

TOWN OF ATHERTON



Request for Proposals

for

Civic Center Design

**City Clerk
91 Ashfield Road
Atherton, CA 94027**

Proposals due by 12:00 pm on December 10, 2014

- SECTION I** Overview
- SECTION II** Background
- SECTION III** Site Location and Description
- SECTION IV** Scope of Work and Experience
 - A.** Definition
 - B.** Scope of Services
 - C.** Required Experience
- SECTION V** Submittal and Review Process
- SECTION VI** Proposed Timeline
- SECTION VII** Statement of Qualifications Content
- SECTION VIII** Evaluation Criteria
- SECTION IX** Appendices
 - 1. Master Plan drawing
 - 2. Proposed schedule
 - 3. Scope of Work
 - 4. Standard Form of Agreement

I. Overview

This Request for Proposals is being distributed only to firms invited by the Town of Atherton.

The Town of Atherton seeks proposals for professional services, specifically architects and specialty sub-consultants, to prepare plans, specifications and estimates and provide services through construction to implement the Civic Center Master Plan, on the Town Web site at <http://www.ci.atherton.ca.us> under Current Projects or at [ca-atherton.civicplus.com DocumentCenter/View/1198](http://ca-atherton.civicplus.com/DocumentCenter/View/1198). The Master Plan was conceptually accepted by City Council in March 2014. The Master Plan is proposed to be built on the 4.4 acre Town-owned site that currently accommodates the original Town Hall (circa 1928) Administration/Police building, library and modular Community Services (Planning/Building/Engineering) building. The site is bounded by residential neighbors on 3 sides and by railroad tracks that serve Caltrain and freight traffic. The Master Plan also includes changes to the on-site and off-site traffic circulation. Site layout and design must be consistent and compatible with Atherton's rural, neighborhood residential character in massing and scale, reflecting the Town's building types rather than an urban civic center. The design should endeavor to mitigate adverse impacts on nearby residents. The Town has selected PlaceWorks to assess environmental impacts and to prepare the appropriate document (MND or EIR) for the project. The environmental consultant's schedule proposes to have an EIR certified in Summer 2015.

Responding firms must have demonstrated experience in designing municipal facilities and delivering cost-effective architectural solutions. The entire Town-owned property, including adjacent rights-of-way, are to be considered in designing the site to be used for the Civic Center, which should house City Council chambers, police department, library, Town administrative offices, community development permit center, public works maintenance, multi-purpose/community rooms and other amenities designed to facilitate community events and uses.

Funding for the project is unique. The Town has dedicated funds for the library and Community Services Department but is precluded by a voter-approved action from using tax funds for the Town Center construction. Efforts are underway to raise donations to fund approximately \$20 million that is the unfunded portion of the project.

II. Background

The Civic Center Master Plan consists of the Town's Administrative Offices, Police Department, Public Works, Building and Planning Departments, Council Chambers, and contract Post Office, (totaling approximately 25,000 s.f.) Library, (approximately 9,000 s.f.) other functional uses and associated outdoor facilities. Policy changes and government mandates may require flexibility to add services, although no significant staffing additions are currently contemplated. The Caltrain station adjacent to the Civic Center will remain and access should be enhanced in anticipation of the resumption of daily service. The historic Town Hall is to be retained although its function has not been defined.

Firms should be familiar with previous studies, programming information and design concepts presented on the Town's website at www.ci.atherton.ca.us under the Civic Center, as well as materials related to master planning and space needs. A proposed Project Schedule is included in the Appendix. This material is presented for information only and may not be indicative of the Town's current or future

needs. The Town is preparing background information including a preliminary title report, land survey, plot of underground utilities, geotechnical report, soil sampling report and hazardous materials reports.

III. Site Location and Description

The Civic Center site is located at 91 Ashfield Road. It is bordered on the west by Fair Oaks Lane, on the north by railroad tracks (also used by CalTrain), on the east by Maple Avenue and on the south by private properties. The parcels are generally bisected by Dinkelspiel Station Lane and Ashfield Road. Major buildings include the Administration Building/Police Station, original Town Hall (currently Council Chambers), Library, Corporation Yard Garage, Corporation Yard Office/Lockers, Police Garage and (modular) Permit Center. There are approximately 100 off-street parking spaces available to the public, plus a secured lot for Police parking. A drawing of the accepted Master Plan site plan is included as Exhibit 1. Two drawings which are the western and eastern plots of a site survey are also available for download on the Town's website. These plots show that the Caltrain station, approximately 35 parking stalls and associated access roads are not owned by the Town but are available for public use. The plots also show an SFPUC 36" water main and public utilities which should be considered when refining the site plan. The Town's parcels and rights-of-way bordered by them on both sides are approximately a rectangle 1,040 feet long (east-west dimension) by an average of 250 feet wide, with the Administration/Police Building at the widest point being 320 feet. The parcels include a total of approximately 4.4 acres, excluding the street rights-of-way.

IV. Scope of Work and Experience

A. WORK DEFINITION

The Town is requesting proposals from design teams to design and provide professional services through construction to implement the Master Plan. Work is expected to include validation of programming, design, public outreach and services in support of construction.

B. SCOPE OF SERVICES

The proposed project includes a police department co-located with administration functions and a separate library, so firms should be able to demonstrate experience with all of these types of facilities. Other potential areas of interest are an underground garage, for Police parking and use, sustainable design, including LEED-compliant design up to Platinum and/or possibly Zero Net Energy and Water design, and utility undergrounding on adjacent Fair Oaks Avenue. Since the majority of the project is to be funded by donations, the Council has specified that the project needs to be budget-driven. In addition, because the majority of funding will be from private sources, extensive public participation is expected and the architect will be expected to provide information to and solicit desires from residents in a number of public meetings.

The Scope of Work is detailed in Appendix 3. Proposers should consider the Scope of Work as a minimum requirement and may propose modifications and should propose on additional services required to complete documents for add-alternates selected by the Town following their analysis by the architectural team in the Schematic Design phase. Proposers should note that they would be required to modify the design, at their cost, should the construction bids exceed their Final Estimate of Probable Cost by more than 5%.

C. EXPERIENCE

As set forth in the Request for Qualifications and as submitted in the proposer's Statement of Qualifications.

V. Submittal and Review Process

1. Applicant questions: All questions regarding the RFP shall be submitted in writing to Gordon Siebert, City Engineer, at gsiebert@ci.atherton.ca.us . Questions and responses will be posted on the Atherton Town website.
2. Submittal Deadline: Late submittals will not be accepted.
3. Provide an email, address and phone number for the person to be contacted regarding the RFP.
4. Format and Delivery: Duplication of materials from the SOQ is not required. Submit twelve (12) letter-sized copies with one (1) unbound copy of the technical proposal to:

City Clerk
Town of Atherton
91 Ashfield Road
Atherton, CA 94027

and e-mail a PDF copy to Gordon Siebert at gsiebert@ci.atherton.ca.us .

5. Submittals will not be returned.
6. Fee should be submitted in a separate sealed envelope. Fee proposal should be submitted as a lump sum by phase, and each add-alternate should be included at additional cost beyond the Schematic Design phase.
7. The Town reserves the right to accept or reject any or all submissions, or to alter the selection process in any lawful way, to postpone the selection process for its own convenience at any time, and to waive any non-substantive defects in this RFP or the submittals.
8. The Town proposes to short list the most qualified firms for interviews. The Town reserves the right to solicit additional proposals at any point in the project should it fail to select a firm or should that firm fail to execute the Town's Agreement.

VI. Proposed Timeline

December 1, 2014	Submission deadline for written questions
December 3, 2014	Responses to written questions available on Town website
December 10, 2014, 12 pm	Proposals due
January 13 & 14	Interviews
January 27, 2015	Joint City Council/CCAC meeting to interview finalists
February 18, 2015	Town Council affirms CCAC recommendation and approves agreement

VII. Proposal Content

The Proposal should include the following:

1. DESIGN TEAM – include any significant changes between team composition submitted in the SOQ and this Proposal
2. UNDERSTANDING OF THE PROJECT – a discussion of goals, vision, background, opportunities and constraints. Include examples and materials of your work in support of your understanding of this project, the site and Atherton’s architectural context.
3. WORK PLAN – responsive to the Scope of Work, including a discussion of approach, management and expected results; include a matrix, by phase, of work hours, including sub-consultant work hours
4. PROFESSIONAL FEES: Include Standard Rate sheets for all firms. In a separate, sealed envelope, include lump sum fees, and charges by phase; include fees for development of add-alternates beyond Schematic Design phase, including four add-alternates of Zero Net Energy, Zero Net Water, LEED Platinum and Utility Undergrounding on Fair Oaks Avenue between El Camino Real and railroad, not in the Master Plan cost proposal.
5. PROJECT SCHEDULE, including deliverable milestones

VIII. Evaluation Criteria

Project Team	30%
Understanding of the Project	30%
Work Plan	20%
Schedule	10%
Best Value	10%

IX. Appendices

1. Master Plan site plan
2. Project Schedule
3. Detailed Scope of Work
4. Standard Form of Agreement for Consultant Services

Appendix 1, Master Plan Site Plan



Appendix 2, Project Schedule

Appendix 3, Scope of Work

See Attachment

Appendix 4, Standard Form of Agreement

See attachment

Atherton Civic Center - Atherton

Project Schedule - October 7, 2014



ID	Task Name	Duration	Start	Finish	August							September			
					7/20	7/27	8/3	8/10	8/17	8/24	8/31	9/7	9/14		
1	ACC Documentation	0 days	Mon 6/30/14	Mon 6/30/14											
2	Project Setup & Initiation	209 days	Wed 7/23/14	Mon 5/11/15	←										
3	Project Management NTP	0 days	Wed 7/23/14	Wed 7/23/14	◆ 7/23										
4	Project Orientation & Kick-off Meeting	1 day	Wed 7/30/14	Wed 7/30/14											
5	Review Existing Cost Estimate	2 wks	Thu 7/31/14	Wed 8/13/14											
6	Develop Work Plan	2 wks	Thu 7/31/14	Wed 8/13/14											
7	Request All Site Documentation: Survey, Geotech, Hazmat	0 days	Mon 8/4/14	Mon 8/4/14											
8	Review Entitlements	4 wks	Mon 8/4/14	Fri 8/29/14											
9	Goals & Objectives	25 days	Thu 7/31/14	Wed 9/3/14											
10	CCAC Meetings	196 days	Mon 8/11/14	Mon 5/11/15											
21	PM Advise on Architect RFP/RFQ	25 days	Thu 7/31/14	Wed 9/3/14											
22	CCAC Approve Architect RFQ	0 days	Mon 9/8/14	Mon 9/8/14											
23	Council Approve Architect RFQ & Issue	0 days	Wed 9/17/14	Wed 9/17/14											
24	Architectural SOQ Due	0 days	Fri 10/3/14	Fri 10/3/14											
25	Evaluate SOQ & Short List Architects for RFP	7 days	Mon 10/6/14	Tue 10/14/14											
26	Council Approves RFP & Issue	0 days	Wed 11/5/14	Wed 11/5/14											
27	RFP Q&A	1 day	Wed 11/12/14	Wed 11/12/14											
28	Architectural Proposals Due	0 days	Wed 11/26/14	Wed 11/26/14											
29	Evaluate Proposals & Invite Architects to Interview	7 days	Thu 11/27/14	Fri 12/5/14											
30	Interview Architectural Short List	2 days	Tue 12/9/14	Wed 12/10/14											
31	Architect Contract Negotiations	9 days	Thu 12/11/14	Tue 12/23/14											
32	Council Selection of Architect	0 days	Wed 1/7/15	Wed 1/7/15											
33	Architectural NTP	0 days	Wed 1/7/15	Wed 1/7/15											
34															
35	Design Phase	290 days	Wed 1/7/15	Tue 2/16/16											
36	Programming	35 days	Wed 1/7/15	Tue 2/24/15											
45															
46	Schematic Design	65 days	Tue 2/24/15	Tue 5/26/15											
61															
62	Design Development	78 days	Tue 5/26/15	Fri 9/11/15											
77															
78	Construction Documents	112 days	Fri 9/11/15	Tue 2/16/16											
101															
102	Owner/Operator Approvals	258 days	Wed 2/25/15	Fri 2/19/16											
103	Design Review	258 days	Wed 2/25/15	Fri 2/19/16											
104	Programming	10 days	Wed 2/25/15	Tue 3/10/15											
105	100% Programming Review	10 days	Wed 2/25/15	Tue 3/10/15											
106	Written Comments issued to Design Team	0 days	Tue 3/10/15	Tue 3/10/15											
107	Schematic Design	10 days	Wed 5/27/15	Tue 6/9/15											
108	100% Schematic Design Review	10 days	Wed 5/27/15	Tue 6/9/15											
109	Written Comments issued to Design Team	0 days	Tue 6/9/15	Tue 6/9/15											

Atherton Civic Center - Atherton

Project Schedule - October 7, 2014



ID	Task Name	Duration	Start	Finish	August						September			
					7/20	7/27	8/3	8/10	8/17	8/24	8/31	9/7	9/14	
110	Design Development	10 days	Mon 9/14/15	Fri 9/25/15										
111	100% DD Review	10 days	Mon 9/14/15	Fri 9/25/15										
112	Written Comments issued to Design Team	0 days	Fri 9/25/15	Fri 9/25/15										
113	Construction Documents	55 days	Mon 12/7/15	Fri 2/19/16										
114	50% CD Review	10 days	Mon 12/7/15	Fri 12/18/15										
115	Written Comments issued to Design Team	0 days	Fri 12/18/15	Fri 12/18/15										
116	100% CD Review	10 days	Wed 1/20/16	Tue 2/2/16										
117	Written Comments issued to Design Team	0 days	Tue 2/2/16	Tue 2/2/16										
118	Conformed CD Review	5 days	Mon 2/15/16	Fri 2/19/16										
119	Written Direction to Issue Documents for Bidding	0 days	Fri 2/19/16	Fri 2/19/16										
120														
121	Entitlements*	201 days	Wed 7/23/14	Wed 4/29/15										
122	Environmental RFP	23 days	Wed 7/23/14	Fri 8/22/14										
123	Consultant Interviews	1 day	Tue 8/26/14	Tue 8/26/14										
124	Council Award & NTP	0 days	Wed 9/17/14	Wed 9/17/14										
125	Environmental Studies	60 days	Thu 9/18/14	Wed 12/10/14										
126	CEQA Submittal	0 days	Wed 12/10/14	Wed 12/10/14										
127	CEQA Review & Comments	20 days	Thu 12/11/14	Wed 1/7/15										
128	Draft CEQA Response	10 days	Thu 1/8/15	Wed 1/21/15										
129	Public Comment Period	20 days	Thu 1/22/15	Wed 2/18/15										
130	Planning Department Review	10 days	Thu 2/19/15	Wed 3/4/15										
131	Town Council Hearing	0 days	Wed 3/4/15	Wed 3/4/15										
132	Appeals Period	40 days	Thu 3/5/15	Wed 4/29/15										
133														
134	Permitting*	188 days	Tue 5/26/15	Fri 2/12/16										
135	Atherton Civic Center	188 days	Tue 5/26/15	Fri 2/12/16										
136	Preliminary Planning/Building Review	0 days	Tue 5/26/15	Tue 5/26/15										
137	Preliminary Planning/Building Review	0 days	Fri 9/11/15	Fri 9/11/15										
138	Submission to Planning/Building	3 days	Wed 1/6/16	Fri 1/8/16										
139	Processing by Planning/Building	2 wks	Mon 1/11/16	Fri 1/22/16										
140	Receipt of Plan Check Comments	0 days	Fri 1/22/16	Fri 1/22/16										
141	Drawing Revisions	2 wks	Mon 1/25/16	Fri 2/5/16										
142	Re-Submission to Planning/Building	0 days	Fri 2/5/16	Fri 2/5/16										
143	Processing by Planning/Building	1 wk	Mon 2/8/16	Fri 2/12/16										
144	Permit Issued - (*Review periods are estimates only)	0 days	Fri 2/12/16	Fri 2/12/16										
145														
146	Bidding Phase	35 days	Fri 2/19/16	Fri 4/8/16										
153														
154	Construction Phase	420 days	Fri 4/8/16	Fri 11/17/17										
163	Project Opening	20 days	Mon 11/20/17	Fri 12/15/17										

Atherton Civic Center - Scope of Work

Master Development Plan

October 17, 2014

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MASTER PLAN REVIEW PHASE

1.0 Task 1: Project Management

1.1 Sub-Task 1: Project Initiation

1.1.1 Project Initiation - Project Kickoff Meeting

Once the Notice to Proceed has been issued, the Architect will review the approved Master Plan documents in preparation for the Project Kickoff Meeting. Architect will meet with the Town's Project Team (Staff, CCAC, Mack5) to initiate the project, confirm each project participant's role and responsibilities and set up system for documenting the project and organizing communication among project participants. Initial assignments will be identified and communications lines will be established among project participants.

1.1.2 Preliminary Budget Review

Architect will work with the Project Team to identify overall budget goals and establish breakdown for construction costs, project costs and appropriate contingencies. This initial review will serve as the basis for development of the detailed project budget. This is a budget driven project.

1.1.3 Preliminary Schedule Review

The Architect as part of the Project Team will review the preliminary project schedule and specific project goals and milestones. Appropriate periods for department reviews will be established. Specific dates for Public Workshops, Town Civic Center Advisory Committee (CCAC) meetings and Town Council presentations will be determined. This review will serve as the basis for development of the detailed project schedule and number of meetings as noted below.

1.1.4 Meeting Schedule

Once the project schedule is complete, Architect will prepare an initial list of interviews and meetings to be scheduled with appropriate Town and Library Staff. Each meeting will include an agenda that addresses the issues to be covered. Bi-weekly Design Team meetings will be anticipated throughout this project phase to be coordinated with other Town staff or agency meetings wherever possible.

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1.1.5 Quality Control

During all phases of the project the consultant will establish review periods and provide check sets. These check sets will be issued to the entire consultant team with enough time before each formal submittal to assure proper

coordination and back checking. This will include internal checklist review and design and technical reviews by senior staff of the Architect's.

Output: A draft of roles and responsibilities, preliminary project budget and schedule, list of interviews and meetings and directory of project participants will be distributed to Project Team.

1.2 Sub-Task 2: Analysis of the Master Plan, Existing Site and Constraints

1.2.1 Initial Site Tour

Architect, the consultant team and representatives of the Project Team will facilitate a tour of the Civic Center site to begin refining the design and technical opportunities and constraints of the site.

1.2.2 Site Documentation

The Town will need to provide appropriate documentation of the site including existing traffic studies, hazardous material analysis, soils analysis, arborist survey and reports, if required by the Planning Department. Architect will evaluate this material and determine if it is sufficient for this phase. Initial meetings with the Planning Department will help determine what will be necessary.

1.2.3 Additional Site Analysis

Architect will build upon the preliminary analysis completed under the Master Plan and prepare an analytical base plan, mapping factors that might influence the design. These include required setbacks, diagrams of noise and climatic factors, SFPUC lines, diagrams of existing vehicular and pedestrian flow patterns and block footprints of the building area and required parking. Existing and additional outdoor space program elements will be identified in this analysis.

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1.2.4 Additional Research

It will also be important at this early stage to continue to meet with Town planning staff, so that the Architect can identify additional zoning or environmental constraints on the site. Architect will need to look at maximum footprint, setback, FAR and height restrictions, as well as the Town's guidelines for determining parking requirements.

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Output: Provide a site analysis drawing and a brief report documenting the meetings with planning staff and any other site constraints that will impact the project.

1.3 Sub-Task 3: Historical and Contextual Analysis

1.3.1 Neighborhood Tour

Architect, the consultant team and representatives of the Project Team will tour the Civic Center and Town Park area and extended neighborhood to

become familiar with the existing and historical context of Atherton. Additional members of the community are invited to join the Project Team and contribute their perspective.

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1.3.2 Historical Archives

Further historical research of the Town will help us identify significant historical images, events and Architecture that may be relevant in identifying and developing an Architectural expression unique to Atherton. This will augment the research already done on historic Atherton and the Civic Center site.

Output: Architect will produce image boards of photographs and reproductions to document the findings for the Project's use. These will be available for presentation to Project Team.

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1.4 Sub-Task 4: Project Budget and Schedule

1.4.1 Project Schedule and Budget Goals

Architect will meet with the Town's Project Team and representatives of the Town Staff to establish a detailed schedule and budget for the project. Specific Goals established with preliminary work will be confirmed and incorporated in these documents, including all additive alternates from the Master Plan Cost Plan and possible increase in design to LEED Platinum and /or Net Zero.

1.4.2 Project Budget

Architect will meet the Town's budget goals, augmented by additional input from the cost consultant to set up a working budget document that takes into account anticipated costs for construction, fees and permits, construction management, tests and inspections, furnishings and equipment, moving costs and change order contingencies.

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1.4.3 Project Schedule

The Architect will review and confirm the project schedule and specific project goals and milestones. Architect will then generate a draft project schedule that will be distributed to Consultant Team and Project Team for review. Architect will incorporate comments from the Project Team and those of the Consultant Team so that a working project schedule can be established. This document should be updated as the project progresses.

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Output: Architect will provide a draft budget and project schedule for distribution and review. A final working budget and schedule will be issued and maintained throughout the project.

1.5 Sub-Task 5: Program Review / Revisions

1.5.1 Prioritization of Program Elements

Develop the Administration-Police and Library programs along with any joint use facilities. The Police-Administration building will require careful prioritization of the program elements to stay in line with the budget. This should include a peer review and detailed space analysis. The final configuration of the facilities must combine to meet the intent of a needs assessment in a functional and economical manner.

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1.5.2 Outdoor Space Program

Existing and potential new outdoor space elements need to be identified and included in the programming exercise. Any existing programs that are displaced will need to be evaluated and relocation or replacement will need to be considered.

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Output: Architect will generate comments for each of these issues related to the new Library and Police programming. These comments will be supported by comparisons to similar facilities within the area. Documents will be created to supplement the Building Program. Architect will generate comments and mark-ups of revised program documents authored by the Town's Project Team.

CONCEPTUAL DESIGN PHASE

2.0 Task 2: Conceptual Design

2.1 Sub-Task 1: Site Development

2.1.1 Initial Site Development

This represents the first pass at applying the results of the building program development and site analysis on the selected site. Architect will graphically explore issues of program size, adjacencies, circulation, parking (including underground parking), outdoor space, and scale to the site. Critical elements include the underground utilities, which should be analyzed for adjustments to the building or utility locations and the removal and replacement of heritage trees. The goal of this exercise is to quickly familiarize the Project Team with the elements of the project and identify critical issues that will be further explored in subsequent sessions.

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2.1.2 Preliminary Site Development Plans

Once the critical issues have been identified, including the potential for an underground garage, Architect will generate several alternatives for site development that show various approaches to these issues. These plans will be presented to the Project Team in a workshop environment where the Architect can explore the relative merits of the various approaches and begin to introduce design issues about appropriate civic character, response to existing park context and to the community at large.

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Output: Architect will produce site diagrams and lists of issues for initial site development analysis and present these to the Project Team. Once critical issues are identified, based on the Master Plan, the Architect will generate alternatives for preliminary site development. The product, comments and meeting notes from Project Team review will be the basis for development in the next task.

2.2 Sub-Task 2: Building Development

2.2.1 Initial Building Development

Once the Master Plan has been studied with the various site development plans, the Architect will begin a more detailed study of the building program and various approaches to organizing the program elements. Some of the larger issues such as entry, service, views, and massing will have been discussed in the previous task but the Architect will look more carefully at the entire program.

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2.2.2 Building Development Analysis and Diagrams

Architect will begin to look at the building's organization and the preferred relationships between the various components of the building program. Architect will start with bubble diagrams which simply address issues of adjacency, and expand these into more accurate space configuration diagrams, that incorporate the actual size relationships of the spaces involved. These diagrams can then be evaluated from a programmatic and operational perspective as well as potential for Architectural expression, scale and interest.

Output: Architect will produce building diagrams and lists of issues for building development analysis and present these to the Project Team. The product, comments and meeting notes from this analysis will be the basis for generating alternatives in the next task. These diagrams may be used as collateral for early fund raising efforts.

2.3 Sub-Task 3: Conceptual Design Alternatives

2.3.1 Initial Concept Alternatives

Once a few organizational alternatives are selected, Architect will match these to the Master Plan and create a series of actual plan alternatives that incorporate the opportunities and constraints identified in the site development studies. This should incorporate all additive alternates. Architect will generate up to three (3) Initial Concept Alternatives, including (2) that address the underground garage for review with the CCAC and subsequent public presentations.

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2.3.2 Conceptual Design - Public Workshops (1-2 meetings)

These alternatives, along with results of the site and contextual analysis, will be presented in public workshops. The community will have an opportunity to evaluate the progress and contribute toward the refinement of each plan. The

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end result will be comments on each of the design alternatives and recommendations for further development.

2.3.3 Conceptual Design Alternatives

Architect will prepare presentation drawings of up to three (3) preferred alternatives including site plans and diagrammatic floor plans. These alternatives will be presented to the Project Team in a workshop environment where the Architect will begin to refine the alternatives to maximize the potential of each approach.

2.3.4 Comparative Analysis of Conceptual Design Alternatives

Presentation will include pros and cons as well as specific comments about how each plan addressed critical issues relevant to the budget, the site, the program and other project goals. These pros and cons will be expanded in discussion with the Project Team. One concept, or a combination of several concepts, will be identified for further development with appropriate comments. At this point a final decision will be made as to whether the underground garage will be incorporated into the project.

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Output: Architect will generate up to three (3) Initial Concept Alternatives, including (2) that address the underground garage for review that include all additive alternates. These alternatives, along with results of the site and contextual analysis, will be presented in a public workshop. Architect will further develop up to three (3) Conceptual Design Alternatives with site and building plans developed sufficiently to clearly demonstrate program elements within plans. A preliminary list of pros and cons will be generated for discussion.

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2.4 Sub-Task 4: Draft Concept Plan

2.4.1 Preliminary Concept Plan

Based on direction established in the previous task, Architect will then prepare a Preliminary Concept Plan for presentation to the Project Team. This presentation will include preliminary elevations, sections, exterior materials and finishes. This will be a pin-up style presentation where critique and feedback are encouraged. If appropriate this session can become a workshop style meeting to explore variations of the plan presented. The feedback and the comments the Architect receives will be incorporated in the next task.

2.4.2 Draft Concept Plan

The next presentation will be ready for review by the Project Team, followed by the Town Council.

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2.4.3 Preliminary Cost Estimate

Architect will work with Town's consultant (mack5) to confirm a conceptual construction and overall project cost estimate meets the approved budget. Overall project costs will include construction, fees and permits, furnishings,

fixtures and equipment, related soft costs, add-alternates and contingencies. There should be a discussion of Project risks, including cost escalation and impact on timing.

Output: Preliminary Concept Plan will include site plan, building plan, preliminary elevations, sections, exterior materials and finishes. Draft Concept Plan will include more refined versions of the same with the addition of a simple massing model demonstrating the scale relationship of the civic center to its context.

2.5 Sub-Task 5: Preliminary Reviews

2.5.1 Town Staff / Project

Architect will meet with the Project Team and appropriate Town Staff to review progress of the conceptual plan development. Any outstanding issues regarding site design and conceptual level planning should be resolved prior to completion of the Draft Concept Plan.

2.5.2 Planning / Building / Fire / Police / Utilities

Preliminary presentations will be made to appropriate agencies to identify critical issues that are best addressed at this conceptual level. These presentations also serve as an early opportunity for contribution from these agencies and to establish familiarity with the project.

2.5.3 Civic Center Advisory Committee

Architect will present the Draft Concept Plan and Preliminary Cost Estimate for their review and input in a public session. The goal is that the Committee will make comments and the Architect will move on to the Schematic Design Phase.

Output: Architect will summarize input regarding the Draft Conceptual Plan and Preliminary Cost Estimate received during the various reviews. These summaries can serve as a checklist for further development.

2.6 Sub-Task 6: Final Concept Plan

2.6.1 Review of Final Comments

Architect will meet with the Project Team to review comments generated by the various reviews of the Draft Concept Plan. Any issues that are outstanding should be addressed in this meeting with the purpose of clear final resolution. Architect will seek conclusive list of revisions for inclusion in Final Concept Plan.

2.6.2 Final Concept Plan

Architect will make revisions necessary and prepare Final Concept Plan documents that reflect the comments received throughout the review process. These documents will be the basis for the Schematic Design Phase.

Output: Final Concept Plan will include site plan, building plan, building elevations, sections, 3D digital model, and exterior materials and finishes.

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SCHEMATIC DESIGN PHASE

3.0 Task 3: Schematic Design

3.1 Sub-Task 1: Project Management

3.1.1 Kickoff Meeting

Architect will meet with the Town's Project Team to initiate the Schematic Design Phase, to confirm each project participant's role and to review the project schedule and budget. The entire Scope of Work will be reviewed to identify any modifications to the original assumptions.

3.1.2 Project Budget

Architect will continue to monitor the construction budget, to review the information with the Project Team, and to propose and discuss methods to maintain the budget. All remaining additive alternates will be determined at the end of this phase. A Schematic Cost Estimate will be completed based on the 60% Schematic Documents in order to evaluate the design direction relative to the project budget.

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3.1.3 Project Schedule

The Architect will review and confirm the project schedule and specific project goals and milestones. Architect will update the project schedule that will be distributed to Consultant Team and Project Team for review.

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3.1.4 Meeting Schedule

Once the project schedule is updated, Architect will prepare an initial list of interviews and meetings to be scheduled for this phase. Each meeting will include an agenda that addresses the issues to be covered.

3.1.5 Project Delivery Methods

Architect will review with the Town the options for project delivery and construction, including public bid methods, or contractor assisted design and construction. This scope of work assumes that the project will be open to public bid by qualified contractors, following the construction document phase.

3.1.6 Confirm Program

Architect will review the project scope and preliminary budget with the Project Team in order to identify realistic base program.

3.1.7 Code Review

Architect will perform a preliminary code review to document code requirements and formalize assumptions for the development of the civic center. This document will be presented to planning, building, and fire department during reviews.

3.1.8 Quality Control and Consultant Coordination

Architect will provide a check set at 60% completion of this phase. A copy will be issued to the client, cost estimator, and all consultants for review and coordination. Architect utilizes project checklists by phase and a responsibility matrix identifying primary and secondary roles for critical coordination issues. Architect will also include a design review by senior staff as an objective overview of the project.

This set, with comments from the client and consultants will be the basis for presentation materials prepared for the Planning Department.

Output: Updated Project Schedule and Project Plan. Code Review Summary.

3.2 Sub-Task 2: Schematic Design and Documentation

3.2.1 Program Evaluation

Architect will review and solicit comments from the Project Team to identify program and design issues, based upon the Conceptual Design package. Any outstanding issues need to be discussed and resolved prior to further development of the plans.

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3.2.2 Architectural Schematic Development

Architectural development in this phase will include more detailed plan development including preliminary furniture arrangements, shelving layouts, circulation and reception desks and staff areas. Exterior elevations and sections will be developed to show exterior materials and treatment, architectural detailing, and interior volumes.

3.2.3 Schematic Site Development

Site plan development will show the entire site including roads, utilities, building footprint, entry and patio areas, service areas, paving and parking layouts and a landscape plan. Schematic utility and grading designs will be included.

3.2.4 Preliminary Consultant Review

Architect will begin with a kick off meeting to review the project scope and schedule with the key consultants, including the civil, structural, mechanical, electrical engineers, landscape Architects and interior and lighting designers. Each consultant will review the progress of the schematic design, make recommendations, and identify key issues that need to be tracked through the design process.

3.2.5 Building Systems

Based on the current Architectural schematic design, the consultants will then begin to prepare schematic drawings and outline specifications to establish and describe the systems for the building and site. Architect will coordinate the Architectural design of the building with each of the disciplines. Where necessary, individual consultants will meet with the Project Team or appropriate staff to discuss and confirm the proposed systems.

3.2.6 60% Schematic Documents

A 60% progress set will be distributed for various Departmental reviews, cost estimate, and CEQA compliance. These documents will represent a complete set of schematic design documents that will be modified in response to the various reviewing agencies and eventually form the basis for the Final Schematic Design.

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3.2.7 Presentation Documents

The presentation documents for submittal to the CCAC will be based on the updated 60% documents after all other Town reviews. The emphasis of these documents will be to communicate the look and feel of the site and building design. Representative details can be added as necessary to communicate design intent and respond to concerns of the CCAC.

3.2.8 Schematic Design – Public Workshops (4-6)

Based on the presentation documents noted in 3.2.7, the Schematic Design will be presented in public workshops. The community will have an opportunity to evaluate the progress and contribute toward the plan refinement. The end result will be comments on the design progress and recommendations of further development.

Output: Architectural Schematic Development documents will include precise site plan, floor plan, elevations, sections and outline specifications.

60% Schematic Documents will include:

- Cover Sheet with Project Data
- Site Plans including Site work, Utilities and Landscape
- Floor plans, with Furniture and Shelving Layout
- Exterior Elevations with Materials Schedule
- Building Sections
- Engineering Plans identifying Building Systems
- Outline Specifications
- Preliminary Green Building Analysis

Presentation Documents will include:

- Colored Site Plan
- Colored Floor Plan
- Colored Exterior Elevations
- Building Sections
- Exterior Color/Materials Board

3.3 Sub-Task 3: Preliminary Review / Formal Submittals

3.3.1 Town Staff / Project

Architect will meet with the Project Team and appropriate Town Staff to review feedback from the public workshops and progress of the schematic design development. Progress printing of design documents, product information and samples, and appropriate demonstration of design direction will be provided throughout the phase to ensure compliance with the project goals. Outstanding issues relative to schematic design should be resolved prior to completion of the 60% Schematic Documents.

3.3.2 Planning / Building / Fire / Police / Utilities

Preliminary presentations will be made to appropriate agencies to identify critical issues that need to be addressed at the schematic level. Architect will provide current documents to the planning department for inclusion in their CEQA oversight. The timing of this submittal may need to be prior to the completion of the schematic design.

3.3.3 Library Staff

Architect will present the Architectural Schematic Development documents for review by the Project Team, then input in a public session. Architect will then come back with the 60% Schematic Documents and Presentation Documents. The Library Staff will make comments that will complete the Final Schematic Documents.

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Output: Architect will summarize input received during the various reviews. These summaries can serve as a checklist for further development.

3.4 Sub-Task 4: Final Schematic Design

3.4.1 Revised Schematic Documents

Architect will make final modifications to the Schematic Documents per direction from the Project Team. These revised documents will constitute the Final Schematic Design documents.

3.4.2 Schematic Cost Estimate

Based on the Final Schematic Documents, Architect will submit a draft schematic estimate for probable construction cost, prepared by mack5 at the completion of this phase. The entire consultant team will review the information and assist the Town in reconciling the project scope and budget, including final decisions to move forward with any remaining additive alternates.

3.4.3 Green Building Criteria

Based on the Final Schematic Documents, Architect will develop a score card to address the potential green building initiatives, ~~from LEED Compliant to Net Zero~~ that can be integrated into the final building design. This score card will itemize all areas of the project, including: sustainable site, water efficiency, energy & atmosphere, materials & resources and indoor environmental quality.

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3.4.4 Final Schematic Design – Public Workshop (1)

All refinements to the Schematic Design subsequent to those reviewed in 3.2.8 above will be presented to the community to confirm all previous comments have been addressed.

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3.4.5 Presentation to the Town

Architect will make a final presentation to the Town Council with the Presentation Documents. Color Graphics, Schedule and Budget information will be updated and provided to staff for inclusion in their report.

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Output: Final Schematic Documents will include:

- Final Schematic Documents
- Final Presentation Documents
- Updated Cost Estimate
- Final Project Budget and Schedule
- Potential Cost Control Recommendations

DESIGN DEVELOPMENT PHASE

Task 1: Project Management

1.1 Sub-Task 1: Design Development Initiation

1.1.1 Design Development Kickoff Meeting

Architect will meet with the Town's members of the Project Team to initiate the Design Development Phase, to confirm each project participant's role and to review the project schedule and budget.

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Output: Ref. Sub-Task 2.

1.2 Sub-Task 2: Project Budget and Schedule

1.2.1 Project Budget

Architect will continue to monitor the construction budget, to review the information with the project team, and to propose and discuss methods to maintain the budget. Refer to task 2.4.1.

1.2.2 Project Schedule

The Architect will review and confirm the project schedule and specific project goals and milestones. Architect will review the project schedule and submit comments and those of the Design Team to the Project Team. Architect will provide progress updates to help facilitate the maintenance of the schedule.

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1.2.3 Meeting Schedule

Once the project schedule is confirmed, Architect will prepare an initial list of meetings to be scheduled. Each meeting will include an agenda that addresses the issues to be covered and any previous unresolved issues.

1.2.4 Project Submittals

The Architect will review and confirm the necessary project submittals to reviewing agencies, and coordinate the requirements with the schedule. Ref. Task 3.

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1.2.5 Review and Quality Control

Architect will provide a check set at the 50% and 100% completion of this phase. A copy will be will be issued to the client and all consultants for review and coordination. A copy will be issued at 100% completion to the cost estimator, ref. 2.4.1

Output: Updated Project Schedule and Project Plan.

Task 2: Design Development

2.1 Sub-Task 1: Review of Schematic Design

2.1.1 Review and modify design documents

Architect will review and solicit comments from the Project Team to identify design issues, based upon the Schematic Design package and cost estimate. These issues need to be discussed and incorporated at the beginning of the phase, prior to further design and documentation.

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2.2 Sub-Task 2: Building Development

2.2.1 Building Development

Architectural development in this phase will focus on development and coordination of the building systems established in the previous phase, including wall and roof systems, windows, doors and prototype detailing.

2.2.2 Administration-Police & Library Development

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Architect will work with the Town, Police & Library staff and existing

programming material to finalize the design for IT and other specialized equipment and fixtures.

2.2.3 Interior planning and design

With the Interior Design Programming document prepared in the previous phase Architect and the interior design consultant will prepare an interior design scheme for presentation and approval by the Town. This information will be coordinated with the Administration-Police and Library equipment, the furniture, fixtures & equipment package and incorporated in the design development documents along with any add-alternates such as the Council Chambers.

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2.2.4 Design Development Public Workshop

If necessary, a public design meeting can be held during a regularly schedule CCAC meeting to update the public on the project progress.

Output: The Architectural documentation for this phase will include further developed schematic design documents and/or the following:

- Site Plan
- Floor Plans
- Reflected Ceiling Plan
- Roof Plan
- Building Sections
- Exterior Elevations
- Interior Elevations
- Draft Finish, Door, and Window Schedules
- Representative Wall Sections
- Prototypical Details
- Draft Specifications
- Interior Materials Samples Package

2.3 Sub-Task 3: Consultant Design & Coordination

2.3.1 Consultant Design Development

Architect will begin with a kick off meeting to review the project scope and schedule with the key consultants from the previous phase.

The consultants will then develop the approved drawings and outline specifications from the previous phase to establish and describe the systems for the building. Architect will coordinate the Architectural design of the building with each of the disciplines.

2.3.2 Consultant Presentations

Architect and their interior design consultant will prepare an interior design

scheme for presentation and approval by the client.

Output: The consultants' documentation for this phase will include further developed schematic design documents and/or the following:

Civil Engineering Drawings

Site Grading, Drainage and Utility Plans Parking Lot Grading and Drainage Plan Preliminary Details

Landscape Drawings

Planting and Hardscape Plans Irrigation layout Materials Lists

Structural Engineering Drawings

Foundation Plan Framing Plans Preliminary Details

Mechanical Engineering Drawings

HVAC plans Plumbing Plans Equipment Schedules

Electrical Engineering Drawings

Power Plans

Lighting Plans and Fixture Cut sheets, including site lighting

Signal and Alarm Plans including 911, Ring Down Systems and local alarm feeds

Furniture, Fixture and Equipment Schedules

Graphics

Prototype Building and Site Signage

Modified Outline Specifications

Preliminary Energy Model

Updated Green Building Analysis

2.4 Sub-Task 4: Cost Estimate

2.4.1 Cost Estimate Update

Architect will submit a revised and updated version of the estimate for

probable construction cost at the completion of this phase. Architect will review the information and assist in reconciling the project scope and budget.

Output: A copy of the revised cost estimate and recommended cost control methods such as add-alternates will be submitted to the Town for review.

Task 3: Submittals

3.1 Sub-Task 1: Reviews

3.1.1 Review Meetings

Architect will meet again with the reviewing and enforcement agencies, if required.

3.2 Sub-Task 2: Owner Submittals

3.2.1 Assistance

Architect will provide the Town with existing project information and documentation to make any required submittals beyond those mentioned in the above tasks. Additional documentation, if required, can be provided as an additional service.

CONSTRUCTION DOCUMENT PHASE

Task 1: Project Management

1.3 Sub-Task 1: Construction Document Initiation

1.3.1 Construction Document Kickoff Meeting

Architect will meet with the Town's members of the Project Team and Library Development Planning Team to initiate the Construction Document Phase, to confirm each project participant's role and to review the project schedule and budget.

Output: Ref. Sub-Task 2.

1.4 Sub-Task 2: Project Budget and Schedule

1.4.1 Project Budget

Architect will continue to monitor the construction budget, to review the information with the Project Team, and to propose and discuss methods to maintain the budget. Prior to the next phase, Architect will review the cost estimate information with the Town to confirm bid strategies and alternates. Refer to task 2.4.1.

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1.4.2 Project Schedule

The Architect will review and confirm the project schedule and specific project goals and milestones. Architect will review the project schedule and submit comments and those of the Consultant Team to the Library Development Planning Team. Architect will provide progress updates to help facilitate the maintenance of the schedule.

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1.4.3 Meeting Schedule

Once the project schedule is confirmed, Architect will prepare an initial list of interviews and meetings to be scheduled. Each meeting will include an agenda that addresses the issues to be covered.

1.4.4 Project Submittals

The Architect will review and confirm the necessary project submittals to reviewing agencies, and coordinate the requirements with the schedule. No project submittals are anticipated for this phase. Ref to 3.1.1.

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1.4.5 Review and Quality Control

Architect will provide a check set at the 50% and 90% completion of this phase. A copy will be issued to all consultants for review and coordination. A copy will be issued at 90% completion to the client and the cost estimator, Ref. 2.4.1. Revisions based upon these reviews will be incorporated into a 100% complete set of documents.

Output: Updated Project Schedule and Project Plan.

Task 2: Construction Documents

2.1 Sub-Task 1: Review of Design Development

2.1.1 Review and modify design documents

Architect will review and solicit comments from the Project Team to identify design issues, based upon the Design Development package and cost estimate. These issues need to be discussed and incorporated at the beginning of the phase, prior to further design and documentation.

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2.2 Sub-Task 2: Construction Documentation

2.2.1 Building Development

Based upon the approved Design Development and any further adjustments in the scope or quality of the project, or in the construction budget authorized by the Town, Architect shall prepare Construction Documents. These consist of Drawings and Specifications setting forth in detail the requirements for the construction of the project.

2.2.2 Final Documents

Following the cost estimate at 90% completion, Architect will review the scope of work and make final adjustments to the documents and bid format that they feel are appropriate or effective. These will be issued to the Town and consultants as the 100% complete documents.

Output: The Architectural documentation for this phase will include the substantial completion of all the documents listed in the previous phases, and all necessary detailing.

2.3 Sub-Task 3: Consultant Design & Coordination

2.3.1 Consultant Construction Documents

The consultants will prepare all necessary Drawings and Specifications to set forth in detail the requirements for the construction of the project. Architect will coordinate the Architectural design of the building with each of the disciplines.

Output: The consultant documentation for this phase will include all the documents listed in the previous phases, and all necessary detailing. Additional documentation will include drawings and specifications for Graphics installations and any structural and Title 24 calculations as required by the local reviewing authorities. The draft specifications will be developed into a complete project manual, coordinated with Town supplied sections for bidding instructions and Division 1 construction requirements.

2.4 Sub-Task 4: Cost Estimate

2.4.1 Cost Estimate Update

Architect will submit a revised and updated version of the estimate for probable construction cost at 90% completion of this phase.

Output: Architect will present a copy of the revised cost estimate and recommend final adjustments for cost cutting, and bid alternate scenarios.

Task 3: Submittals

3.1 Sub-Task 1: Formal Submittals

3.1.1 Building Permit Application

Architect will assist the Town to make the applications and provide the necessary Architectural documentation to meet the requirements of the Town's Reviewing Agencies, including: Building (including Grading, Drainage & Arborist), Planning, Public Works and the Menlo Park Fire Protection District.

BIDDING OR NEGOTIATION PHASE

Task 1: Project Bidding

1.1.1 Architect will assist the Owner in obtaining bids or negotiated proposals and assist in awarding and preparing contracts for construction.

1.1.2 Architect will attending all pre-bid conferences and contract negotiations to provide appropriate information to prospective bidders and trade contractors.

1.1.3 Architect will attend all bid openings, assisting the Owner in reviewing bids for conformance with the requirements of the Project and making recommendations on the award of contracts.

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1.1.4 Architect will supplement and interpret the drawings and specifications as questions arise to assist the Owner in negotiations with bidders and trade contractors.

1.1.5 As required, Architect will prepare addenda for inclusion in notices to bidders or in contract packages to advise trade contractors of information which would clarify the drawings and specifications as necessary to enable them to prepare and submit bids and enter into contracts.

1.1.6 If at the time of bid opening it is determined that the approved Construction Cost Budget has been exceeded by more than 5%, the Architect shall redesign the Project, at no cost to the Town, in accordance with best architectural practices and subject to the Town's review and approval in order to meet the approved Construction Cost Budget.

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CONSTRUCTION ADMINISTRATION PHASE

Task 1: Project Management

1.1 Sub-Task 1: Construction Administration Initiation

1.1.1 Pre-construction Meeting

Architect will meet with the Town's members of the Project Team, Library Development Planning Team, the contractor and other interested parties to review the schedule, roles and responsibilities for the construction process. This will establish the correct and most expeditious protocol and methods of communication for reviewing and transmitting information.

1.2 Sub-Task 2: Construction Schedule

1.2.1 Architect will review and comment on the Contractor's draft schedule.

Task 2: Construction Administration

2.1 Sub-Task 1: Meetings

2.1.1 Meetings

Architect will attend a regular schedule of on-site meetings once a week throughout the construction period, to review the progress and general conformity with the documents. Architect's consultant team will attend site meetings and review the work when deemed appropriate.

2.3 Sub-Task 2: Review and Distribution of Information

2.3.1 Contractor Inquiries, Submittals, Proposed Change Orders

Architect and their consultants will review contractor submittals, proposed change orders and information requests.

2.3.2 Clarification to Documents

Architect and their consultants will issue supplemental instructions as necessary to clarify the construction documents.

2.3.3 Progress

Architect and their consultants will assist the Town with their review of the general contractor's pay applications.

2.4 Sub-Task 3: Project Closeout

2.4.1 Final Completion

When the contractor has substantially completed the project, Architect and their consultants will make a detailed review of the visible work to note items that are incomplete or inconsistent with the documents and design intent, prior to the Town's occupation and acceptance of the completed buildings. Once the final punch list has been back checked the Architect will assist the Owner in signing and completing the Final Documents.

2.4.2 Final Documentation

Architect will review the "as-built" modified complete construction documents supplied by the general contractor.

Task 3: Submittals

3.1 Sub-Task 1: Formal Submittals

3.1.1 Reviewing Agencies

Architect will assist the Town with their responsibility to file the documents that are required for governmental authorities having jurisdiction over the project.