



Library Site Re-Use Vision Process RFP

Process, Timeline, and Award

- The RFP was posted on December 2nd, 2020
- RFP was posted on City website
- 4 firms submitted proposals: Group 4/Project for Public Spaces, Noll & Tam, Anderson Brule, and LPA

All proposals were evaluated based on the following criteria:

- Project Team
- Past Related Experience
- Approach to Scope
- Community Engagement
- Cost/Fee Breakdown

The evaluation committee made the decision to award the contract to Group 4/Project for Public Spaces based on their approach to the scope, their thorough community engagement proposal, and the variety of experience of the project team (in particular that of the non-profit Project for Public Space).

All proposals are included here, and are in no particular order. Per standard City practices, some information has been redacted from the proposals.



City of Santa Cruz

Library Site Re-Use Visioning Process

Proposal

January 14, 2021

Anderson Brulé Architects

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LIBRARY SITE RE-USE VISIONING PROCESS

PROPOSAL

Anderson Brulé Architects

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A N D E R S O N B R U L É A R C H I T E C T S

January 14, 2021

Ms. Amanda Rotella, Principal Management Analyst
City of Santa Cruz
337 Locust Street
Santa Cruz, CA 95060

RE: Library Site Re-Use Visioning Process
Anderson Brulé Architects – Proposal for Professional Services

Dear Amanda and members of the selection committee,

Anderson Brulé Architects (ABA) is pleased to submit our proposal for Library Site Re-Use Visioning Process. We are excited to conduct a visioning process with the Santa Cruz community. ABA has over 35 years of national leadership experience in community planning, facilitating creative, effective, and value-centered dialogue with communities that lead to advocacy for real outcomes. In an addition to our depth of urban master planning, design, and public facilitation experience, we have fully integrated technology to enable a positive and productive virtual experience allowing highly engaged stakeholder processes that increases access to participation in the public process.

ABA has developed a focused, high leverage scope of work for this project to engage your stakeholders and the larger community in developing a vision for the project site and then clearly sharing those findings with Council. With our resources and experience, we can lead your community in an engaging and creative input process to co-create a vision for the site. We are a local team with many of our staff living in the region and deeply understand the community and key issues. Based on our local knowledge and research, we have identified the following key issues and goals for the project:

Key Issues and Goals:

- Clarity and Transparency of Process
- Effective and Creative Stakeholder Engagement
- Inclusive and Engaging Community Input Process
- Vision for Future Purpose(s) of the Site

We are personally invested in the success our community.

We believe that we have brought the right team, resources, and process to achieve your strategic goals. We look forward to presenting our plan to you and supporting the continued development of downtown.

Sincerely,

Pamela Anderson-Brulé, FAIA, Principal ABA
T: 408.535.2923, E: pamela@aba-arch.com

Katherine Rivard, Sr. Project Manager, ABA
T: 408.535.2955, E: katherine@aba-arch.com

Our Team

The project will be led by Pamela Anderson-Brulé, FAIA, Principal-in-Charge, who will work directly with you, along with Sr. Project Manager, Katherine Rivard. ABA is dedicated to assisting clients with initial planning services and development planning consulting services. ABA brings the city over two decades of dedicated experience in facilities planning and expertise in project feasibility.



Pamela Anderson-Brulé FAIA

Principal-In-Charge **Anderson Brulé Architects**

Pamela Anderson-Brulé, FAIA, is a Co-Founder and the President of Anderson Brulé Architects. Pamela believes that for a building design to be truly successful, it is the architect’s responsibility to fully understand, engage, and enhance the client’s entire operations from a human, social, economic, and environmental perspective. As such, by strategic and thoughtful design the majority of ABA’s work over the last 35 years has been dedicated to public architecture and planning. Her expertise is in facilitating public and private client groups through pre-project planning and community visioning, preparing them in undertaking complex planning and building projects with the operational needs of the facilities in mind. Today, Pamela Anderson-Brulé, FAIA continues to design award-winning projects that have been nationally recognized as groundbreaking and first-of-a-kind.

RELEVANT PROJECT EXPERIENCE

EDUCATION

Bachelor of Architecture,
California Polytechnic State
University, San Luis Obispo

PROFESSIONAL LICENSE

California Architectural
License No. C23122

PROFESSIONAL AFFILIATIONS

American Library Association (ALA)
Public Library Association (PLA)
Association of College and
Research Libraries (ACRL)
American Institute of Architects
AIA Silicon Valley Chapter
AIA Member #30059866
Founder, Woman in Architecture,
AIA Silicon Valley
Society for College and
University Planning (SCUP)
Cal Poly Architecture Council
(CPAC), Advisory Committee
Member

- | | |
|--|--|
| County of Santa Cruz, Aptos Library | Sunset Community and Cultural Center of Carmel Master Plan |
| City of Capitola, Capitola Branch Library Visioning and Conceptual Design | City of Monte Sereno, City Hall Master Plan |
| Santa Cruz Public Libraries, Furniture, Shelving and Signage Standards | Visioning and Conceptual Design Atherton San Mateo County Library Needs Assessment |
| City of Sunnyvale Civic Center Modernization: Community Outreach and Feasibility Study | Tidewater Community College & City of Virginia Beach Joint-Use Library |
| City of San Bruno Community Facilities Visioning | City of Redwood City, Redwood Shores Community Library, Library Needs Assessment, Plan of Service, Program, Conceptual Design, State Grant Application |
| City of Los Altos, Community Center Master Plan | Innovative Branch Services (IBSM) for San José Public Library: Evergreen, Calabazas, Seventrees, Biblioteca Branch Libraries |
| Santa Barbara City College Program Location and Land-Use Master Plan | San José Public Library, Tully Community Branch Library |
| City of Salinas, El Gabilan Library | San José Public Library, Cambrian Branch Library |
| City of Sunnyvale, Lakewood Library and Learning Center | San José Public Library, Pearl Avenue Branch Library |
| Santa Clara University STEM Program Validation | San José Public Library, Educational Park Branch Library |
| University of California, Santa Barbara, Cabrillo Business Park Planning Study | |
| California State University, East Bay, CORE Visioning and Program | |
| City of Campbell Civic Center Master Plan | |



Katherine Rivard

Sr. Project Manager/Community Outreach **Anderson Brulé Architects**

Kate Rivard is a programmer and project manager at ABA with 20 years of experience in planning, architecture, and interior design. Her experience ranges from the design and delivery of civic architecture, interiors and programming. Kate brings a breadth of experience in programming, user outreach, facilitation, and process planning. Her insight and clarity create an inclusive, organized, and effective process to gather and synthesize data and input from research, users, and organizational leaders. Her creative problem solving with client and strong relationship building skills have consistently led to successful projects. Her attention to detail, skilled communication style, and experience in multiple facets of the process allow Kate to contribute at all levels of a project.

RELEVANT PROJECT EXPERIENCE

EDUCATION

Bachelor of Architecture
Carnegie Mellon University
Pittsburgh, Pennsylvania

PROFESSIONAL AFFILIATIONS

International Association
of Facilitators

County of Santa Cruz, Aptos Library

City of Sunnyvale Civic Center Modernization:
Community Outreach and Feasibility Study

City of San Bruno Community Facilities Visioning

City of Los Altos, Community Center
Programming and Space Planning

City of Salinas, El Gabilan Library

Monterey Bay Aquarium, Outdoor Queuing,
Visitor Circulation and Security Risks Study

City of Campbell, Civic Center Master Plan

County of Santa Clara, Valley Health Center -
Sunnyvale Clinic, Service Model & Operational
Plan

County of Santa Clara, Vietnamese American
Service Center - Vision, Service Model & Program

County of Santa Clara, Behavioral Health Services
Department, Tenant Improvement

County of Santa Clara, Behavioral Health Services
Department- Programming

County of Santa Clara, Space Planning
Guidelines & Standards

Sunset Community and Cultural Center of
Carmel Master Plan

County of Santa Clara Public Safety & Justice
Center, Operational Model & Facilities Needs
Assessment

Saratoga Civic Theater & Council Chambers
Program and Space Plan, Cost Model

Pacifica Library Needs Assessment and Program,
San Mateo County Library

Atherton Library Needs Assessment and
Program, San Mateo County Library

Tidewater Community College Virginia Beach
Joint Use Library, Programming and Space
Planning LEED Gold

Health Trust Tenant Improvement Design &
Feasibility Study

Saratoga Foothill Club, Historic Tenant
Improvement

St Elizabeth Parish, Program, Space Plan and
Design

St Catherine School and Parish, Program, Space
Plan and Design

Town of Los Gatos Civic Center Plan, Program,
Space Plan and Design

Cambrian Library, Program, Space Plan and
Design

County of Santa Clara, Multi-department Space
Needs Program for Downtown San Jose

County of Santa Clara, Space Planning Standards

Our Work

Civic Center Modernization Project, Community Outreach & Feasibility Study

The City of Sunnyvale Anderson Brulé Architects

KEY SERVICES

- Community Engagement and Facilitation
- Master Planning in Urban Context
- Evaluating Market Feasibility
- Develop Funding Strategies
- Space Requirements
- Interface with Political Stakeholders

ABA lead a diverse consultant team to provide professional Planning and Consulting services to the City of Sunnyvale for the Modernization of City Hall, the Main Library and associated buildings at the Civic Center Campus. The project has included comprehensive community engagement, market analysis and architectural/space planning.

The Sunnyvale Civic Center Campus is a combination of facilities located between Mathilda Avenue and Pastoria Avenue just north of El Camino Real. The site includes City Hall, the City Hall Annex, Public Safety Headquarters, the Sunnyvale Main Library, and several satellite office buildings. Many of the buildings date to the 1960s when the workforce and residential population were much smaller (53,000 residents served by approximately 400 employees versus 147,055 residents and about 900 employees today). ABA and the consultant team provided services which informed City decision-making processes in support of the project's goals.



San Bruno Community Facilities Visioning & Prioritization

The City of San Bruno Anderson Brulé Architects

KEY SERVICES

- Community Engagement and Facilitation
- Needs Assessment
- Service Trend Analysis
- Demographics Analysis
- Cost Consulting
- Interface with Political Stakeholders

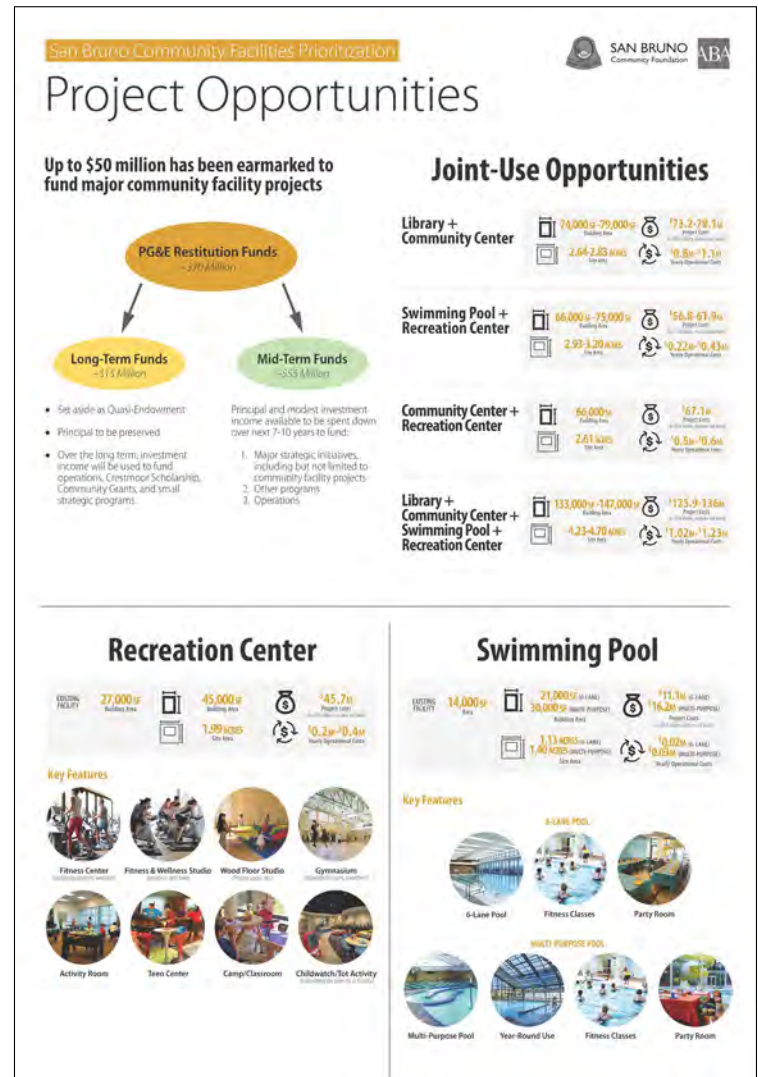
Following the 2010 gas pipeline explosion in San Bruno's Crestmoor neighborhood, the City of San Bruno received a \$70 million restitution settlement from Pacific Gas and Electric Company (PG&E). The settlement is managed by the San Bruno Community Foundation (SBCF), a non-profit organization specifically created to oversee and manage the settlement funds.

In 2015, the SBCF conducted a two-month Community Listening Campaign to identify potential projects that could be funded by the restitution money. However, initial analysis indicated that the scope of the potential projects exceeded the funding available.

To identify which of these potential project scenarios should receive the highest priority, the City engaged Anderson Brulé Architects in early 2017 to facilitate a participatory community process to prioritize the possible development of new community facilities, including a new library, community center, pool, recreation center, or various facility combinations. The participatory process included facilitated Community Forum meetings, online surveys, and pop-up outreach events at the community library, the local mall, and an evening school concert.

As a basis for community discussion, ABA enlisted a team of library planners, recreation planners, aquatics designers, and cost estimators to develop a framework for the various community facilities that would be appropriate to the San Bruno community. The consultant team analyzed the city's demographics, conducted a needs assessment, and evaluated service trends that would be most relevant to the San Bruno community.

ABA's summarized the community's prioritization efforts and presented findings to the San Bruno City Council. The summary informed decision-making and next steps to select the city's first project. The City Council ultimately decided that with land already available, a joint-use Pool/Recreation Center project would be the most viable and preferred option.





Los Altos Community Center Master Plan

The City of Los Altos Anderson Brulé Architects

KEY SERVICES

- Community Needs Assessment
- Community Outreach and Engagement
- Programming
- Scenario Development
- Master Plan Development
- Master Plan in Urban Context
- Interface with Political Stakeholders

The community outreach process was critical to the success of the Los Altos Community Center project, providing the basis for service model innovations and the future facility's needs. Each outreach activity was designed in collaboration with key Project Team members and Outreach Liaisons. The outreach plan conceptualized with the Advisory Committee identified process participants and the appropriate

outreach forums to engage a broad representation of the city's population. The project team engaged not only existing users, but those that had not taken advantage of city services to understand their barriers to access.

Throughout the planning process, ABA made community outreach a high priority to ensure continued communication and to promote support of the planning process and the recommendations for improvements and expansion.

The preferred Master Plan scenario was refined with conceptual costs identified, as well as phasing, and financing and funding strategies to accomplish the master plan goals.

Potential program elements for the site include: City Administration and Community Development offices and support spaces, the Police Department, the Recreation Department administration and program spaces (including Senior, Teen & Children specific programs and services), Arts and Culture facilities, a main community Library, a Swim Facility to include both a competition pool and community recreational swim facilities, a symbolic orchard reminiscent of the community's agricultural history, and coordination with the existing History House and History Museum facilities in their current locations on the site.



Program Location and Land Use Master Plan

Santa Barbara City College Anderson Brulé Architects

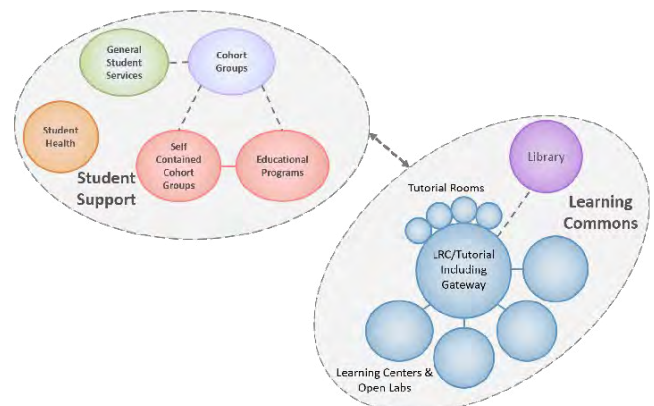
Santa Barbara City College's senior leadership engaged ABA to develop a Master Plan that established long-term goals and guiding principles associated with facility program locations, land planning, internal and external connections, and circulation within the parameters of the technical requirements of the three-campus sites, the regulatory environment, the college's sustainability guidelines and budget considerations.

ABA effectively engaged SBCC employees, students, governing bodies, and the community in a transparent and intentional facilitated process. As a result, the proposed solutions also moderated critics and gained advocates for the next steps of the college's development. During the project, the design team addressed several strategic challenges:

- / Educational programs in haphazard locations as a result of the reactive, organic growth of the campus.
- / Funding challenges from an under-articulated campus vision and inadequate communication with the community.
- / Disparate and disjointed campus facilities that left students and employees without adequate or dependable resources.

KEY SERVICES

- Visioning and Key Issues
- Needs Assessment
- Development Requirements
- Multi-Campus Urban Planning
- Community Engagement and Facilitation
- Guiding Principles & Land Use
- Programming
- Interface with Political Stakeholders
- Site Design Criteria



El Gabilan Library

City of Salinas Anderson Brulé Architects

KEY SERVICES

- Community Engagement and Facilitation
- Needs Assessment
- Service Trend Analysis
- Cost Consulting
- Pre-Design Planning
- Architecture and Interior Design
- Construction Administration

Anderson Brulé Architects worked with the City of Salinas on their new El Gabilan Branch Library. ABA began the project with a Needs Assessment which included extensive Community Outreach and Participation. The Needs Analysis provided information to inform the project's architectural space program, which was ultimately defined to be a 20,800 sf facility including children, teen and adult collections, along with a collaborative maker space, digital studio, group study rooms, internet café, and a flexible, multifunctional community room.

ABA's community outreach informed the building program and important elements to the community's constituents; the facility includes indoor and outdoor space. The exterior is enhanced with reading patios, lounging decks and a meandering, interactive-learning children's garden. The library is now an enduring community place that will anchor the northern Salinas neighborhood and meet the needs of their growing City.

The new El Gabilan Library replaces an aging and undersized branch constructed in the early 1960's. The City developed a creative real estate strategy and synergistic site relationship with a community bank that shares the site and leases a portion of the land.

The City selected a Development Team which included ABA. The Public-Private Partnership (P3) project opened in February 2020. ABA provided leadership to the project throughout a complex development program with numerous stakeholders and provided design and construction administration services.





Lakewood Library and Learning Center

City of Sunnyvale

This unique project brings together three entities to create an incredible community asset; the City of Sunnyvale's Library and Community Services Department, the Fremont High School District and the Lakewood Elementary School District. The neighborhood has one of the most diverse populations in the city with the highest needs for services, but with the least amount of access to services. The partnership enables the project to grow from a 10,000 SF branch library to an over 20,000 SF library and learning center.

KEY SERVICES

- Community Outreach
- Community Engagement
- Programming
- Interface with Political Stakeholders



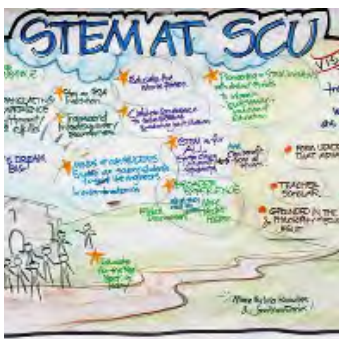
Aptos Branch Library

County of Santa Cruz

ABA made community outreach a high priority to ensure continued communication and to promote support of the planning process and the recommendations for improvements and expansion at the Aptos Branch Library. The outreach plan conceptualized with the Advisory Committee and identified process participants and the appropriate outreach forums to engage a broad representation of the city's population. The project team engaged not only existing users, but those that had not taken advantage of city services to understand their barriers to access.

KEY SERVICES

- Community Outreach
- Community Engagement
- Programming
- Master Plan in Urban Context
- Interface with Political Stakeholders



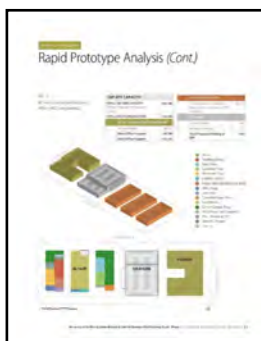
SCU STEM Initiative Visioning and Program Validation

Santa Clara University

ABA was engaged to assist in the development of an interdisciplinary STEM initiative. ABA led this effort through a series of fact-finding initiatives, program analyses and visioning sessions. ABA was later engaged to provide strategic programming and design services for the temporary relocation of the School of Engineering and the creation of a permanent center for Math and Computational Sciences program with STEM.

KEY SERVICES

- Visioning
- Programming
- Program Modelling & Validation
- Facilitation & Communication



Cabrillo Business Park Planning Study - Phase 1

University of California, Santa Barbara

Anderson Brulé Architects is assisting UCSB to evaluate sites for the relocation of its Facilities Management business units and Fleet Services off the main campus to the Cabrillo Business Park (CBP) to make way for another project planned in the near future. The University is interested to implement an off-site strategy to shift non-educational functions off campus to alternative facilities and to understand best land use to achieve the University's Long Range Development Plan goals.

KEY SERVICES

- Pre-Planning
- Site Analysis & Physical Survey
- Focus Group Interviews
- Planning
- Cost Model

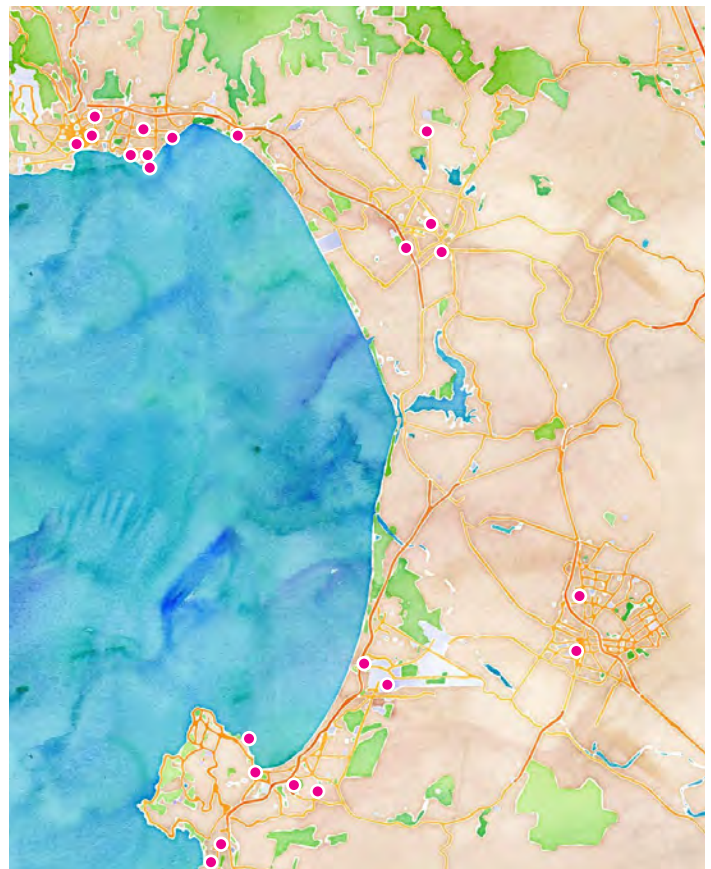


Urban Community Planning

City of Pacifica, Civic Center Master Plan & Library Needs Assessment
 City of Los Altos, Los Altos Civic Center Master Plan
 City of Los Altos, Los Altos Civic Center Master Plan & Community Center and Park Update
 City of Campbell, Civic Center Master Plan
 City of Pacifica, Civic Center Master Plan
 City of Saratoga, Saratoga Civic Theater Master Plan
 City of Sunnyvale, Sunnyvale Civic Center Modernization Project: Community Outreach & Feasibility Study
 Town of Los Gatos Civic Center & Library Strategic Master Plan
 City of Monte Sereno, City Hall Master Plan
 City of Capitola, Capitola Library Master Plan
 City of Newark & Ohlone Community College Joint-Use Library Feasibility Study
 City of San Jose, Tully Branch Library, Ball Fields & Master Plan
 City of Mountain View, Rengstorff Park & Community Center Master Plan
 City of San Jose, Solari Park Community Center & Seventrees Branch Library Master Plan
 Santa Barbara City College Planned Land-Use Master Plan
 Ohlone CCD: District Facilities Master Plan
 Notre Dame High School Downtown Facilities Master Plan Vision
 Gilroy and Morgan Hill, Saint Louise Regional Hospital Master Plan
 Milpitas Sports Center Master Plan

Local Experience

Project Experience in the Santa Cruz and Monterey Bay Areas



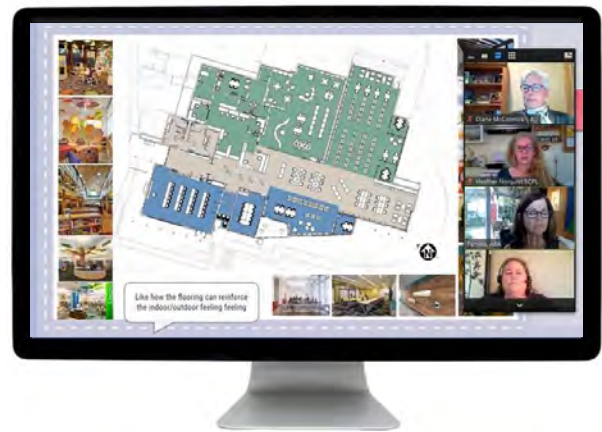
Our Approach

ABA has developed a focused scope of work for the Re-Use Visioning project, one which will engage Santa Cruz's stakeholders and the larger community to develop a vision for the downtown library site and then share those findings with City Council.

The Downtown Library building is a source of mixed emotions for Santa Cruz residents. The decision to relocate the library has caused many diverse opinions amongst those interested in the vision and future of downtown. This Re-Use Study is a significant opportunity to bring stakeholders together to jointly influence the future of this important site. We understand stakeholders have key concerns including:

- / Affordable Housing
- / Town Center / Commons
- / Farmer's Market
- / Traffic Congestion and Parking
- / Business Environment

ABA will work closely with the City's project manager to prepare, implement, analyze, and report the findings of the visioning outreach effort and the preferred purpose(s) of the proposed site. We have included a virtual meeting/call to prepare for the engagement efforts and a summary meeting to review and prepare the findings for presentation to Council.



ABA's on-line collaboration has successfully engaged stakeholders

Given the pandemic, our clients are wisely utilizing virtual meetings for project efforts and we propose a virtual platform for this Santa Cruz outreach. However, while virtual meetings have become common place, it is critical for them to be a positive and productive experience. Throughout 2020, ABA led the way with engaging, collaborative, virtual meetings. Using our expertise in facilitation, advanced Zoom conference features and Miro (a live, web-based, digital collaboration tool), we have led numerous successful workshops and discussions with client staff and community members with positive outcomes. Our virtual meetings have received glowing reviews and continue ABA's tradition of excellence in facilitation leadership. We propose an approach for this Re-Use Visioning project as follows.

Three Core Virtual Outreach Components

In a **Stakeholder Charette**, the ABA team will work collaboratively with stakeholders to explore the potential of the site, focusing on values and priorities that align with community needs. We will use a virtual hands-on format to enable an effective and creative discussion. Several stakeholder groups have been identified:

- / **Downtown Commons Advocates:** Business owners and community members who advocate for downtown public commons
- / **Affordable Housing Now:** Residents working for affordable housing in Santa Cruz
- / **Farmer's Market:** Committed to resident's health and the health of the local economy
- / **Downtown Forward:** Advocates for initiatives and projects that will make life in Downtown Santa Cruz better for residents, workers, and visitors
- / **Downtown Association:** Promotes commerce and provides an environment compatible with doing business in downtown Santa Cruz



With the **Community Survey**, we will seek to maximize the reach of ABA’s engagement efforts, through a visually rich survey to gather community input and reveal priorities and key values for the future purpose of the site.

Finally, with the **Community Open House** event, participants will be able to ‘drop-in’ for an open dialog about the site. With our ‘live’ presentation format, participants will see their input documented in real time and see the collective thoughts of the community. This engaging format allows participants to feel heard and listened to by their fellow community members, the administration and council.



Site Potential

The site has amazing potential. Occupying much of the city block between Center and Cedar Streets – and a few blocks from the Pacific Avenue downtown core and across the street from City Hall, the Civic Auditorium and city support services, the community has recognized the significant potential for housing, town commons, and/or various public uses. The Re-Use Visioning will explore these and other uses that are brought forward by the community.

Site Purpose and Value

In a visioning process like this, it easy to quickly move to solution or view things from a single perspective. However, at this stage, focusing on the solution could limit the eventual value of the site to the community. Instead, ABA’s process focuses the dialogue on purpose and values, thus enabling the future use to deliver the greatest community benefit.

Our experience has shown us that deeper dialogue provides more valuable outcomes, often opening creative ideas that had not been considered prior. With needs so great and land so limited, it is important to allow the community to explore alternative ways to explore concepts of flexibility, multi-use, shared use, sustainable and adaptable uses that expand the potential for the future of Santa Cruz.

The following table outlines a draft schedule for the project efforts. ABA will work with you to refine the specific dates to meet your scheduling needs.

Project Schedule

Milestone	Schedule
Notice to Proceed	Week 0
Project Management Call	Week 2
Stakeholder Charette	Week 4
Community Survey	Week 5-7
Community Open House	Week 6
Project Management Call	Week 9
Council Study Session Presentation	Week 12

Project Deliverables:

- / PDF Report of engagement effort findings
- / PDF copies of presentations and meeting materials for:
 - » Stakeholder Charette
 - » Community Survey
 - » Community Open House
 - » Council Study Session Presentation



Library Site Re-Use Visioning Process

Proposal | 14 January 2021





G R O U P 4

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ARCHITECT

WILLIAM LIM
ARCHITECT

TERESA ROM
ARCHITECT

14 January 2021

Ms. Amanda Rotella
c/o Economic Development, City of Santa Cruz
337 Locust Street
Santa Cruz, CA 95060

Re: LIBRARY SITE RE-USE VISIONING PROCESS

Dear Ms. Rotella and Members of the Selection Committee:

Group 4 Architecture, Research + Planning, Inc. is pleased to submit our proposal for the City of Santa Cruz Library Site Re-use Visioning Process. Group 4 brings four decades of experience with civic placemaking, public markets, and affordable housing, as well as a unique understanding developed through studies including the adjacent Civic Auditorium, the Farmers Market, and Pacific Station affordable housing.

Joining our team is the Project for Public Spaces (PPS), an internationally recognized non-profit organization dedicated to co-creating public spaces with communities. Their interdisciplinary team incorporates their significant experience in the fields of public engagement, urban planning, landscape, and architectural design into this critical project for downtown Santa Cruz.

Together, creative, impactful engagement is in our DNA. We will leverage our recent work, conducted during the pandemic, on the New Downtown Library project to successfully re-engage stakeholders and community members both virtually and safely in person for this Visioning Process.

Through our proposed process we will interactively explore and gather community feedback on what combination of uses could best address important community goals including:

- Fostering contact between diverse populations in vibrant, human-scaled spaces;
- Addressing critical needs for community gathering, housing;
- Promoting active and healthy lifestyles;
- Enhancing a unique sense of place, and more.

We look forward to the opportunity to refine this proposal to best serve the City and community.

Sincerely,
GROUP 4 ARCHITECTURE RESEARCH + PLANNING, INC.

David Schnee
Principal
dschnee@g4arch.com
c: 650.766.6248



INTRODUCTION TO GROUP 4

Group 4 Architecture, Research + Planning, Inc., is a full-service architecture firm dedicated to creating vibrant public places that cultivate dynamic communities. For more than four decades, our inspired and talented staff has provided quality services to public clients and the cities, counties, and districts they serve. Our distinctly inclusive design process engages diverse public, staff, and stakeholder groups in shaping the future of their communities.

Exceeding our clients' expectations and designing facilities that create and communicate a vision for their communities are key reasons behind the success of our projects and the fact that more than half of our business is for repeat clients. The firm prides itself on forming interactive relationships with clients that incorporate the voices of user groups as well as facility managers. Group 4's priorities of excellence in planning and design result in many long-term relationships with our clients.

Our staff of 30+ includes planners, architects, graphic designers, and technical support specialists. We are active in professional organizations such as the American Institute of Architects Environmental Design Research Association, US Green Building Association. We are part of the AIA 2030 Commitment leading towards a zero emissions future and we have strengthened our actions towards racial and social justice in our firm, our industry and in our work.

COMPANY ADDRESS

Group 4 Architecture, Research + Planning, Inc.

211 Linden Avenue, South San Francisco, CA 94080

(650) 871-0709

www.g4arch.com

COMPANY OWNERSHIP

California C Corporation

NUMBER OF YEARS

46 years



FIRM PROFILE: PROJECT FOR PUBLIC SPACES

At Project for Public Spaces, we believe that great public spaces strengthen communities. We bring those public spaces to life by planning and designing them with the people who use them every day and by equipping people with skills and tools to fuel lasting change in the places they share. Together, we create community-powered public spaces around the world.

Project for Public Spaces is a nonprofit educational and technical assistance organization with an international reputation for its success in co-creating public spaces with communities. Since its founding in 1975, the organization has grown from a small group of dedicated out-of-the-box thinkers studying how people use public space, to the leader of a global movement for placemaking that continues to change places and lives around the world. With an interdisciplinary team comprised of around 30 people, we have directly helped more than 3,500 communities in 52 countries to create dynamic places that serve as the foundation for our society's health, resilience, and so much more.

Project for Public Spaces is recognized internationally for our success in helping communities enhance their unique sense of place, promote active and healthy lifestyles, foster contact between diverse populations, and build social resilience. We have worked with various partners to transform public spaces around the world: federal, state, and municipal agencies; district management organizations; civic-minded real estate developers; neighborhood associations; chambers of commerce; charitable foundations; and other civic groups.

Our staff brings a wide variety of professional skills and years of experience working in every kind of public space and many cultural contexts around the world. We are trained in architecture, landscape architecture, urban planning, urban design, environmental psychology, arts administration, and sociology. We also have substantial experience collaborating with local architects, landscape architects, engineering firms, transportation consultants, retail planners, and community organizations.

DAVID SCHNEE AIA LEED –
PRINCIPAL-IN-CHARGE

David Schnee is a recognized leader in the planning and design of innovative, technology-oriented, sustainable, landmark public architecture and civic spaces. His designs are as diverse as the clients he serves – his projects reflect and celebrate unique qualities of site, program, and community. He recently completed master planning and early design services for an innovative mixed-used, public-private partnership development project in Santa Cruz.



David Schnee

EDUCATION AND REGISTRATION

Master of Architecture, University of California, Berkeley
Master of City Planning, University of California, Berkeley
Bachelor of Architecture, Cornell University
Registered Architect, State of California, C27893
LEED Accredited Professional BD+C

REPRESENTATIVE PROJECTS

- *Santa Cruz Mixed-Use Downtown Library Project*
- *Santa Cruz METRO Pacific Station Project*
- *Santa Cruz Farmers' Market Study*
- *Santa Cruz Warriors Stadium Area Mixed Use P3 Study*
- *Yorba Linda Library, Cultural Arts Center, and Paseo*
- *Cincinnati Main Library Plaza and Mixed-Use Study*
- *Dayton Main Library and Cooper Park Project*
- *Downtown Columbia Mixed Use P3 Project*

DANIEL LAROSSA RA – ASSOCIATE ARCHITECT

Daniel LaRossa is skilled in all architectural phases, from early visioning and design stages through construction administration. Daniel develops and facilitates a project's architectural language through intensive visioning and design workshops with clients, user groups, project stakeholders, and community members. Daniel is also a talented technical architect who works with the design team, engineers, and construction managers to successfully coordinate cost, concept, and constructability.



Daniel LaRossa

EDUCATION AND REGISTRATION

Master of Architecture, University of Virginia
Bachelor of Science in Architecture, Washington Univ., St. Louis
Registered Architect, State of California, C35233

REPRESENTATIVE PROJECTS

- *Santa Cruz Mixed-Use Downtown Library Project*
- *Santa Cruz METRO Pacific Station Project*
- *Santa Cruz Farmers' Market Study*
- *Santa Cruz Warriors Stadium Area Mixed Use P3 Study*
- *Santa Cruz Civic Auditorium Renderings*
- *Pacifica Sanchez Library and Community Garden Project*



Laura Torchio

LAURA TORCHIO AICP – DIRECTOR OF EDUCATION

Laura Torchio brings more than 30 years of experience from the public, private, advocacy, health, and tourism sectors. She is a seasoned facilitator with a forte to inspire thoughtful, creative civic engagement. In her current role, she manages and advises training, projects, and program development related to transportation, health, and community engagement. She puts people first in all that she does, while connecting health and equity to policy, programs, and the built environment.

EDUCATION AND REGISTRATION

B.Arts in Environmental, Urban, & Geographic Studies, Montclair State University

Masters Studies in Environmental + Planning Law, Rutgers University
American Institute of Certified Planners (AICP), 131690

REPRESENTATIVE PROJECTS

- *National Main Street Center/Project for PPS*
- *Community Placemaking Trainings & Demonstration*
- *Healthy Places Initiative*
- *Citizens' Institute on Rural Design (CIRD)*

ELENA MADISON – DIRECTOR OF PROJECTS

Elena Madison is an urban planner with rich experience in the planning and design of parks, plazas, campuses, and the outdoor spaces of civic and cultural institutions. A veteran of Placemaking, Elena has a passion for working with people in communities to create the public spaces they love. She is a dedicated practitioner of collaborative work in all aspects of her involvement from visioning and concept development, to programming, implementation and management.

EDUCATION AND REGISTRATION

Master of Urban Planning, City University of New York,
Hunter College

Bachelor of Arts, College of Mount St. Vincent

REPRESENTATIVE PROJECTS

- *Heart of the Community grants program with Southwest Airlines; project co-director from 2014 to 2016, project director 2017 – 2019, multiple cities:*
 - » *Travis Park, San Antonio, TX*
 - » *Woodruff Park, Atlanta, GA*
 - » *Campus Martius Beach, Detroit, MI*
 - » *Philadelphia City Hall Courtyard, PA*
- *Kerr Park, Oklahoma City, OK*
- *Levy Park, Houston, TX*
- *Discovery Green, Houston, TX*



Elena Madison



RECENT RELEVANT PROJECTS

Group 4 has extensive recent experience with mixed-use projects. Recent Group 4 projects relevant to the Library Re-Use Visioning Process project include:

- Santa Cruz Public Libraries Facilities Master Plan
- Santa Cruz Downtown Library Mixed Use Study
- Santa Cruz Warriors Arena capacity study
- Santa Cruz METRO Pacific Station Mixed Use Project study
- Santa Cruz Farmers Market Feasibility Study
- Santa Cruz Civic Auditorium renovation concepts
- Elk Grove Civic Center Master Plan
- El Cerrito Mixed-Use Project Feasibility Study
- Santa Clara Fairgrounds Master Development Plan
- South San Francisco Mixed-Use Development



DOWNTOWN SANTA CRUZ PROJECTS

Group 4 has extensive experience working with the City of Santa Cruz and local public agencies. In recent years, we have conducted a number of planning and facility studies for the City of Santa Cruz, including:

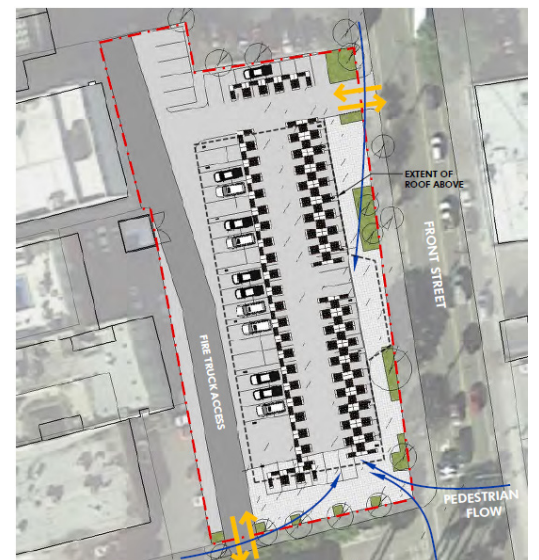
- Downtown Library / Garage Mixed Use Feasibility Study (2016) – Group 4 was commissioned by the City to study the feasibility of a mixed use project at City Lot #4 including a relocated Downtown Library, additional tenant spaces, and a public parking garage. The study evaluated schemes that could mitigate downtown parking demand, enhance residents' downtown experience and library access, and meet the recommendations of the 2013 Library Facilities Master Plan. The study was positively received by City Council in December 2016.
- On-Call Services (2017-present) – As part of an ongoing on-call services contract with the City Economic Development Department, Group 4 developed conceptual design models and renderings for City Lot #7 Farmers' Market Permanent Structure and layout, Civic Auditorium renovation concepts, Santa Cruz Warriors Arena Capacity Study, and other mixed use preliminary concept illustrations.
- METRO Pacific Station Mixed Use Project (2013-2015) – Group 4 studied and developed concepts for an innovative integration of downtown bus depot, public parking, tenant space, and residential units in the heart of Downtown Santa Cruz. Work included stakeholder coordination and community engagement, cost modeling, funding strategies, and implementation strategies.

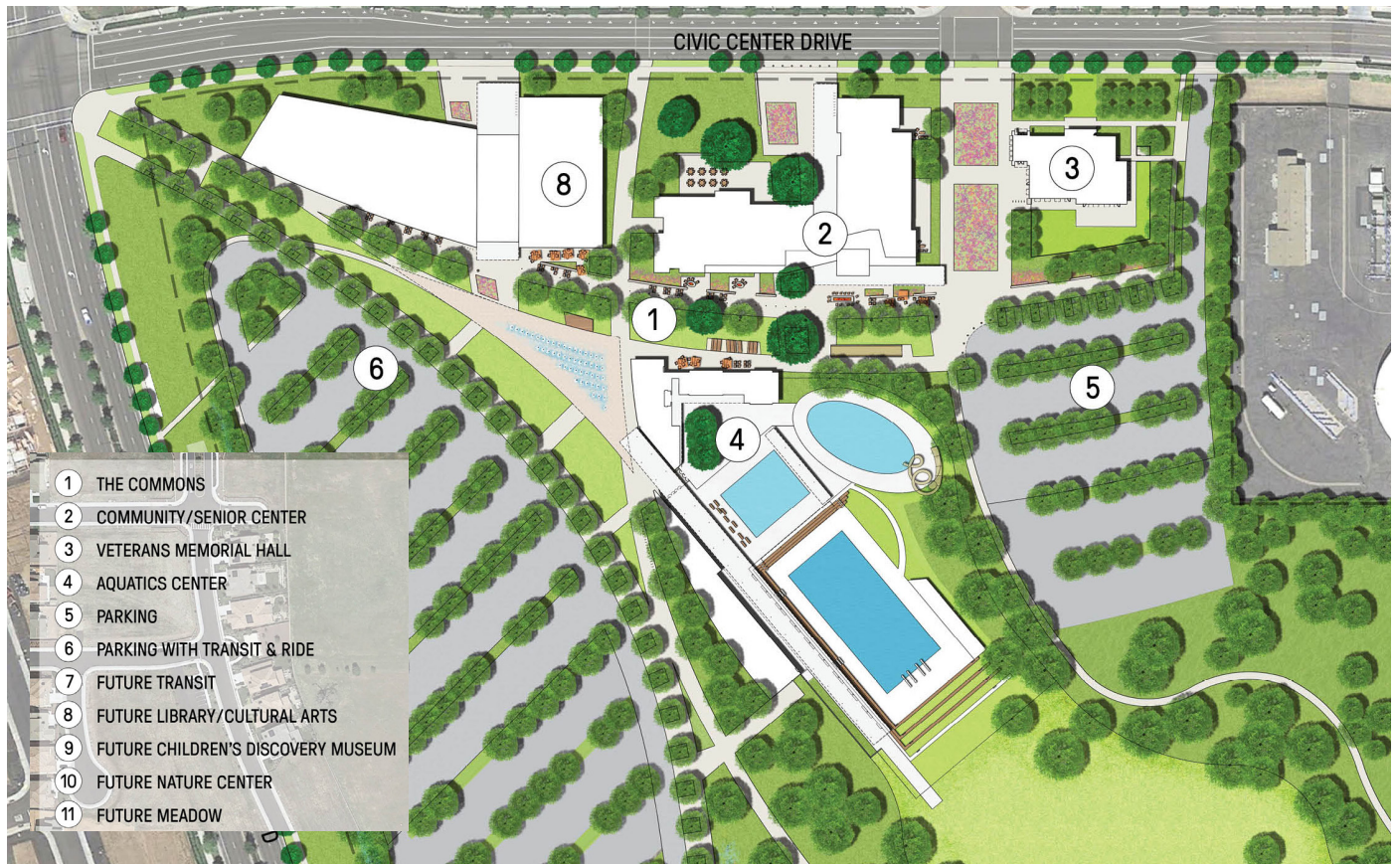


SANTA CRUZ COMMUNITY FARMERS MARKET FEASIBILITY STUDY

In 2017, Group 4 collaborated with the Farmers' Market Board to investigate the feasibility of a sheltered, year-round Farmers' Market at the intersection of Cathcart and Front Streets. Through direct engagement with the Farmers' Market as well as key City Stakeholders, the design team created two potential designs that confirmed the utility of this site for the Market's current needs, as well as future growth.

Critically, both concepts created a vision for a public market that could serve as a key gateway to Pacific Avenue, as well as interconnect with trailheads along the San Lorenzo River. In addition to replacing an outdated surface parking lot with a new civic amenity, the project was designed to serve the community on a daily basis through public restrooms, wash stations, a performance plaza, and bicycle and vehicle parking stalls.





ELK GROVE CIVIC CENTER MASTER PLAN

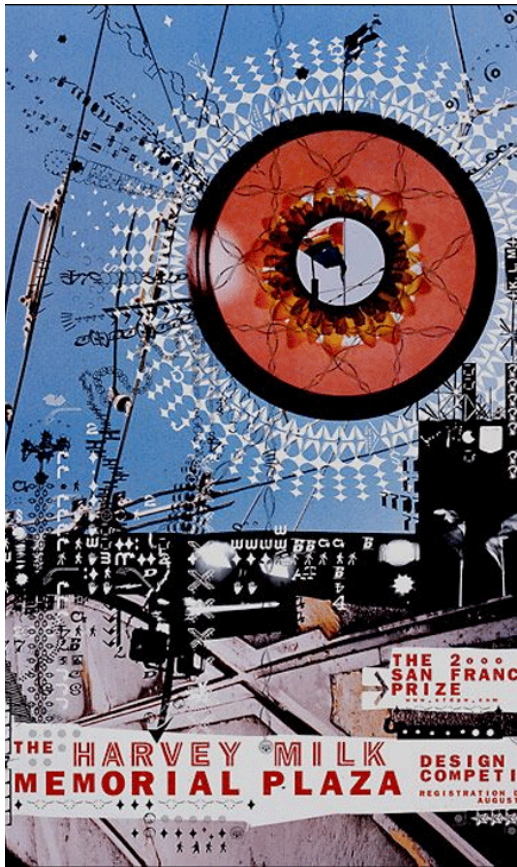
The City of Elk Grove commissioned Group 4 to lead the development of a new master plan for community facilities on 56 acres of undeveloped land south of the City's 25-acre civic center commons.

In collaboration with a multi-disciplinary design team, Group 4 established a new vision for the Civic Center South campus as a protected, one-of-a-kind city park. A new multigenerational community center, a library and cultural arts center, and aquatics center are connected by an outdoor commons weaving through existing trees and new outdoor living spaces – including a sweeping promenade, central plaza, splash fountain, small stage and café, bocce court, and flexible event lawn.

The facilities are clustered at the north end of the site, and share parking with a new transit center. The development intensity dissipates moving south, allowing much of the site to remain as open parkland. A former stock pond, the remnants of a pistachio orchard, and a substantial valley oak population connect the site with its agricultural heritage and create a distinctly California Central Valley sense of place. The vision also includes wetland habitat restoration at the old stock pond and returning the annual grasslands to a perennial Central Valley grassland.

The first master plan phases – including the aquatics center and community center – are complete and the facilities are operational.





Winning entry by Christian Werthman of Peter Walker Landscape Architects shows how jet-spray nozzles would create a pink cloud about Market and Castro streets.

HARVEY MILK PLAZA DESIGN CHALLENGE

Group 4 was the lead consultant facilitating an international urban design competition to transform the intersection of San Francisco's Market Street and Castro Street into an exciting civic landmark that honors the history and contributions of Supervisor Harvey Milk.

Other SF Prize competitions generated the ideas for Union Square and Octavia Boulevard that have been since revitalized incorporating ideas from the competition. The client was a public-private partnership of the San Francisco Art Commission, DPW, San Francisco Prize in collaboration with the AIA and SPUR, with sponsorship from Wells Fargo, United Airlines, and others.

Group 4 role:

- Designed a Community Outreach, Education, and Publicity Program
 - » Publicized the competition in regional print, electronic, and broadcast media.
 - » Held a public forum and online survey on opinions and key issues and design problems in the Castro District
 - » Facilitated a Public Exhibition and Public Comment Process
 - » Publicized event marching in SF Pride parade and hosting a booth at Pride Fest
- Facilitated the design competition
 - » Exhibit of over 100 entries in the Castro attended by hundreds of people
 - » Prepared questionnaire results shared with public, city officials, and the Competition jury.
 - » Exhibition of winners and finalists at Bill Graham Civic Auditorium
 - » Facilitation of the review and selection processes



MARKET SQUARE

Market Square is a unique space in the heart of downtown Pittsburgh. However, for many years the square felt unsafe due to a lack of management and only minimal use during the day and evening. This changed in 2007 when the Downtown Partnership began implementing short-term actions based on the recommendations of Project for Public Spaces.

Project for Public Spaces developed a short-term action plan and a long-term concept design based on workshops and meetings with neighborhood groups. The team organized the concept plan around proposed destinations that would be the program for the re-design and future management of the square. Events and programming, including an improved farmers market, special events, and street performers, were recommended. Long-term recommendations were designed to create welcoming entries and a renewed shared space that would connect to the surrounding businesses and provide additional amenities, including a child's play area and a performance space.

In October 2010, Market Square opened with its new design and management team, ushering in a renaissance downtown.

**Project
for Public
Spaces**



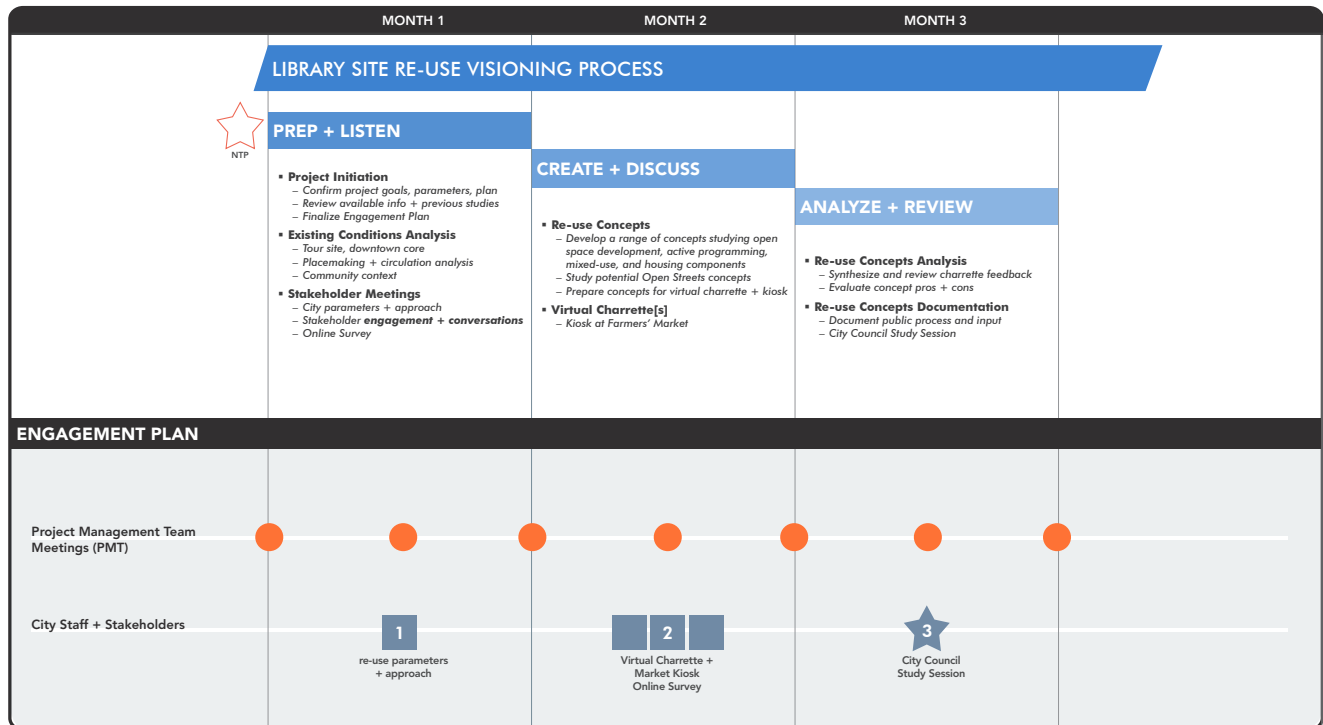
PROJECT UNDERSTANDING

Following a multi-year feasibility study, the City of Santa Cruz determined that the Downtown Library will be rebuilt as part of a mixed-use project on Lot 4, a surface parking lot on Cedar Street that doubles as the site of the current Farmers Market. During the City Council Session approving this relocation strategy, councilmembers recognized the unique opportunity to redevelop the existing Library site and its adjacent City-owned parking areas.

Additionally, a diverse array of stakeholders spoke passionately about the unique civic character of downtown Santa Cruz, as well as a need for a true Downtown Commons, significant increases in affordable housing downtown, a permanent home for the Farmers market, and more. At the conclusion of the meeting, Councilmembers directed staff to implement a public engagement strategy to determine a re-use approach consistent with community needs and values.

This generational opportunity extends beyond the library site itself, to include a revitalized Civic Auditorium and City Hall plaza, as well as potentially expanded programmatic opportunities through selective closure of Church and Center Streets during market or other public events.





OVERALL PROJECT APPROACH - BASIC SERVICES

The Group 4/PPS team has designed a project approach that will utilize next-generation, pandemic-tested, community engagement strategies to identify community priorities for the future of this site. This approach is centered upon community engagement and co-creation that follows through three steps:

1. *Listening to the Community-at-large, stakeholder groups and Council;*
2. *Creating a range of re-use Options; and*
3. *Analyzing these Concepts to determine the most appropriate re-use strategies.*

ENGAGEMENT

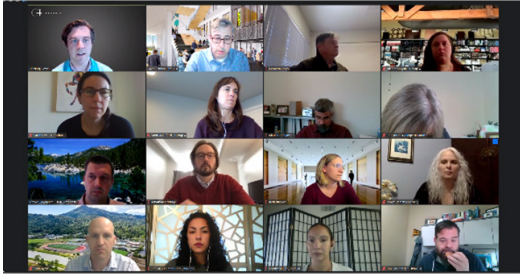
Constructive community engagement and co-creation of civic spaces forms the foundation for both Group 4 and PPS's placemaking process. Through robust, innovative outreach and connection, Group 4 and PPS will further build upon our previous public projects downtown by reaching a wide array of stakeholders and the community-at-large. During the COVID pandemic, both Group 4 and PPS have strived to bridge the digital divide in order to reach underrepresented community voices, and are prepared to utilize a range of both digital and physical engagement tools in order to create an equitable process for the Santa Cruz Library Site project.



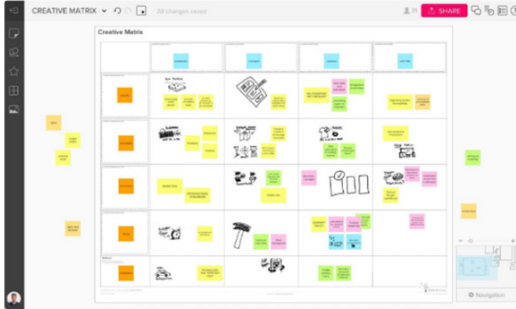
Coordinating this effort will be a **Project Management Team (PMT)** that will meet approximately every 2-3 weeks to guide the project activities. The PMT will consist of Economic Development team members, Group 4, and PPS at select meetings. We will start this project with a kick-off PMT meeting where we will confirm project goals, refine the engagement process, and plan the logistics of scheduling, venues, and communications. We will also confirm the range of site uses to be considered including affordable housing, a town commons, farmers market, parking, and others. Basic Services includes up to seven PMT meetings.

We will organize **Stakeholder Meetings** that will include City departments including Santa Cruz Fire, Public Works, Parks and Recreation, and the City Manager. This targeted outreach will also include meetings with the Downtown Commons Advocates, Affordable Housing Now, the Farmers Market, Downtown Forward, and the Downtown Association, as well as abutting neighborhood groups and businesses who may benefit from smaller group connections. Stakeholder meetings will also be used to reach underrepresented community members directly or through their conversations with their service providers. Basic Services includes up to six (6) Zoom focus groups.

PPS collaborated with Santa Cruz Museum of Art + History to re-envision Abbott Square to become the vibrant place it is today.



Zoom break out room and live Mural simulates the feel of an in-person charrette



COMMUNITY ENGAGEMENT

We will leverage the extensive outreach and communications resources of the City to invite a broad representation of community stakeholders, including residents, neighborhood groups, cultural organizations as well as artists, musicians, businesses, and others. Group 4 and PPS will engage the public-at-large through three parallel formats offered to maximize diverse participation.

- Virtual Charrettes,
- In-person kiosk, and
- Online survey.

Virtual Charrettes

Group 4 and PPS will engage stakeholders and the community-at-large in a virtual charrette. This charrette will be critical to co-creating, advancing, and analyzing potential placemaking opportunities for the Library site and its adjacent streets and civic buildings. During the meeting, we will present, discuss, and evaluate a range of collaborative visions for the project.

Project for Public Spaces will introduce Charrette participants to the visioning process through a detailed presentation regarding placemaking that depicts relevant examples of successful public spaces precedents. This approach will inspire participants to think beyond the current downtown, and of the potential for positive change through active programming and design concepts, eliciting creative ideas and robust discussion.

Following the introductory presentation we will facilitate Zoom breakout rooms where participants have an option to interact with a digital Mural where participants may simultaneously add comments. At the conclusion of the meeting we will gather again to report back so that small groups will share feedback with the entire gathering. We will utilize the polling feature to see the preference of this group, communicating that each charrette is just one of many engagements planned now and in the future.

Basic Services includes holding the charrette up to two (2) times live, each time with identical content as well as recording both for posting on the City's website.

Pop-up Kiosk at Farmers Market

Using Group 4's trademark Mobile Design Studio Boards we will set up kiosks with corresponding content to the Virtual Charrette where Group 4 staff will facilitate direct one-to-one, socially distanced, engagement at the Santa Cruz Farmers' Market. If the City is able to arrange, we could train Downtown Ambassadors or other volunteers to do further outreach in other locations. At the City's discretion, the kiosks could be set-up in City Hall or other locations for self-directed engagement. Through these fun, accessible and convenient participation strategies, we will intentionally engage underrepresented groups by meeting people where they are.

Basic Services includes setting up the kiosk on one farmers market day for up to four hours with a single Group 4 facilitator to be accompanied by one City staff member. At the City's request, we will leave the kiosk materials for continued use by the City at other locations.

On-line Survey

Using Survey Hero, we will take the same content as the Virtual Charrette and Kiosk and create an online parallel survey. The City will publicize this effort through posts and blasts and social media channels. We would recommend the survey also be offered also in Spanish, utilizing City translation resources or as an Group 4 Add Service.

Imagining New Uses

Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.

The opportunities below are will be the focus of the conversations, but we create space to collect other ideas as well.

POTENTIAL PROJECT COMPONENTS

DOWNTOWN COMMONS

A public square brings livability and many diverse benefits to a city—at a lower cost and greater speed than traditional large-scale developments. Public squares that emerge through a Placemaking process and are sustained by community buy-in nurture a sense of belonging and local identity, encourage volunteerism, and highlight a community's unique values. These spaces draw a diverse population and serve as a city's "common ground." Successful squares—those that are sustainable both economically and socially—draw different kinds of people with a series of dynamic places within them offering many choices of things to do—socializing, eating, reading, playing a game, interacting with art, etc.

FARMERS MARKET

The Santa Cruz Community Farmers' Market serves as a community hub, linking local farmers and residents. This cherished downtown institution can become the anchor to a new public square, further promoting civic life year-round. We will leverage our past work to diagrammatically identify area required and possible illustrative locations for an open air covering.

HOUSING + MIXED-USE

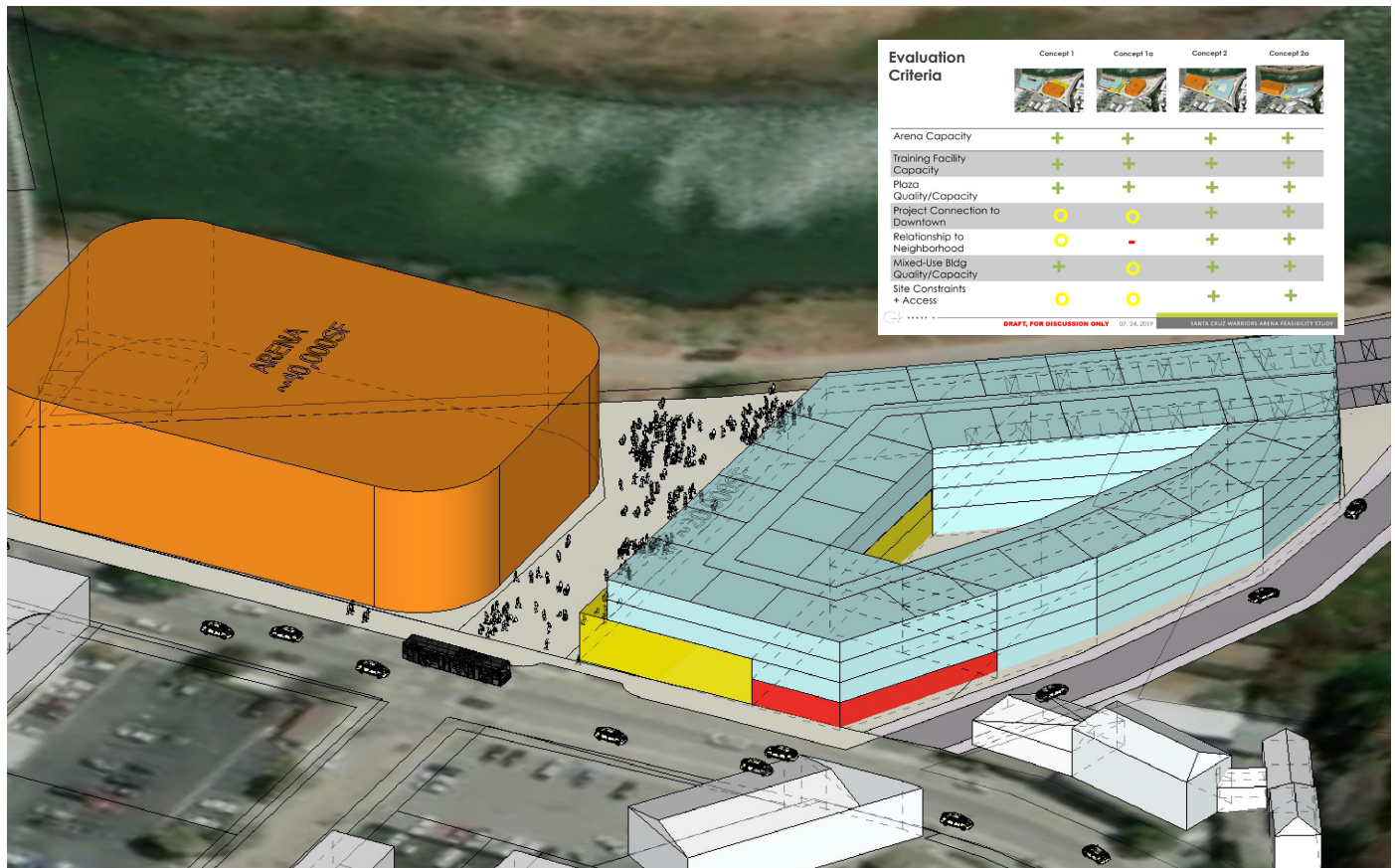
The Library site's unique location between the commercial (Pacific Avenue retail corridor) and civic (City Hall and Civic Auditorium) anchors of downtown provide significant possibility to further the City's mission to provide walkable, affordable housing. We will leverage our recent housing studies to diagrammatically show illustrative options where housing could be located.

STREETSCAPE DESIGN

Church and Center Streets provide ample opportunity to integrate with a new Town Commons. While typically open to vehicular traffic, an updated design of these streets and sidewalks could provide the opportunity for pedestrian-only Open Streets on a daily or seasonal basis, spurring new opportunities for active outdoor programming including public art events, an expanded Farmers market, or other downtown initiatives. We will leverage our work on the Civic Auditorium to communicate some of the possibilities of this concept.

PARKING

A successful Town Commons will incorporate multi-modal transportation access, and support



there is an opportunity to incorporate and remove surface parking into a mixed-use housing project, freeing up valuable land for the Commons itself. We will leverage our work on local parking structures and surface lots to illustrate some options of providing different quantities of parking on the surface or in other configurations.

OTHER USES

In each of the engagement activities we will be open to gather ideas shared for alternative uses or activities and amenities.

ADDITIONAL SERVICES

Depending on direction of Council, Group 4 and a talented team of engineering and landscape and other specialty design consultants are available to continue the exploration of the favored vision concepts. Above illustrations will be communicated through site bubble diagrams and photo or model illustrations. Future tasks could include conceptual design studies, vignettes, renderings and flythroughs, cost estimates and operating cost or income potential analyses, assistance in helping identify public and/or private partners, along with additional engagement.



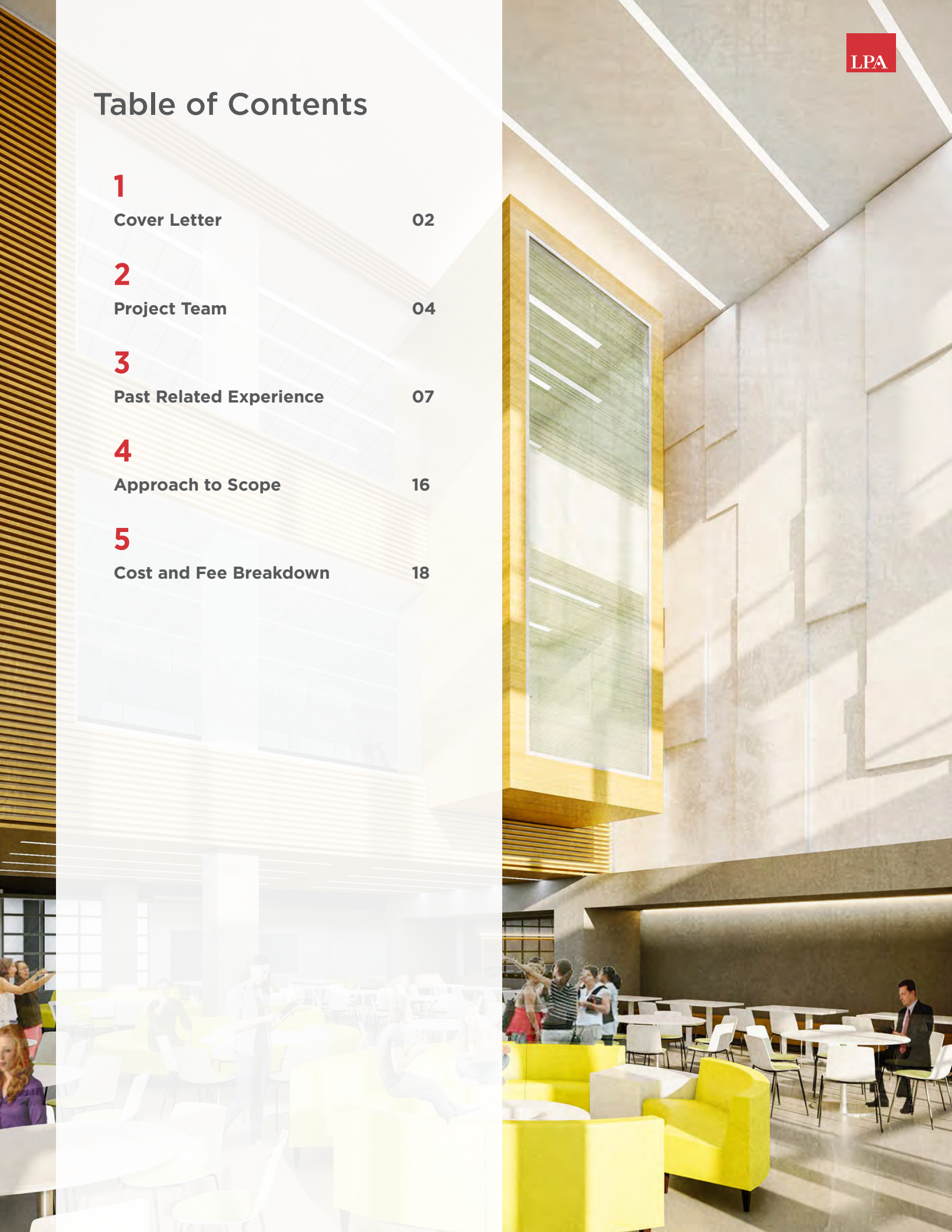
City of Santa Cruz

Request for Proposal for Architectural Services for Library Site Re-Use Visioning Process | Date: January 14, 2021

LPA

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SALINAS POLICE SERVICE HEADQUARTERS
City of Salinas



January 14, 2021

CITY OF SANTA CRUZ

Ms. Amanda Rotella, Principal Management Analyst
337 Locust Street
Santa Cruz, CA 95060

RE: CITY OF SANTA CRUZ

Request for Proposals for Library Site Re-Use Visioning Process
LPA Reference Number 1006437

Dear Ms. Rotella and Members of the Selection Committee:

LPA is honored to submit this proposal for the Visioning Process of the Re-Use of the Library Site. As a uniquely collaborative firm with an extensive track record designing high-performance civic environments, we can help you achieve your vision. Our practice has always focused on bringing the best talent to each opportunity, regardless of location, and in Santa Cruz we are more than bystanders, we are local. Our team includes Helen Pierce, the Design Director of our San Jose office and a Santa Cruz resident. With over 25 years of experience from across the county, Helen brings a local and personal perspective and insight to envisioning and planning of urban and civic projects.

Our team of designers and planners have an extensive track record designing high-performance civic and community-oriented environments which help you achieve your vision and provide the highest level of public service. Conducting a Visioning Process for stakeholders is the equivalent of holding a mirror up the community. We have designed and planned more than 300 civic and community-oriented projects that all seek to knit together the fabric of local communities. We take an inclusive approach to design. Working with project stakeholders we will craft a project vision that responds to the needs of the City and the Community.

LPA is passionate about creating high-performance programs and designs that work better, do more with less and improve people's lives. We accomplish this through an integrated approach that emphasizes teamwork, communication and a commitment to client service. As one of the only design firms in the country with a dedicated research team, we can draw on cutting-edge data, programming, analysis and technology to provide the City of Cruz with imaginative solutions. The benefits of partnering with us include:

- Civic design expertise and leadership. We are strategic thinkers and problem-solvers with extensive experience in the unique opportunities and challenges of planning and designing for civic projects. Our team has successfully completed more than 300 civic projects.
- A better process, with better results. As an integrated design firm and consultant team, we offer a multidisciplinary team of architects, planners, programmers, engineers, landscape architects, interior designers and researchers all working together, many of which are in-house from project start to finish. It's a seamlessly collaborative process that generates better ideas, value and outcomes for your project.
- A closer client relationship. When you choose our team, you get a dedicated and responsive design partner you can count on. We work closely with all stakeholders throughout every stage of your project—listening closely to your needs, sharing ideas, keeping the project on budget and on schedule and shepherding you through any challenges that arise.

The LPA design team is prepared to provide Visioning and Planning Services for the Re-Use of the Downtown Library Site. We are truly excited about the opportunity to collaborate with you and look forward to further discussions.

Sincerely,



Patrick McClintock NCIDQ, IIDA, LEED AP BD+C
Principal In Charge
PMcClintock@LPADesignStudios.com



Helen Pierce AIA
Design Director
HPierce@LPADesignStudios.com

The undersigned, upon acceptance, agrees to furnish the following in accordance with the terms and conditions per City of Santa Cruz Request for Proposals for the Library Site Re-Use Visioning Process, at the prices indicated herein.

The undersigned declares under penalty of perjury that she/he is authorized to sign this document and bind the business or organization to the terms of this contract.

The undersigned recognizes the right of the City of Santa Cruz to reject any or all bids received and to waive any informality or minor defects in bids received.

Consultant Name:

LPA, Inc.

Address: 600 South Market Street, Suite 150

San Jose, CA 95113

Telephone Number: 408.780.7200

Fax Number: 408.780.7201

E-mail address: PMcClintock@lpadesignstudios.com

Signature of Authorized Representative:



Printed Name of Authorized Representative:

Patrick McClintock





Project Team Leadership

Helen Pierce will guide the process and maintain senior managerial communications with the City, and will serve as the lead contact and principal for this project. She will be actively involved on a day-to-day basis with the project manager to ensure schedules are being met, budgets tracked and adequate resources have been assigned to maintain LPA's contract documents quality goals. Patrick McClintock, Principal In Charge, will be responsible for providing leadership to our team and facilitating regular communications with the City.

Workload and Availability

LPA operates under a one firm multi-studio location philosophy. The proposed project will be based and managed from our San Jose Studio. Engineering and entitlements will be supported by the firm's San Jose location. To provide seamless coordination all team members will be working on the same support network and project BIM model. Additionally, our firm is organized into flexible teams, each led by a principal and a project manager from inception to completion to provide clients with the assurance that all projects, large or small, receive the attention they deserve. LPA developed this organization to offer clients the concept of "Large Firm Resources – Small Firm Service." Based on our current projections, we have the capacity to fully support service engagement with City of Santa Cruz.

Integrated Design Service

The foundation of LPA's reputation as a talented professional design firm is service. Our success is based on our ability to meet the needs of the client in terms of timeline and budget. We pride ourselves on our capacity to listen to the client's wishes and communicate on every step of the design process. We develop our client's vision into a design that complements the building's surrounding environment and program functions.

City of Santa Cruz

PROJECT LEADERSHIP

Patrick McClintock

NCIDQ, IIDA, LEED AP BD+C
Principal in Charge

Helen Pierce

AIA
Design Director
(SINGLE POINT OF CONTACT)
Santa Cruz Resident

Jeremy Hart

AIA, LEED AP BD+C
Director of Civic + Cultural

Andrea Pippin

LEED GA / ALEP
Planner



Patrick McClintock

NCIDQ, IIDA, LEED AP BD+C

PRINCIPAL IN CHARGE



EDUCATION

BFA, Interior Design
CSU, Long Beach

CAREER SUMMARY

1994: Started in industry
1994: Started at LPA

LICENSE

019880, CA

With more than 20 years of experience, Patrick McClintock has been involved in more than 5 million square feet of corporate, developer, civic and educational projects. He believes that every project, regardless of scope and budget, is afforded the opportunity to tell a unique story about people, place and space. Patrick has extensive experience in strategic planning, collaboration workshops, schematic design, design development and construction documentation. He has been involved in facilitating user-based solutions since he began at LPA, with an emphasis on sustainable design. Patrick brings valuable experience related to project costs and the potential effectiveness of proposed improvements.

RELEVANT EXPERIENCE

- City of West Hollywood**
West Hollywood Park Aquatic & Recreation Center
- City of Brentwood**
City Hall & Council Chambers
Community Center
Library
- City of Visalia**
Emergency Communication Center
- Irvine Company**
Irvine Spectrum High-Rise
Masterplan
Park Place Master Planning
- City of Brentwood**
Library
- City of Long Beach**
Michelle Obama Library
- City of Malibu**
Malibu Library

Helen Pierce

AIA

DESIGN DIRECTOR | SANTA CRUZ RESIDENT



EDUCATION

Bachelor of Architecture
Drexel University

CAREER SUMMARY

1985: Started in industry
2015: Started at LPA

LICENSE

C35933, CA

Helen Pierce has developed innovative design strategies for community and educational clients across the U.S. for more than 30 years. She believes in the power of design informed by research and the understanding of place. Since the start of her career she has focused on integrated, sustainable solutions including off-grid, net-zero and LEED platinum projects. Helen's broad range of experience and her collaborative nature facilitates leading complex projects that meet the diverse and demanding needs of clients. An active member of San Francisco Bay Area Planning and Urban Research (SPUR), she is passionate about understanding how design adds value to our communities.

RELEVANT EXPERIENCE

- Santa Clara USD**
Agnews K-12 Campus
 - Milpitas USD**
Facilities Master Plan
 - Long Beach College**
Master Plan Update
 - Santa Clara County**
Parks & Recreation Facility Study
Mt. Madona County Park Study
Reed & Grant Sports Park
 - Rockwood Park & Museum**
Visitor's Center*
 - City of Wilmington, Delaware**
Riverfront Market & Restaurant*
- *Prior work experience

Jeremy Hart AIA, LEED AP BD+C

ASSOCIATE | DIRECTOR OF CIVIC + CULTURAL



EDUCATION

Bachelor of Architecture
Cal Poly, Pomona

CAREER SUMMARY

1998: Started in industry
1998: Started at LPA

LICENSE

29148, CA

As Design Director at LPA, Jeremy Hart designs with discovery and impact in mind. With more than 20 years of experience, he believes that the direction of design should reflect the will of the community.

As an architect and a history buff, Jeremy is driven by the desire to create and influence our environment in a meaningful way. He asserts that architects' ability to create meaningful impressions on people can influence a community, interactions and the surrounding environment. Jeremy approaches each project like a puzzle that needs to be solved, uncovering each factor that may contribute to a project.

RELEVANT EXPERIENCE

- City of Salinas**
Salinas Police Services Headquarters
- City of West Hollywood**
West Hollywood Park Aquatic and Recreation Center
- City of Brentwood**
City Hall and Council Chambers
Community Center
- Town of Windsor**
Civic Center Master Plan
- County of Orange**
County Administration South
County Administration North
- City of Westminster**
Civic Center Master Plan
- City of Vasilia**
Civic Center Master Plan

Andrea Pippin LEED GA / ALEP

PLANNER



EDUCATION

B.S., City and Regional Planning
Cal Poly, San Luis Obispo

CAREER SUMMARY

2005: Started in industry
2015: Started at LPA

AFFILIATIONS

U.S. Green Building Council
Association for Learning Environment (A4LE)

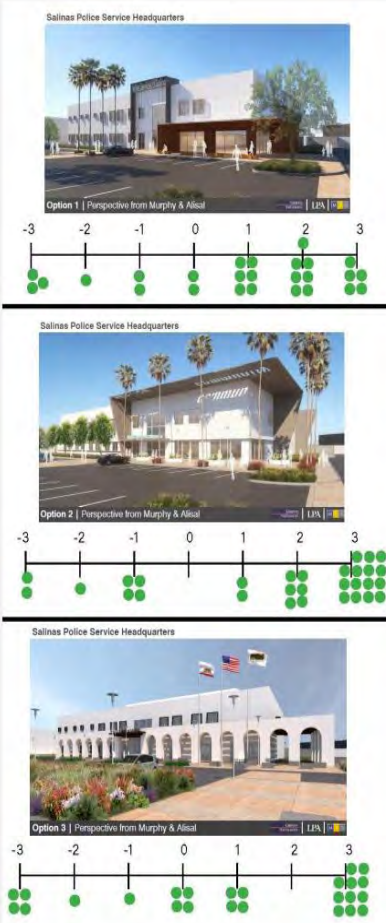
Andrea brings more than 10 years of planning experience with a focus on collaboration with clients to attain responsive and appropriate solutions on K-12 school campuses. On the library site re-use project, Andrea's role will be focused on the planning process and how it is used to draw the connection between a need and a solution, or a desired experience. Andrea is focused on understanding the City of Santa Cruz's needs, goals and values and, through the design process, delivering a solution that successfully meets the district's goals.

RELEVANT EXPERIENCE

- Gilroy USD**
Facilities Master Plan
- Dublin USD**
Facilities Master Plan
- Tamalpais UHSD**
Facilities Master Plan
- Orinda Union SD**
Facilities Master Plan
- Mt. Diablo USD**
Facilities Master Plan
- Davis Joint USD**
Facilities Master Plan
- Lodi USD**
Facilities Master Plan
- Morgan Hill USD**
Educational Specifications and
Facilities Master Plan







City of Salinas Salinas Police Services Headquarters

When the City of Salinas embarked upon the replacement of their 60 year old police department headquarters, engagement of the community was the first step. A vast array of stakeholders all had a say in the envisioning process, and LPA brought collected the feedback and brought consensus to the process. LPA started by collecting the data already prepared by the City and the include the goals of the City's Alisal Vibrancy Plan-a plan that seeks to create a framework for sustained economic development. The new Police Department Headquarters is the first development in an under-served neighborhood. Through one-on-one meetings with stakeholder groups, town hall meetings, on-line surveys, and even a local news station Facebook Poll, we collected the feedback and drew common themes that drove the siting of the building, the incorporation of a Community Plaza, and a Community Meeting Room as a part of the project.

The design of the Police Headquarters was a two-pronged approach. The building incorporates all the functional requirements needed to operate a modern public safety facility. The aesthetics and site planning of the project were driven by extensive community outreach. After conducting workshops and interviews with community and stakeholders, the design of the project is driven by and reflective of the values of the people of Salinas.

PROJECT DATA

Client

City of Salinas

Services

Planning, Architecture, Interior Design, Full Service Engineering, Landscape Architecture

Size

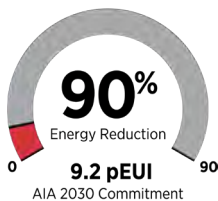
69,230 square feet

Cost

\$46,000,000



ENERGY SAVINGS



RECOGNITION

AIA Long Beach
Southbay Citation

City of West Hollywood

West Hollywood Aquatics and Recreation Center

The City of West Hollywood set out a grand vision for their new Aquatics and Recreation Center. The real task for the design team was to develop consensus among a large and vocal community. This process included 16 individual meetings with stakeholder groups within and without the City; 9 monthly Council Steering Committee Meetings that included 2 Council Member, 2 Parks & Recreation Commissioners, and 10 members of the community at large; Saturday info fairs in local parks; an ongoing Council Ad-Hoc; and individual one-on-one City Council briefings. At the end of the process consensus for a grand vision for project was achieved.

The design for the West Hollywood Aquatics and Recreation Center provides bigger, better services and venues for the city's 35,000 active residents. Situated on a difficult urban site and straddling an existing roadway, the campus will accommodate a 17,000-square-foot, multi-sport court; two rooftop public pools; a fully-automatic parking garage; event staging area and public access television studio.

PROJECT DATA

Client

City of West Hollywood

Services

Master Planning, Architecture,
Engineering, Interior Design, Landscape
Architecture,

Size

70,000 square feet

Cost

\$110,000,000



ENERGY SAVINGS



RECOGNITION

LEED NC Silver

City of Brentwood Brentwood Civic Center

The redevelopment of the Brentwood Civic Center was driven by a need to replace aging infrastructure and provide growth the future without abandoning the Civic Center site and the core of the city. Most importantly, what came from the envisioning sessions with community stakeholders was the mandate to not lose one square foot of the Civic Park, and if possible, make it bigger. This overriding goal drove all subsequent decisions. Using the 1920s Brentwood Hotel as the mode for the architecture of the new civic complex, the master plan includes a 58,000-square-foot city hall, a 32,000-square-foot community center, and a 280-stall parking structure, all focusing on a redeveloped 2.7-acre park. This new Civic Center serves as a hub for the community, and serves as the location for the weekly farmers market.

PROJECT DATA

Client

City of Brentwood

Services

Architecture, Interior Design, Landscape Architecture

Size

90,000 square feet

Cost

\$31,033,386



RECOGNITION

APWA 2018 Public Works Project of the Year

City of Visalia Visalia Civic Center Master Plan

As the City of Visalia sought build a new Emergency Communications Center, bigger higher level issues rose to the surface. The City saw a need to consolidate services and replace an aging Civic Infrastructure. The goal was to use undeveloped City owned land just to the east of the downtown core. While the Emergency Communications Center would be the first phase, there was a need for a larger vision and a Master Plan for the future. LPA led an envisioning process with Civic Stakeholders to master plan the City's Civic growth for the next 30 years that included a new Public Safety Complex, a City Hall, a Civic Park, and other Civic Infrastructure.

PROJECT DATA

Client	City of Visalia
Services	Architecture, Landscape Architecture
Size	18,700 square feet
Cost	\$25,000,000



RECOGNITION

CASH/AIACC Leroy
F. Greene Design &
Planning Award of
Hono

Santa Clara Unified School District Agnews Campus

The Agnews Campus is a new comprehensive public school for Santa Clara Unified School District, serving students from Pre-K to 12th grade. The unique nature of the combined campus, along with the rich history of the site, inspires a culture of stewardship for campus users. The adjacency of the elementary school, middle school and high school allows for a shared use of facilities and connects students to encourage mentorship.

Located at the former site of the Agnews Developmental Center, this new campus will be a major civic presence and serve a rapidly expanding region of Silicon Valley. Each school features a central quad and collaborative learning spaces designed to support the educational and social needs of students at every age.

Exterior learning and play spaces blend and act as an extension of the interior learning environment. The overall design creates transformative, flexible and relevant indoor learning environments for next-generation students, while maintaining the quality of the site as a sustainable, mindful community asset.

PROJECT DATA

Client

Santa Clara Unified School District

Services

Planning, Architecture, Engineering,
Interior Design, Landscape Architecture

Size

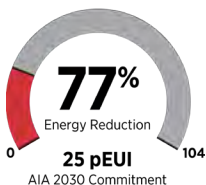
Elementary School - 77,100 square feet
Middle School - 112,000 square feet
High School - 225,000 square feet

Cost

\$500,000,000



ENERGY SAVINGS



RECOGNITION

Outstanding
Structural Engineering
Project Award

Master Plan

County of Orange Facilities Strategic Plan

The County of Orange Civic Center Facilities Strategic Plan (FSP) is the result of substantial study, diligence, and discussion of the most efficient way to use the County's land and buildings in the Civic Center for service to the public. The FSP allows the County the flexibility to start, modify, and finance FSP phases at appropriate future dates.

The FSP studies 16 owned and leased buildings comprising 1.6 million square feet, which house approximately 4,600 staff. These real estate assets are aging, not efficiently used, and costly. The average age of the owned buildings alone is approximately 47 years. Many of these buildings have a useful life of 50 to 60 years, depending on use and quality of construction. On average, staff occupies approximately 375 square feet per person, which exceeds the County standard included in this plan by 100 square feet. At this time, the County pays approximately \$26 million per year in occupancy costs. While this amount includes routine maintenance and repair, it does not include major capital system replacements or catastrophic loss.

PROJECT DATA

Client

County of Orange

Services

Architecture, Interior Design,
Engineering, Landscape Architecture,
Planning

Size

250,000 square feet

Cost

Witheld at Client's Request

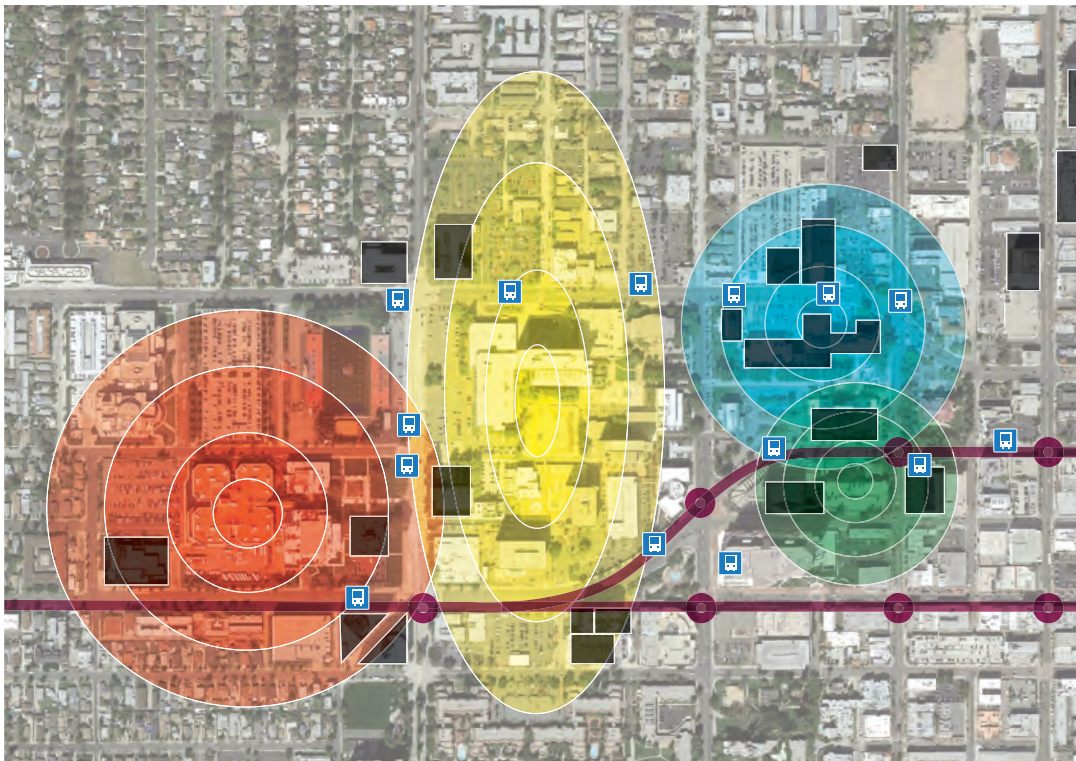
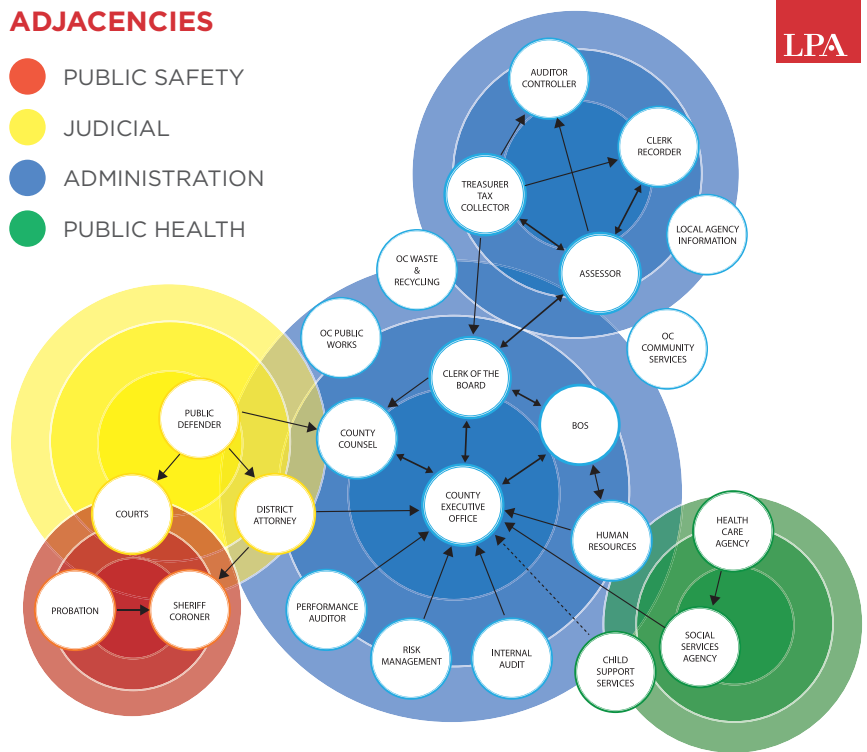
County owned buildings are more cost effective because of their connection to the Central Utility Facility, which lowers energy costs, the County's ability to self-insure, and avoidance of real estate taxes. The FSP anticipates four distinct phases to be undertaken over a 20-year time frame.

PHASE 1

The first phase of the FSP includes the demolition of Building 16 and the construction of a new building of approximately 250,000 square feet spread over 6 floors with a one-stop public counter and two-levels of subterranean parking. Additionally, approximately 7,200 sf Conference and Event Center is planned, seating up to 240 people. The new office building is occupied by OC Public Works (OCPW) and OC Waste & Recycling (OCW&R), and some occupants of Buildings 11 and 12. Building 11 will be demolished to create temporary parking. The Osborne Building (300 N. Flower) will be renovated for consolidation of the District Attorney function, currently at multiple locations. The County will also exercise its option to purchase 401 Civic Center Drive, which is currently leased.

ADJACENCIES

- PUBLIC SAFETY
- JUDICIAL
- ADMINISTRATION
- PUBLIC HEALTH



KEY FACTORS

- Realignment
- Recentralization
- Federal Health Care Reform

 Proposed Street Car Route

 Proposed Street Car Stop

 Bus Stop

GOALS OF FACILITIES STRATEGIC PLAN

- Achieve Adjacencies/Efficiencies
- Consolidate Departmental Locations
- Accommodate Additional Spatial Requirements
- Address Aging Building Infrastructure
- Parking Challenges
- Provide for Continuity of Emergency Management
- Convert Leasing Liabilities into County Assets

PHASE 1



- 1 **Demo** existing Building 16
- 2 **New Building 16** for OCPW, OCW&R, Treasury/ Tax Collector, Assessor, One Stop Public Counter
- 3 **Lease Convey / Purchase** 401 West Civic Center
- 4 **Demo** existing Building 11, create temporary surface parking
- 5 **Renovate** Osborne for District Attorney

PHASE 2



- 1 **Demo** existing Building 14
- 2 **New Building 14** for HOA, remaining HOR/Finance Occupants, Hearing Chambers
- 3 **Move** Records Storage to 401 W. Civic Center. **Demo** 433 W. Civic Center
- 4 **Demo** existing Building 10 + 12, Create temporary surface parking
- 5 **Renovate** Osborne for Public Defender

PHASE 3

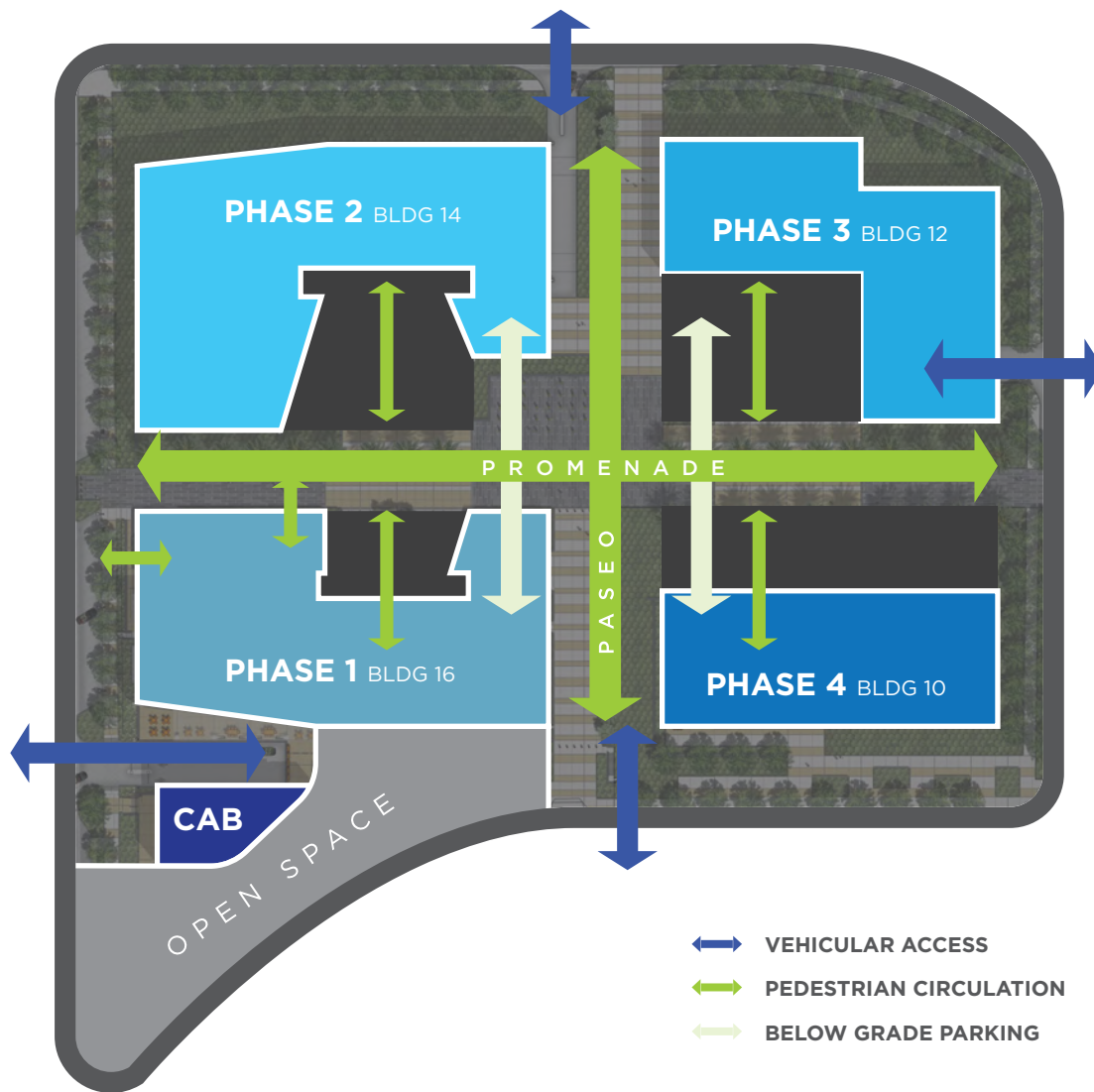


- 1 **Move** Probation to 401 W. Civic Center
- 2 **Renovate** 401 West Civic Center
- 3 **Sell** 909 North Main
- 4 **Lease Convey / Purchase** 1015 North Main
- 5 **Move** CSS out of Civic Center, **Sell** Building

PHASE 4



- 1 **Move** SAA back to Super Block, Terminate lease
- 2 **New Building 12** for SSA, OCCR/OCCS
- 3 **Move** OCCR/OCCS to Super Block
- 4 **Sell** 1770 North Broadway
- 5 *Optional* Phase 4 Step **New Building 10**

**PHASE 1: BUILDING 16**

- **251,020 SF**
- **987 Occupants**
- **6 Stories Above Grade**
- **350 Parking Stalls**
- **(2 Levels Underground)**

PHASE 2: BUILDING 14

- **264,316 SF**
- **840 Occupants**
- **6 Stories Above Grade**
- **350 Parking Stalls**
- **(2 Levels Underground)**

PHASE 3: BUILDING 12

- **135,200 SF**
- **520 Occupants**
- **6 Stories Above Grade**
- **300 Parking Stalls**
- **(2 Levels Underground)**

PHASE 4: BUILDING 10

- **160,940 SF**
- **619 Occupants**
- **6 Stories Above Grade**
- **350 Parking Stalls**
- **(2 Levels Underground)**

COUNTY ANCILLARY

- **7,200 SF**

OPEN SPACE**PHASE 2**

The second phase of the FSP involves the relocation of the Public Defender and then the demolition of Building 14. A new building will be constructed on the current site of Buildings 11 and 14, which will be a sister building to the new Building 16 in design and approximate size. The planned occupants include Board of Supervisor offices, the Board of Supervisor hearing chamber, and departments currently occupying Buildings 10 and 12. A new plaza is also planned between and around the newly constructed Buildings 14 and 16. Buildings 10 and 12 will be demolished to create temporary parking, and 433 Civic Center Drive will be demolished to create additional parking.

PHASE 3

Phase 3 of the FSP renovates 401 Civic Center Drive to accommodate the Probation function currently located at 909 N Main Street. The 909 N. Main Street building may then be sold or developed for revenue generation purposes. The County will also exercise the option to purchase 1015-1055 N. Main Street and may move Child Support Services and sell the building or develop the property for revenue generation.

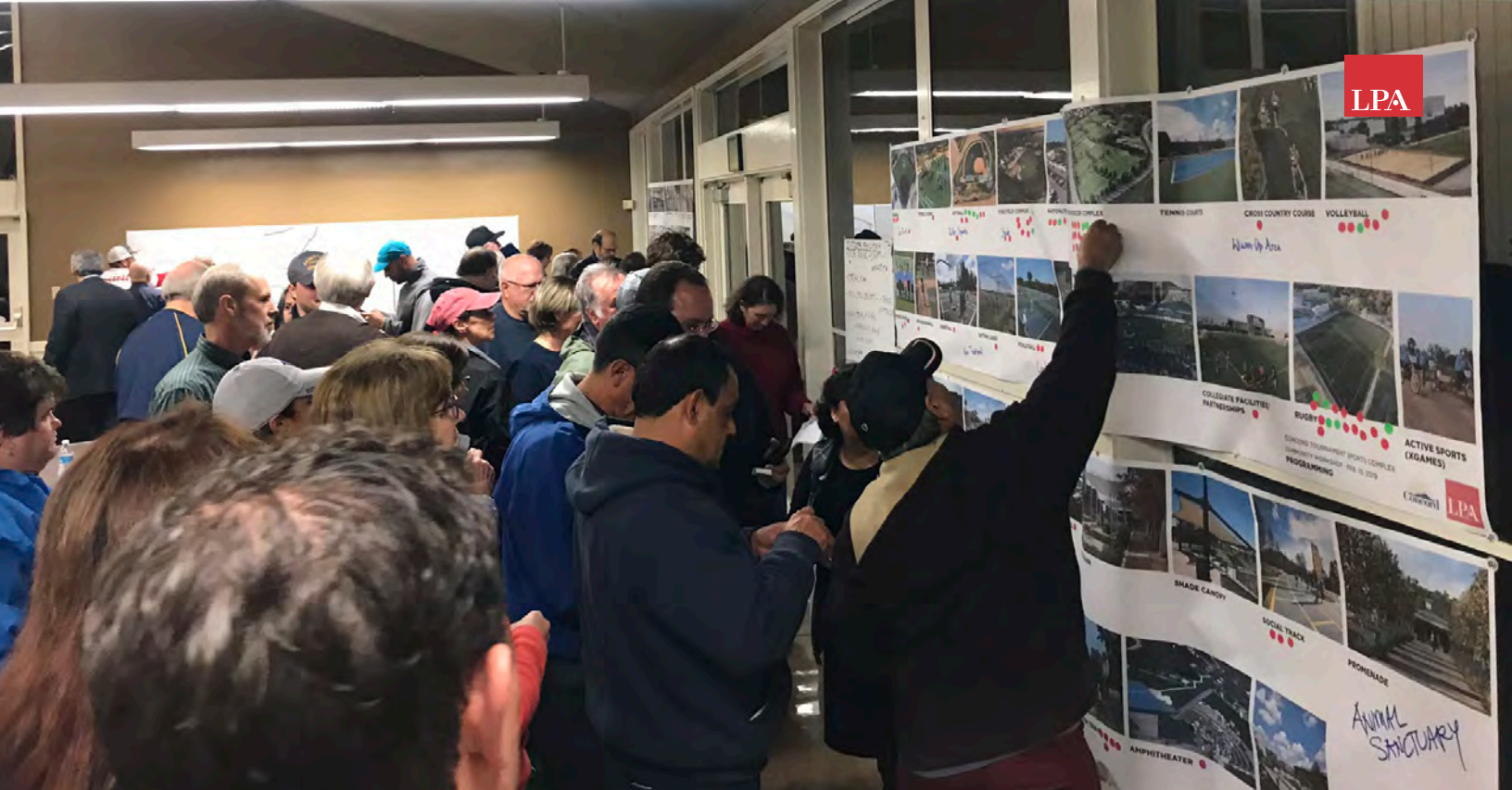
PHASE 4

Phase 4 of the FSP constructs a new building on the current site of Building 12, which will be occupied by the Social Services Agency and OC Community Resources management and administrative functions and other department teams that have remained in leased space. An optional step in this phase is to use the current Building 10 site for a new building (if necessary), parking, or as a revenue generating site for development.









Concord Tournament Sports Complex Project | Community Workshop

Approach to Scope of Work

LPA approaches each civic design project as a special opportunity to create places and spaces that work better, do more with less and improve people's lives. Our in-house team of architects, planners, engineers, landscape architects and interior designers collaborate closely with you to deliver unique solutions that reflect your community, mission and culture.

EXPERTISE & EXPERIENCE

LPA has created numerous civic projects—including town centers, parks, museums, government centers, police stations, recreational facilities, community centers and libraries. Our expertise includes planning, programming, preliminary and final design, engineering, feasibility studies, and specialized facilities and infrastructure services. With more than 400 employees, we have access to resources and experience that allows us to meet deadlines and budgets both creatively and efficiently. And as leaders in sustainable design, we have the ability to lighten your project's footprint, while creating a more cost-effective and healthier space.

OUR CONSENSUS-BUILDING APPROACH

LPA recognizes the importance of our role as the consensus builder between the public and local governing bodies. We work closely with you, government staff, stakeholders, and the community to reach solutions that uniquely meet your needs. The goal is to ensure that all civic planning, design and infrastructure decisions address the needs and desires of both the city and the community

Listen

Understanding comes from listening. That's why we take the time to meet with interested individuals and groups in order to learn about important goals, desires and needs. At start of the project, we will begin with our 'Plan-the-Plan' Meeting. In this meeting we will meet with City representatives where we will coauthor the parameters, goals, and aspirations for the visioning process. In this meeting we will also establish the project schedule and the approach for the community input process.

Explore

As we prepare for the community input process, we will begin the exploration of the existing planning documents. Development of any future plans must



Reed & Grant Street Youth Sports Park | City of Santa Clara, CA

be rooted in the past. As such we will explore and document the findings that pertain to the proposed site found within the City's General Plan, Downtown Plan, Housing Blueprint, Civic Business Planning Study, and any other relevant documentation or previous studies. We will review the information of each of the key stakeholder groups, and use this information to develop a context and framework for the process for the execution of the Community Input process

Envision

Through envisioning workshops, we will discuss and establish the Community's goals of the project site. This envisioning process shall be to inform the planning process and builds consensus among the Community and Stakeholders. LPA believes that civic projects benefit when people in the community are engaged and involved in the design. The primary Community Workshop goal is to elicit ideas and solutions, identify public concerns and encourage creative input from the community.

A properly designed Workshop program provides both you and your community with opportunities for participation, review and feedback at all appropriate stages in the planning process. Our methodology is designed to arrive at an understanding of the community's needs and ideas, gather all pertinent facts, analyze the information, develop the best opportunities and select the most viable solutions for your project.

The following is a proposed approach to seeking Community Input. This approach is malleable and needs to be refined and tailored with City Staff's input.

COMMUNITY INPUT PROCESS

The Community Input Process serves as an introduction to the Envisioning process and includes:

- An "info fair" in which data and information are collected to form a common foundation of understanding.
- A conceptual planning charrette to identify issues of concern and begin to establish a common vision for the project.

CHARRETTE WITH STAKEHOLDERS

The Charrette with Stakeholders, typically on a Saturday to allow maximum participation will include :

- Review of the summary of materials produced from Community Input Process.
- A pre-planned "Site Awareness Tour" in the field. All tour participants are provided with a workbook that focuses attention on identified site issues that may become major constraints later in the design process. Upon returning to the original workshop meeting place, LPA leads a sketch process highlighting site issues encountered on the tour.
- A forum for participants to identify and discuss additional site issues, which are then recorded.
- Facilitated, hands-on design charrettes where participants are organized into smaller groups. Each group is provided with a "design toolkit," including a site base map, paper and drawing materials. Upon completion, each group presents their design solutions and discusses the issues and constraints involved.

REPORT FINDINGS AND RECOMMENDATIONS

The third Workshop is an initial presentation of design solutions and findings, and includes:

- Presentation of the design solutions reached in Stakeholder Charrette, with further detail, refinement and context.
- Defined commonalities between the various designs are discussed by the group.
- Facilitated by LPA, the community determines a consensus design direction and preferred approach.

Deliver

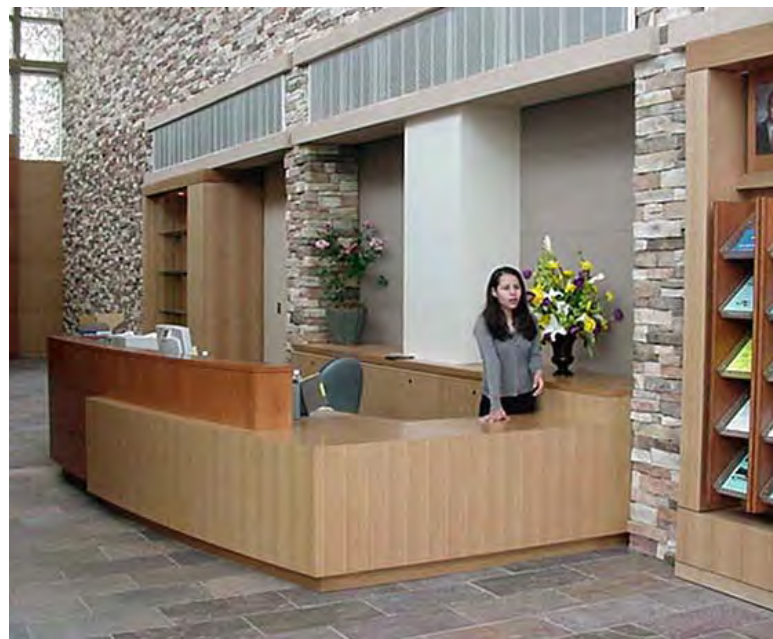
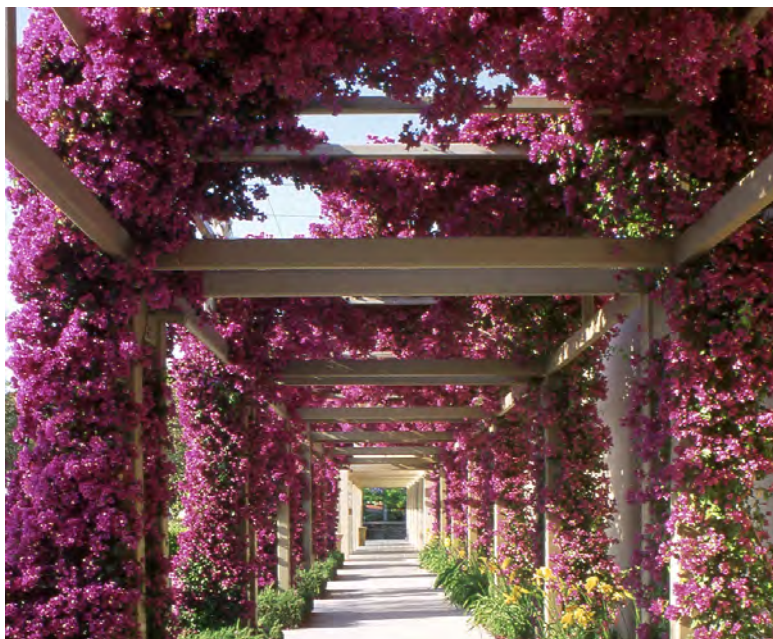
At the conclusion of the Envisioning Process, LPA will summarize all the findings from each stage of the process into a report that will include an executive summary and recommendations for moving forward. Additionally, LPA will attend and participate in a presentation at a City Council Study Session.



MISSION VIEJO CITY HALL
City of Mission Viejo

Cost and Fee Breakdown

05





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PROPOSAL

LIBRARY SITE RE-USE VISIONING PROCESS

CITY OF SANTA CRUZ

14 JANUARY 2021

**NOLL
& TAM**
ARCHITECTS

14 January 2021

Amanda Rotella
Principal Management Analyst
c/o Economic Development
337 Locust Street
Santa Cruz, CA 95060



Dear Ms. Rotella and Selection Committee Members:

Noll & Tam Architects is enthusiastic about the opportunity to partner with the City of Santa Cruz again on the visioning process for the re-use of the Downtown library site. Our previous work with you on the study of Downtown library at this site was rewarding, and the familiarity we gained with the City and its priorities, as well as the political climate around the upcoming new library project, will serve us well on the visioning study. Our goal will be to partner with you to design a collaborative process that will provide the City with information necessary to make a decision about the best path forward.

Noll & Tam Architects has worked with more than 30 public agencies throughout Northern California on facilities that serve community, recreational, and other civic needs. Our experience is primarily in the public sphere and ranges from small renovations to large new buildings. From our prior work with clients such as the City of Berkeley, the City of Los Altos, and the County of Alameda, we have directly relevant experience in assisting our clients in synthesizing stakeholder input, setting priorities, and making difficult decisions. Additionally, most of our work includes presentations to the public – whether to City Council, a task force committee, or the general public. We are well versed in presenting our ideas in a clear, organized, and professional way, and we understand how to navigate a tricky political climate. We look forward to sharing with you our lessons learned around this issue.

I will be the Project Manager for the visioning study, bringing more than 20 years of experience working on multi-use, flexible community facilities and urban design projects and studies. I am passionate about projects that enliven downtown areas and truly serve all parts of the community. I am joined by Jessica Jobe Sea as Project Architect. Jessica is a licensed architect and Pathways to Equity fellow, trained in the art of inclusive community engagement. We will be assisted by Principal Janet Tam and Associate Principal Trina Goodwin, who both bring a wealth of experience in developing a process for community and stakeholder engagement that is tailored to the community and focused on the goal at hand.

Our firm values the strong client relationships we have established over the years. We pride ourselves on the quality of our design, our ability to bring consensus to community process, and our attention to cost control, schedule, and project delivery. We acknowledge receipt of Addendum 1, 2 & 3. We will give the City of Santa Cruz all the enthusiasm, energy and conscientious effort for which we are known, and hope to have a chance to share our ideas with you “in person.”

Sincerely,

A handwritten signature in black ink that reads "EC Reifenstein". The signature is fluid and cursive, with the first letters of the first and last names being capitalized.

Edward (Ned) Reifenstein, AIA, LEED AP
Project Manager | Senior Associate

CONSULTANT PROFILE

FIRM INTRODUCTION

Noll & Tam Architects designs distinct spaces that enhance the civic presence of municipal buildings and the educational experience for academic institutions. Christopher Noll and Janet Tam founded the firm in 1992 to establish a talented studio of architects promoting active community involvement and environmentally responsive design. Today, the firm has 40 creative and energetic staff members, including 17 LEED Accredited Professionals.

Architectural projects belong to the building owners and the individuals who will use and shape them over time. With that in mind, Noll & Tam deftly balances the needs of a variety of constituents, developing multiple design alternatives that reflect the desires of the client and the community. To create spaces in which users and visitors flourish, we balance technical requirements, aesthetics, setting and social context, always seeking solutions that touch the environment gently while bringing life to the community.

For 28 years, our acclaimed work in the planning and design of libraries, community recreation facilities, and civic buildings has illustrated our commitment to the people and buildings that make for strong communities. Our clients find their vision realized and expanded by the firm's careful attention to the integration of client objectives, end-user needs, and a creative exploration of the possibilities.

INNOVATIVE APPROACHES TO COMMUNITY ENGAGEMENT

Almost all our public projects gather input, feedback, and support from the community. A community process can be as simple as making public presentations at City Council meetings, or as in depth as facilitating a whole series of meetings, interviews, and participatory workshops for the entire community, depending on the needs and preferences of the client. We know that the residents of Santa Cruz are active and involved citizens accustomed to a high level of engagement. We envision an open process that can bring forward exciting ideas as well as address sensitive issues and hard questions. We find that actively listening first at the start of engagement, then thoughtfully addressing concerns, and incorporating input is the best way to develop trust, then consensus. An engagement process that is well tailored to the specific community and the task at hand can help to build ownership, pride, and a constituency of support within the City.

Noll & Tam has developed effective methods for building consensus among the most diverse interest groups. Because our practice is primarily focused on work in the public sector, we know how to navigate through inevitable differences of opinion. First, we make sure that all representative stakeholders are invited to participate, then we identify where the common ground and values might be that will bring people together. We are clear early on about a project's opportunities and constraints and do not over promise, but facilitate a process of setting priorities so that expectations are managed in a balanced way. Our goal is always to facilitate a process that is respectful, empathetic, and allows everyone to be heard.



KEY TEAM MEMBERS

Our team brings together the talents of architects who understand community facilities and how to manage an effective community engagement and stakeholder involvement process. Through many years of public works experience, Noll & Tam has honed our skills in communication and decision-making. As Prime Architect, Noll & Tam will provide the overall team direction, leading the planning and design and managing the documentation of the project. Our team will facilitate the community input process and is prepared to address local concerns about the impact and direction of the project.

NED REIFENSTEIN

PROJECT MANAGER

Ned is a licensed architect and urban designer who is passionate about creating modern public facilities that revitalize their communities. Ned has been the project manager for a number of key studies, including two for the City of Menlo Park and, recently, the UC Berkeley College of Natural Resources Oxford Tract Study. He recently completed the College of Alameda's New Center for Liberal Arts, the first new building on that campus in 20 years, and will soon complete the Cherryland Community Center for Alameda County. Ned's background in urban design will be valuable to this project as he looks at not just the site or the city block, but the context of the surrounding larger community.

As Project Manager, Ned will create and maintain a work plan for the project team, anticipating tasks and the time required to complete them in order to meet commitments. He will be the day-to-day client contact and will hold the responsibility for the efficient running and the delivery of

the project. Ned will coordinate and participate in meetings with City staff and the stakeholder group, together with Jessica, Janet, and Trina.

JESSICA JOBE SEA

PROJECT ARCHITECT

Jessica brings to this project her experience as an architect and a fellow with Pathways to Equity, a program committed to centering equity and racial justice in architecture and design practices. Jessica's work with Pathways to Equity and the West Oakland Environmental Indicators Project was recently awarded a National Organization of Minority Architects/NAACP SEED Award for the Community Benefit Agreement their group has been working on to support the City of Oakland's process for the proposed new Oakland A's ballpark at Howard Terminal. Jessica's work at Noll & Tam includes community facilities, healthcare, and school projects, making her well suited to help imagine the potential uses for the former library site.

As Project Architect, Jessica will work side-by-side with Ned on the visioning study. She will play a key role in the community input process, ensuring that all voices are heard and making sure that the solutions presented are appropriate to the context and the community. Jessica is aware of the particular challenges this process may face moving forward, and will apply her knowledge from the Pathways to Equity program in order to ensure that it is set up for success.

RESOURCES: JANET TAM, PRINCIPAL, AND TRINA GOODWIN, ASSOCIATE PRINCIPAL

Janet and Trina will be available as resources to the team. Janet brings a particular expertise in designing and managing effective community engagement processes and has led projects for more than 40 municipalities and counties in the greater Bay Area. Trina played a key role on the previous study that Noll & Tam completed for the City looking at the library building on this site. She understands the political climate around this project and this site and will provide valuable advice and direction to the team.



EDWARD REIFENSTEIN, AIA, LEED AP

NOLL & TAM ARCHITECTS

PROJECT MANAGER

Edward Reifenstein is a registered architect, urban designer, and LEED Accredited Professional with over 20 years of experience in the design, documentation and construction of projects for private and public clients. His education includes a Master of Architecture from MIT and a Masters of Urban Design from UC Berkeley. He received his license to practice architecture in California in 2004. Ned recently completed the College of Alameda New Center for Liberal Arts, a design-build project for Peralta Community College District.

With a background in urban planning and design, Ned brings a keen understanding of how a single project fits into the greater plan for a city and community.



RELEVANT PROJECT EXPERIENCE

UC Berkeley College of Natural Resources Oxford Tract Study

Menlo Park Main Library Space Study

Woodland Library Facility Master Plan

Cherryland Community Center, Hayward

College of Alameda New Center for Liberal Arts

Laney College Library & Learning Resource Center, Oakland

David Rumsey Map Center, Stanford University

Oakland Zoo California Trail

Treasure Island Master Plan & Housing Study, San Francisco*

Panama Pacifico Urban Master Plan, Panama, Central America*

Haas School of Business Renovation, UC Berkeley*

John T. Chambers Technology Center, University of the Pacific, Stockton*

School of Education Seismic Study, Stanford University*

Meyer Library Seismic Study, Stanford University*

Graduate School of Business Reuse Study, Stanford University*

CALIFORNIA REGISTRATION

Licensed Architect #C29879

EDUCATION

Master of Urban Design,
University of California,
Berkeley 2013

Master of Architecture
Massachusetts Institute of
Technology, 1992

Bachelor of Arts
Yale University, 1987

* WITH PREVIOUS FIRM



COLLEGE OF ALAMEDA NEW CENTER
FOR LIBERAL ARTS



CHERRYLAND COMMUNITY CENTER



MENLO PARK MAIN LIBRARY
SPACE NEEDS STUDY



JESSICA JOBE SEA NOLL & TAM ARCHITECTS

PROJECT ARCHITECT

Jessica Jobe Sea is a licensed architect who has worked on a range of projects: from recreation centers to office renovations, and research labs to hospitals. Jessica has a passion for sustainable design and community-based design. She is a *Pathways to Equity* Fellow trained in engaging the community through a process that is inclusionary and equitable. She likes to get the perspective of people outside of architecture – they challenge her to look at things in a different way, and she finds that incorporating these viewpoints opens the door to a more responsive design process and richer project outcomes.



RELEVANT PROJECT EXPERIENCE

Mission Branch Library Remodel,
Santa Clara

Mosswood Recreation Center
Temporary Facilities, Oakland

San Pablo Community Center

Belle Haven Youth Center Relocation

South Fremont Wellness Center

Summit Everest & Summit Prep
Public High School Remodels

Soquel Creek Water District 2014
Master Plan Update

UCSF Health Science Instruction &
Research (HSIR) Program Seismic
Retrofit and Interior Renovations

Kaiser Permanente Northern California
Elevator Modernization Project

Kaiser Permanente Redwood City
LDRP Labor & Delivery Expansion

Kaiser Permanente Oakland
LDR Labor & Delivery Expansion

Xilinx Headquarters Building 3
Renovation, San Jose

CALIFORNIA REGISTRATION

Licensed Architect #C36927

EDUCATION

Bachelor of Architecture,
University of Arizona, 2010



SAN PABLO COMMUNITY CENTER



XILINX HEADQUARTERS
BUILDING 3 RENOVATION



MISSION BRANCH LIBRARY REMODEL,
SANTA CLARA

EXPERIENCE

Noll & Tam has considerable experience in the design of public spaces: libraries, community centers, recreation facilities, and other civic spaces. Our experience has shown us that in order for these facilities to be embraced by their communities, they must meet the wide-ranging needs of the population, with a move toward multi-generational and flexible spaces that can adapt to changing needs and demographics over time. Community facilities

promote personal connection and can support family bonding, teach youth life skills, and encourage active and healthy civic participation among all community members.

Community spaces need to remain relevant into the future, and we will be thinking imaginatively about how the new uses of this site can engage with the community and the larger context around it, both physically and culturally. We've provided selected

project examples in the following pages. For each of these projects, we collaborated with multiple user groups, offered design alternatives that met or exceeded budget expectations, sought to incorporate sustainable elements, improved workplace and site efficiency, and produced a result that resonates with its physical context and responds to the needs and desires of the stakeholders and the community.

RECENT RELEVANT STUDIES & MASTER PLANS		
Berkeley Branch Libraries Master Plan	Pleasanton Youth & Community Center Master Plan/Concept Design	Stanford University Green East Library, Ground Floor Reorganization Study
Corte Madera Town Park & Recreation Center Master Plan	San Carlos Parks & Recreation Master Plan	Stanford University Math Library Concept Design
Fremont Recreational Re-Use Feasibility Study	San Rafael Branch Library Master Plan	UC Berkeley Career Center Study
Golden Gate Recreation Center Feasibility Study, Oakland	San Rafael Library & Community Center Concept Design Study	UC Berkeley College of Natural Resources Oxford Tract Study
Mechanics Institute Library Master Plan, San Francisco	Santa Cruz Downtown Library Study	UC Berkeley McCone Hall Earth Sciences & Map Library Renovation Study
Menlo Park Belle Haven Branch Library Study	St. Helena Visioning Study	
Menlo Park Main Library Space Needs Study	Woodland Library Facility Master Plan	
Menlo Park Youth Center Relocation/Building Assessment Study	De Anza College Flint Center Study	
Oakley Library Visualization Study	Laney College Library Site Master Planning & FPP Updates	
	Sonoma State University Library Master Plan	



EXISTING SANTA CRUZ LIBRARY

SIMILAR FEATURES

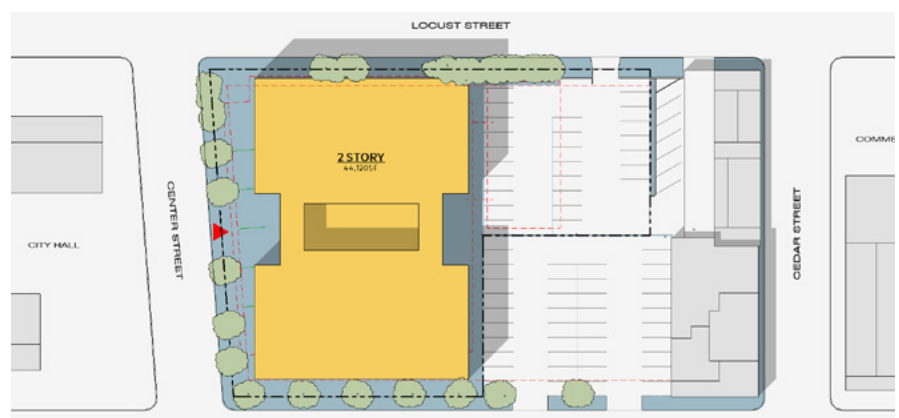
- STUDY OF CURRENT SITE
- SITE EVALUATION
- SANTA CRUZ DOWNTOWN CONTEXT

PROJECT INFORMATION

Location: Santa Cruz, CA
 Client: City of Santa Cruz
 Date Completed: January 2018
 Client Reference:
 Susan Nemitz
 Library Director
 Santa Cruz Public Libraries
 nemitzs@santacruzpl.org
 (831) 427-7706 ext. 7611

SANTA CRUZ DOWNTOWN LIBRARY STUDY

The City of Santa Cruz hired Noll & Tam to study the options for renovating, rebuilding or moving their Downtown Library, which serves the entire region. The current building is aged, deteriorated, and struggles to provide contemporary services for its community. We evaluated the existing building programmatically and structurally and assessed the cost of renovating it to meet current needs. We also developed site and design criteria which were used to evaluate a number of options for relocation of the library.





SIMILAR FEATURES

- COMMUNITY PROCESS
- PUBLIC FACILITIES
- PUBLIC INTERFACE
- VISIONING STUDY

PROJECT INFORMATION

Location: St. Helena, CA
 Client: City of St. Helena
 Date Completed: March 2020
 Client Reference:
 Mark Prestwich
 City Manager
 MPrestwich@cityofstheleena.org
 (707) 312-0252

CITY OF ST. HELENA VISIONING STUDY

The City of St. Helena has embarked on a plan to re-imagine its key civic institutions: library, city hall, and recreation facilities. Noll & Tam provided planning, design, and community engagement services to look at the possibilities for new public buildings on a variety of sites in this small Napa Valley city. Our team led an intensive community process to gather input from St. Helena residents and help the City develop a plan for moving forward. We then presented our findings to the City Council in March 2020.





EXISTING LIBRARY

SIMILAR FEATURES

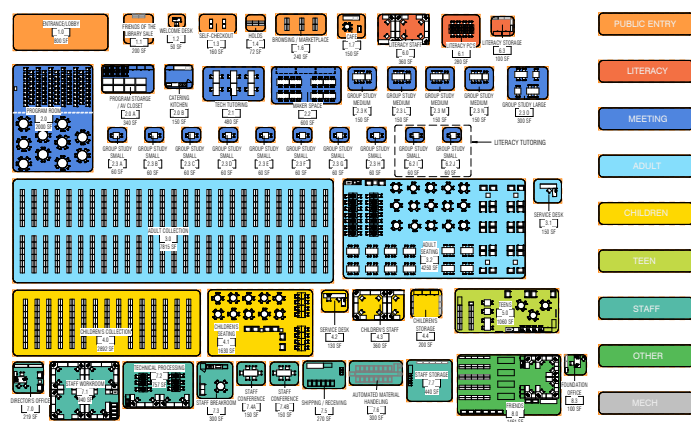
- STUDY
- MULTIPLE OPTIONS
- STAKEHOLDER OUTREACH

PROJECT INFORMATION

Location: Menlo Park, CA
 Client: City of Menlo Park
 Date Completed: March 2017
 Client Reference:
 Nick Szegda
 Assistant Library
 Services Director
 NJSzegda@menlopark.org
 (650) 330-2506

MENLO PARK LIBRARY SPACE NEEDS STUDY

Noll & Tam first worked on the Menlo Park Library in 2011, when we designed a new Circulation Desk for their lobby. Returning in 2016, our team completed a space needs study for this 33,000-sqft. library in downtown Menlo Park. To identify the needs of the library and the desires of the community, our team engaged in extensive stakeholder outreach, including meeting with the Friends, a teen advisory group, and the library steering group. We developed and cost estimated several schemes including two remodel options and two new building options, and presented these options to the City Council, which voted to move forward with a new 44,000-sqft. building on the existing site.





SIMILAR FEATURES

- **COMMUNITY PROCESS**
- **MULTIPLE CLIENT STAKEHOLDERS**
- **PUBLIC FACILITY**

PROJECT INFORMATION

Location: Hayward, CA

Client: Alameda County GSA

Date Completed: Feb 2021
(estimated)

Client Reference:

Monty Boyd
Senior Project Manager
GSA – Capital Programs
Monty.Boyd@acgov.org
(510) 272-3753

CHERRYLAND COMMUNITY CENTER

Noll & Tam worked with the Alameda County Redevelopment Agency and Hayward Area Recreation and Park District (HARD) to program and design a new community center in the unincorporated community of Cherryland, a historically underserved area in Alameda County near San Leandro. We explored several site locations and building size options in the concept design phase, with the goal of identifying the best option for the community center. We facilitated multiple community workshops and steering committee meetings that helped to develop a wish list and priorities for the new 18,500-sqft. center.





SIMILAR FEATURES

- COASTAL COMMUNITY
- COMMUNITY OUTREACH
- COMMUNITY FACILITY
- ZERO NET ENERGY TARGET

PROJECT INFORMATION

Location: Half Moon Bay, CA
 Client: City of Half Moon Bay
 Date Completed: August 2018
 Client Reference:
 Anne-Marie Despain
 Director of Library Services
 San Mateo County Libraries
 despain@smcl.org
 (650) 312-5245

HALF MOON BAY LIBRARY

Noll & Tam worked on the design of a new 22,000 SF regional branch of San Mateo County Libraries that replaced an existing 7,285 SF facility. Our team led an extensive community process to ensure that stakeholders—some of whom had expressed vocal opposition to the project—had the opportunity to shape the underlying ideas for the building and its operation. Concepts and revisions were graphically illustrated throughout the process, giving community members the opportunity to see how the design evolved and responded to their needs and concerns. Planning for the new library involved 26 meetings with over 2,000 people participating. This level of community involvement was significant in helping drive the direction for the design of the building as well as the programmatic offerings.



APPROACH & METHODOLOGY

PROJECT UNDERSTANDING

This site in downtown Santa Cruz is an important resource for the City and presents a tremendous opportunity to revitalize the area. We recognize that the City and the County Library have already invested considerable work into the decision to move the library from this site. Having made that important determination, the City is taking the next logical step to consider the best use of this site in the larger civic context.

Santa Cruz has always been a place of active civic engagement and, as the community evolves and grows, the strong involvement in public process remains a constant. Hosting well-run community engagement

meetings will be an essential part of building support for the future project on this site. Already, many different community members and stakeholders have voiced their opinions on the transportation and environmental impact of new Downtown projects. We consider ourselves partners with you in gathering the information necessary to present feasible recommendations for this site that will be an enhancement to the area and to the community.

Our team has the advantage of having taken part in several of the library studies as well as continuing to watch how the new library project is evolving. We are also currently

working on a number of projects within the County of Santa Cruz. We bring an awareness of the current political atmosphere in the City and the surrounding community. We know it will be essential to listen to people's viewpoints and concerns and develop a path forward. Almost every project we do includes community process of some sort, and some have been very challenging. Through this experience, we have learned how to use a variety of methodologies to bring people to consensus and are confident we will find an effective way to do that in Santa Cruz. Below, we present our approach for an inclusive and rich visioning process.

PROJECT APPROACH: INNOVATIVE METHODS & STRATEGIES

REGENERATIVE APPROACH

We begin by listening. We would seek to understand the key catalysts and priorities for strengthening the community fabric of Santa Cruz and the potential drivers of future development of the City. We would want to look at assessing your community assets and consider how a building on this property could work as a whole, interconnected system rather than in silos. The City's system of civic infrastructure is not only a physical real estate asset, but also core to Santa Cruz's social, cultural, financial, and natural capital.

We will ask questions. How can this site be leveraged to benefit the community and how can both old

and new residents be reassured that the quality of life in Santa Cruz will continue to be vibrant? How can the City diversify its economy and broaden its own sense of identity? How can the cultural diversity of the community be enriched and celebrated? By starting holistically, we can consider this project in a larger context.

ENGAGING STAKEHOLDERS

Getting to the point of consensus requires a carefully organized and directed public process. It is both an art, and the result of diligent scheduling and notetaking. We are suggesting that we develop a group of standing stakeholder committees. Noll & Tam has successfully worked

with committees like these to retain the institutional memory from one meeting to the next. This allows for a group of people who are committed to the principles and the process to meet multiple times and keep forward momentum. It is important to clearly define the selection criteria and intentions for the stakeholder committee.

There is, of course, richness in also having larger community meetings with a broad and diverse representation of the Santa Cruz community. We propose a mixture of meetings with the community at large as well as with a representative group of stakeholder committee members.

VIRTUAL COMMUNITY ENGAGEMENT

Though it is difficult to immediately feel the bonds of community when interacting remotely, the virtual tools used during the Covid-19 pandemic can broaden the reach of participation. There are many different barriers to participation in community meetings that occur in person, such as transportation and mobility, childcare, work commute, and mealtimes. We have the potential with virtual tools to intentionally reach out to groups who typically do not attend community meetings in person.

In addition to overcoming the barriers to entry for community meetings, the virtual meetings allow us to use interactive digital tools that help people creatively engage in charrettes and community input meetings. These virtual workshops can become multi-media engagement tools that allow for people with different thinking and communication methods to participate in a way that works for them individually. People can use written responses, imagery, sketching and speaking to express their thoughts through collaborative tools.

We are currently running a master planning process for the Huntington Beach Public Library system. There, library staff participated in virtual workshops to envision the future life of their library system. Staff were encouraged to think of the activities the library could support beyond the physical bounds of the library. Instead of the library as a building, the team workshoped how each branch could support the unique life of its neighborhood surroundings and tap into local culture and resources. The Huntington Beach process met on Zoom and used a collaborative platform called Jamboard as a tool for people to easily brainstorm and have a visual record of their collaboration.

PROJECT WORK PLAN/METHODOLOGY

As we keep the above key tenets in mind, we will intend to proceed with the below work plan. These steps are also summarized in our Proposed Schedule.

1. START UP/INFORMATION GATHERING

KICK-OFF WITH CITY STAFF

Upon Notice to Proceed Noll & Tam will begin by meeting with the appropriate Santa Cruz City staff members to understand in more depth what they hope to achieve through the visioning process, including what information they need to move into future phases of planning for the library site.

In addition to properly scoping our efforts, we will discuss with the City staff their own visions for a vibrant future for the Santa Cruz Downtown and Civic Center neighborhoods.

REVIEW EXISTING DOCUMENTS

We will review existing documentation and determine if there are any gaps in the information regarding the existing site. In addition to planning documents provided by the city, the team will seek materials from the key stakeholder groups.

2. COMMUNITY INPUT

In most cities, there is an actively engaged group of citizens who are connected to community organizations and who participate in a lot of City processes. Noll & Tam is interested working with the City to identify who is not typically represented at the table, and how do we intentionally reach out to them and reduce their barriers to participation.

We will actively seek stakeholders who are not typically involved.

Strategies may include reaching out to known interest groups or community organizations. Are parents with young children typically absent from the table? Perhaps that is an opportunity to reach out to organized early-learning groups to invite those families to participate. We anticipate that this effort will be a collaboration with City staff to understand the usual players and the gaps in participation.

COMMUNITY MEETING 1 – MEMORY, VALUES, AND VISION

It will be important for us to begin by setting the appropriate expectations with the community about the scope of the visioning process. To build trust, we must not over-promise what this visioning study can accomplish. The purpose of our first community input meeting is to hear from community voices about what they love and value about Santa Cruz, and what aspects they want to preserve or grow for the future.

By inviting community members to tap into their joyful memories, we can set the stage for identifying what people in Santa Cruz value. We can then discuss with participants what they envision for a thriving downtown Santa Cruz, not only from the commercial perspective, but from a community perspective.

We would anticipate that this would be a Zoom meeting, with both the larger group, and small breakout groups facilitated by Noll & Tam and City staff to create a more intimate format for people to have a productive dialogue. We would intend to set the tone with a check-in to build empathy and community through sharing and storytelling. For example, “where in Santa Cruz have you felt most connected to civic life?” Each group can capture their discussion with written and/or graphic “boards” to share back with the larger group.

COMMUNITY MEETING 2 – ASPIRATIONS, ROOT CAUSES, AND SOLUTIONS

First, we will review the outcomes of Community Input Meeting 1 with City Staff and discuss agenda for the Community Meeting 2. We will focus on what concerns have been identified, and what underlies those concerns. For example, if we hear, “I don’t want to lose the old library,” we might ask, “what is special to you about the old library that you would want to retain for the future?”

In the second meeting, we will prepare to discuss community aspirations based on the values identified. What do people imagine as a thriving future for the Civic Center/ Downtown Santa Cruz? How do the community members imagine a good environment for their children, grandchildren/future generations? How do they want to be recognized by others? We will frame solutions as “How might we...?” questions. For example: “How might we retain the connections of a strong Civic Center on the library site?”

3. STAKEHOLDER CHARRETTES

CHARRETTE 1: HISTORICAL, CIVIC, AND COMMUNITY RESOURCES

It is at this point that we will want to begin the work of focusing the project. We have heard the goals and the vision, and we will need to consider these in Santa Cruz’s civic content. We would take what we have heard and meet with the smaller task force.

We would identify historical, cultural, civic, and community resources together with community stakeholders. By putting these community aspirations on the map, we will be able to make connections between existing assets and the goals for what this project can be. This will allow us to drill down on the best and highest use of this site.

CHARRETTE 2: SYNTHESIZING WHAT WE’VE HEARD

Our team will work with the community input and results of Charrette 1 to prepare for Charrette 2. We will develop interactive graphics based on values and aspirations gathered from previous meetings. Examples would be a place for intergenerational story sharing, farmer’s market, gardens for contemplation. Through these activities, the community will be able to design the types of activities that they would like the site to support in Santa Cruz. We anticipate that there will be more than one approach presented and that the end result may be a menu of programming options rather than a specific scheme.

4. REPORT OF FINDINGS AND RECOMMENDATIONS

At this point our team will assemble all the materials that we have gathered and develop a report of our findings. Our goal is that this report will be both a defensible document and a clear and actionable roadmap. It should document the work done in the community meetings and charrettes, capture key insights and values emerging from the process, and provide potential projects that could be placed on this site to clearly move the project forward.

5. CITY COUNCIL STUDY SESSION

Once the report is assembled, we will review it closely with City staff, and develop a succinct summary for presentation to the City Council. When the time is appropriate, we will participate in a study session with the Council and incorporate further comments or recommendations as requested into the draft report.

PROPOSED SCHEDULE

1/25/2021																							
PROJECT WEEKS					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
MONTH					JAN	FEB				MAR					APR				MAY				
MONDAY					25	01	08	15	22	01	08	15	22	29	05	12	19	26	03	10	17	24	31
FEASIBILITY/VISIONING/ CONCEPT PLANNING																							
1 START UP/INFORMATION GATHERING																							
APPROVAL TO PROCEED TASK FORCE/CITY STAFF KICK OFF MEETING #1 REVIEW EXISTING DOCUMENTS PLANNING DOCUMENTS STAKEHOLDER GROUP MATERIALS					* Wk of January 25																		
					*																		
2 COMMUNITY INPUT																							
COMMUNITY MEETING 1 : MEMORY, VALUES, VISION REVIEW WITH CITY STAFF PREPARE MATERIALS FOR MEETING HOLD MEETING PREPARE & CIRCULATE NOTES COMMUNITY MEETING 2 : ASPIRATIONS, ROOT CAUSES, SOLUTIONS REVIEW WITH CITY STAFF PREPARE MATERIALS FOR MEETING HOLD MEETING PREPARE & CIRCULATE NOTES																							
					*																		
					Wk of February 22 *																		
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					Wk of March 08 *																		
3 STAKEHOLDER CHARRETTES																							
CHARRETTE 1 : HISTORICAL, CIVIC, AND COMMUNITY RESOURCES REVIEW WITH CITY STAFF PREPARE MATERIALS FOR MEETING HOLD MEETING PREPARE & CIRCULATE NOTES CHARRETTE 2 : SYNTHESIZING WHAT WE'VE HEARD REVIEW WITH CITY STAFF PREPARE MATERIALS FOR MEETING HOLD MEETING PREPARE & CIRCULATE NOTES																							
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					Wk of March 22 *																		
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					Wk of April 05 *																		
4 REPORT OF FINDINGS AND RECOMMENDATIONS																							
COMPILE MATERIALS ASSEMBLE MEETING MATERIALS PREPARE EXECUTIVE SUMMARY CIRCULATE DRAFT REPORT																							
5 CITY COUNCIL STUDY SESSION																							
REVIEW AND PRESENT REVIEW WITH CITY STAFF PREPARE MATERIALS FOR MEETING ATTEND CITY COUNCIL MEETING PREPARE & CIRCULATE NOTES																							
					Wk of May 03 *																		
PROJECT COMPLETION																							
(Note- all proposed dates will be coordinated with City)																							

CAPABILITY

FINANCIAL & TECHNICAL RESOURCES

Noll & Tam is an established firm in business since 1992. We have the structure in place to manage multiple projects at varying stages of completion. Our technical depth includes 21 licensed architects, 10 designers, 3 interior designers and a graphics manager. We are confident we have the resources available to complete the Visioning Study successfully, on your proposed timeline.

We are happy to provide further information about our financial stability upon request.

ABILITY FOR RESPONSIVENESS

The key staff we've proposed here are available and ready to kick off this project upon notice to proceed from the City. Depending on the current situation with Covid-19, we are prepared to lead stakeholder charrettes and community input meetings either virtually or in person. For the last 9+ months, Noll & Tam has been following state and county guidelines for social distancing and remote work, but have been able to move forward productively with all our projects in different phases. We are currently conducting client and stakeholder meetings via digital platforms like Zoom or Microsoft Teams, facilitated in a way that is interactive, clear, and well organized.

Our virtual meetings have proven to be an effective alternative, and more cost effective than in-person meetings. When it is possible to have meetings in person, we will follow safe, published protocols that protect all parties involved.