collaborative

Peter Sollogub
Interactive Exhibit Design
Cambridge 7 Associates (C7A)

Susan Vutz, AIA, LEED AP BD+C
Project Architect
ELS
Community Recreation Center and Library

Scarlet Entwistle, Associate AIA
Project Captain
ELS
Recreation Component

Lauren Wynveen
Project Captain
ELS
Library Component

Eduardo Navarro
Project Captain
ELS
Performing Arts Component

SITE CONSULTANT UNIT

Civil – Campus Wide
Sandis

Parking Structure
Watry

Landscape Architecture
SWA

Information Technology
ME Engineers

GENERAL BUILDING CONSULTANT UNIT

Building Envelope
Allana Buick & Bers

Structural
Forell/Elsesser

MEP/Fire Sprinklers
Integral Group

The Association of
ELS+
SHAH KAWASAKI
& BRINKLEY SARGENT WIGINTON

David Masenten, AIA, LEED AP BD+C
ELS
Director of Sustainability
Civic Community Campus Project

Marco Esposito, RLA
SWA
Landscape Design Lead
Civic Community Campus Project

Multi-modal Circulation
Terri O'Connor
Nelson\Nygaard

Public Safety Facilities Architecture Unit

Shah Kawasaki Architects (SKA) + Brinkley Sargent Wiginton (BSW)

Programming and Technical Expertise
Fire and Police Facility Design

Alan Kawasaki, AIA, LEED AP
Principal
SKA
Public Safety Facilities

Philip Luo, AIA, LEED AP
Principal
SKA
Police – Exterior

Greg Read, AIA
Principal
BSW
Police – Interior

Brian Leonard, AIA, LEED AP BD+C
Project Manager
SKA
Essential Service Facilities

Stephen Springs, AIA, LEED AP
Principal/Project Architect
BSW
Police – Interior

Fred Metzger, AIA
Project Manager
SKA
Fire Station

Kevin Devore
Police Station Information Technology
ME Engineers

Traffic/Transportation Systems
Nelson/Nygaard

Campus Net Zero/LEED Administration
Bernheim + Dean

Cost
Mack 5

Lighting Design
Architecture+Light

Signage
Donnelly Design

Code
Preview Group

4. KEY MEMBERS

TEAM MATRIX (ATTACHMENT D)

TEAM MATRIX - STAGE I				
Campus Community Master Plan		Principal-in-Charge Project Director	Community Outreach	Principal Library + Community
Clarence D. Mamuyac, Jr., FAIA, LEED AP BD+C	ELS Architecture and Urban Design	x	x	
Mark Schatz, FAIA, LEED AP	ELS Architecture and Urban Design			x
Diana Hayton, AIA, LEED AP BD+C	ELS Architecture and Urban Design			
Jeffery Zieba, AIA, LEED AP BD+C	ELS Architecture and Urban Design			
Alan Kawasaki, AIA, LEED AP BD+C	Shah Kawasaki Architects			
Greg Read, AIA, LEED BD+C				
Jessica Berg	Berg Davis		x	
DESIGN AND TECHNICAL SUPPORT				
Susan Vutz, AIA, LEED AP BD+C	ELS Architecture and Urban Design			
Christopher Jung, Associate AIA, LEED AP BD+C	ELS Architecture and Urban Design			
Marco Esposito, RLA	SWA			
Terri O'Connor, AICP, LEED AP BD+C	Nelson/Nygaard			
Michael Kuykendall, PE, QSD/P, LEED AP	Sandis			
Kevin Devore, RCDD	ME			
David Masenten, AIA, LEED AP BD+C	ELS Architecture and Urban Design			

TEAM MATRIX - STAGE II				
Schematic Design through Project Closeout		Principal-in-Charge Project Director	Project Architect Master Plan	Project Designer Master Plan
Clarence D. Mamuyac, Jr., FAIA, LEED AP BD+C	ELS Architecture and Urban Design	x		
Susan Vutz, AIA, LEED AP BD+C	ELS Architecture and Urban Design		x	
Christopher Jung, Associate AIA, LEED AP BD+C	ELS Architecture and Urban Design			x
Marco Esposito, RLA	SWA			
Component A – Site Improvements				
Susan Vutz, AIA, LEED AP BD+C	ELS Architecture and Urban Design			
Terri O'Connor, AICP, LEED AP BD+C	Nelson/Nygaard			
Michael Kuykendall, PE, QSD/P, LEED AP	Sandis			
Kevin Devore, RCDD	ME			
Component B – Community Center and Library Building + Associated Parking				
Mark Schatz, FAIA, LEED	ELS Architecture and Urban Design			
Diana Hayton, AIA, LEED AP BD+C	ELS Architecture and Urban Design			
Jeffrey Zieba, AIA, CASp, LEED AP BD+C	ELS Architecture and Urban Design			
Component C – Public Safety Building #1: Police Facility + Associated Parking				
Alan Kawasaki, AIA, LEED AP BD+C	Shah Kawasaki Architects			
Greg Read, AIA, LEED BD+C	BSW Architects			
Component D – Public Safety Building #2: Fire Station + Associated Parking				
Alan Kawasaki, AIA, LEED AP BD+C	Shah Kawasaki Architects			
Technical Support				
Peter Sollogub Interactive Exhibits	C7A			
Adam Shalleck, FAIA Theater and AV	Shalleck Collaborative			
Jill Kinney Recreation Equipment	Active Wellness			
Edward Dean, FAIA, LEED AP BD+C LEED and NET ZERO	Bernheim + Dean			
Allen Nudel, SE, LEED AP BD+C Structural Engineering	Forell/Elsesser			
John Andary, PE LEED AP MEP Engineering	Integral			
Jerome L. Jeffers II, RBEC, CCS, CCCA Building Envelope	Allana Buick & Bers			
Darrell Hawthorne Lighting Design	Architecture & Light			
Michelle Wendler, AIA Parking Structure	Watry			
Tom Donnelly Environmental Graphics	Donnelly Design			
Stephen R. Winkel, FAIA, PE, CASp Fire, Life, Safety - Code	Preview Group			
Cynthia Madrid Cost	Mack5			

The Association of
E | L | S +
SHAH KAWASAKI
& BRINKLEY SARGENT WIGINTON

TEAM MATRIX

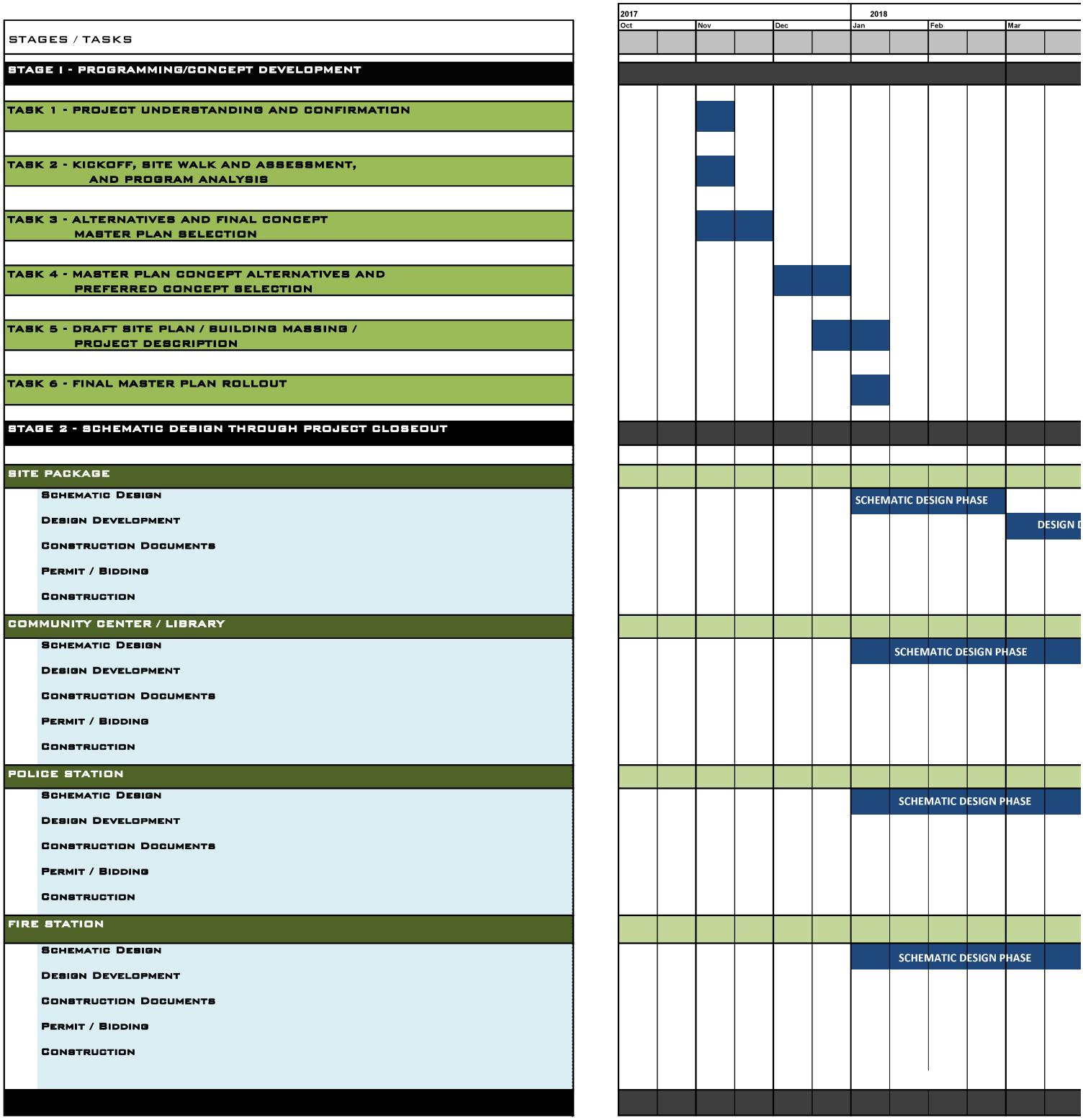
Principal Recreation Wellness	Principal Arts + Culture	Principal Public Safety Buildings	Principal Fire	Principal Police	Project Architect Master Plan	Project Designer Master Plan	Project Land Arch Master Plan	Circulation Traffic Leader Master Plan	Civil Infrastructure Leader Master Plan	Information Technology Leader Master Plan	Sustainability Net-Zero Leader Master Plan
x											
	x										
		x	x								
				x							
					x						
						x					
							x				
								x			
									x		
										x	
											x

TEAM MATRIX

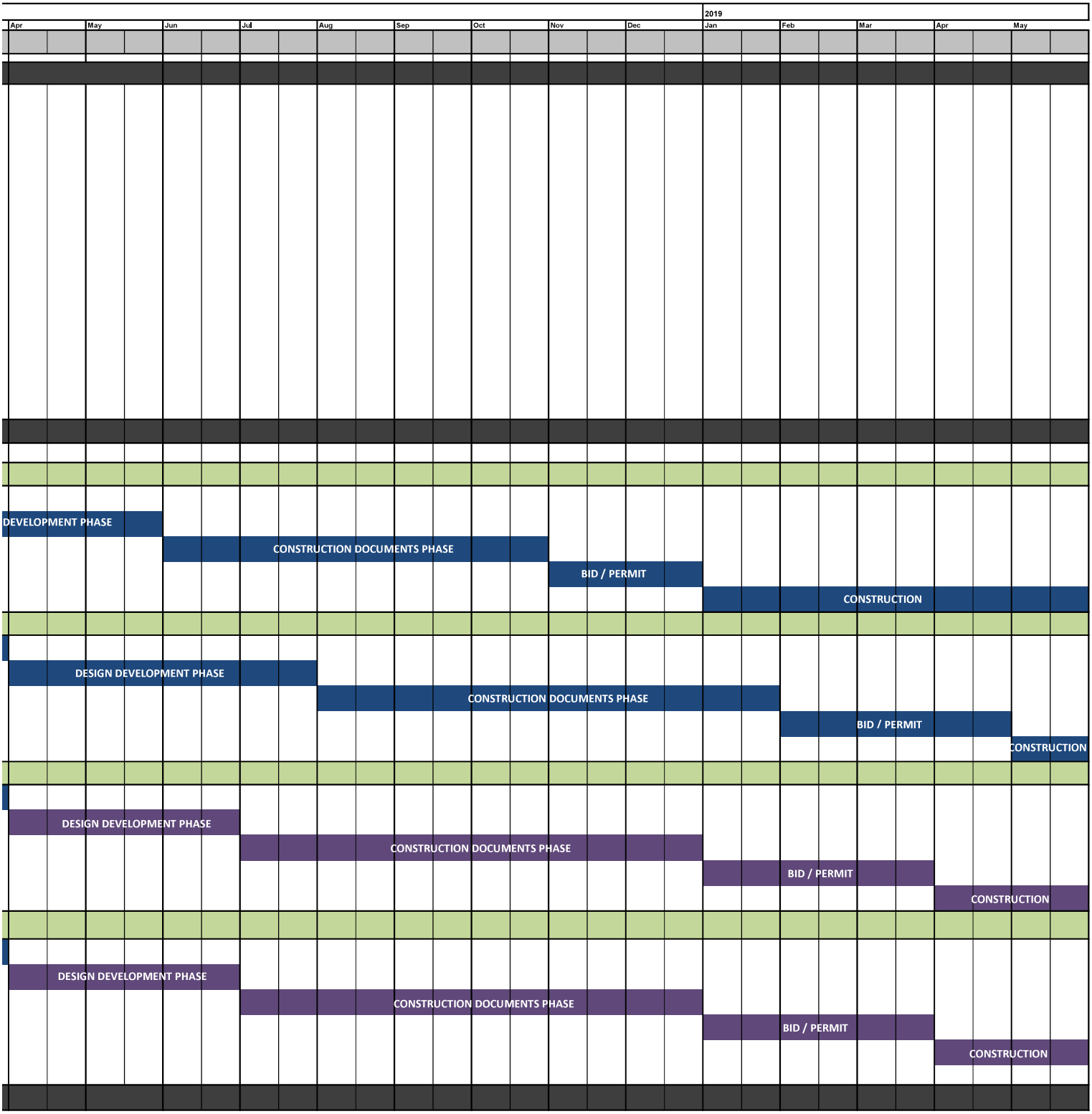
	Component 1 Site + Accessibility			Component 2 Community Center + Library			Component 3 Public Safety Buildings Component 3a Police		Component 3b Fire		
Project Land Arch Master Plan	Principal/ Component Leader	Project Architect	Engineering Consultant	Principal/ Component Leader	Project Architect	Engineering Consultant	Principal/ Component AOR	Principal Interiors AOR	Engineering Consultant	Principal/ Component AOR	Engineering Consultant
	x										
		x			x						
x											
			x								
			x								
			x								
			x								
				x							
				x							
				x							
							x				
								x			
										x	
						x					
						x					
			x			x			x		x
			x			x			x		x
			x			x			x		x
			x			x			x		x
			x			x			x		x
			x			x			x		x
			x			x			x		x
			x			x			x		x

5. SCOPE, SCHEDULE, AND KEY MILESTONES

SOUTH SAN FRANCISCO COMMUNITY CIVIC CAMPUS PROJECT TIMELINE



The Association of
E | L | S +
SHAH KAWASAKI
& BRINKLEY SARGENT WIGINTON



6. COMMUNITY OUTREACH

For a complete description of our proposed community outreach/design charrette process, please see Section 3: Design Approach and Key Considerations, Task 1 through 7. Our process has a proven track record in our community design work. Following are a few testimonials of our process:

Clarence's outreach process and extensive public meetings helped our community sports center. Without Clarence's open and participatory process at countless public and neighborhood meetings, it is difficult to imagine our project ever rising out of the ground. His passion for his work, his care for the community, his ability to listen to all stakeholders in the process, his ability to translate what he heard into powerful architecture and his strong political sense were crucial to getting us to our successful grand opening of the East Oakland Sports Center.
The Honorable Larry Reid
Council Member 9th District
City of Oakland

Clarence helped us organize and facilitated our outreach efforts into the South Mountain Community, an economically challenged area of Phoenix, not unlike East Oakland, Concord, Salem, or Long Beach, other sites where he worked with colleagues of mine. His process for inclusion was remarkable, especially with children and parents within our service area, who would ordinarily never have an opportunity to participate in a process of programming a $35 million project. Clarence gave them a forum at multiple public meetings to gather their input and in a sense, to deputize them as architects and planners. He was equally skilled at listening and drawing out the interest, concerns and needs of our Divisional Commander, our Advisory Board, our staff and Phoenix city officials.

Clarence had an amazing way of communicating not only why certain components were important in the center, but also why and how the compositions of these components were important for both the function and "look" of the building. His leadership in programming, community outreach and strategic thinking helped us establish a strong foundation for providing an important social services resource to our South Mountain community.
Major Guy A. Hawk
The Ray & Joan Kroc Corps Community Center, South Mountain, Phoenix
The Salvation Army

Clarence and his team are phenomenal to work with. They are thorough— conducting comprehensive interviews with stakeholders and really 'hearing' concerns, wishes, expectations and so forth. They are knowledgeable, responsive, and their work is impeccable. In addition, we had numerous meetings, at which ELS took copious notes and copied everyone, lending to a wonderfully transparent process for all stakeholders.

ELS generated a variety of incredible concepts, aided us in suggesting other professionals to develop talking points to take to the city, joined me as we presented publicly (and privately) to the city council members and staff—in a nutshell, ELS was with us every step of the way and was instrumental in keeping our project moving forward.
Cynthia Owens
Executive Director, Silicon Valley Aquatics Initiative
Santa Clara, California