



## Irvine Bowl Policy Committee

Thursday, February 22, 2024

City Hall

Conference Room A

505 Forest Avenue

Laguna Beach, CA 92651

3 p.m.

### - A G E N D A -

- 1) Call to Order (David Perry)
- 2) Approval of Minutes
- 3) Items for Discussion and Action:
  - A. **Sound Policy** – Review of the Festival of Arts Sound Policy. (Item request: Festival)
  - B. **Calendar of Off-Season Events** – Review off-season events scheduled for Fall 2024. (Item request: Festival)
  - C. **Irvine Bowl Committee Protocol for Approval of Festival Off Season Events** – Discuss and approve recommended revisions. (Item request: Festival)
  - D. **Facilities Master Plan** – Discuss City’s facilities master plan and opportunities for collaboration. (Item request: City)
  - E. **Festival of Arts Grounds Off-Season Use - Continued from May 30, 2023**. Discuss the City’s interest in expanding the off-season use of the Festival of Arts grounds. (Item request: City)
- 4) Public Comment
- 5) Adjournment

*Pursuant to the Americans with Disabilities Act, persons with a disability who require a disability-related modification or accommodation to participate in a meeting, including auxiliary aids or services, may request such modification or accommodation from the Arts Manager at 949-497-0722 or email [art@lagunabeachcity.net](mailto:art@lagunabeachcity.net). Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to assure accessibility to the meeting.*

cc. City Manager  
City Clerk  
City Attorney  
Assistant City Manager  
Director of Community Development

Post through February 23, 2024



**Irvine Bowl Policy Committee Meeting**  
Tuesday, May 30, 2023  
Community Room  
Laguna Beach Community and Susi Q Center  
380 3<sup>rd</sup> Street, Laguna Beach, CA 92651  
5 p.m.

DRAFT  
- **Meeting Minutes** -

- 1) Introductions: City Council: Mayor Bob Whalen, Mayor-Pro Term Kempf  
Festival of Arts (FOA) Board Chair David Perry, Board Members Pat Kollenda and Fred Sattler (Alternate)  
Staff: City Manager, Shohreh Dupuis, City Attorney Phil Kohn, Director Community Development: Marc Weiner, Cultural Arts Manager, Siân Poeschl and FOA Exhibits Director Christine Georgantas.
- 2) **Approval 11/16/22 draft meeting minutes.**  
**Motion:** FOA Board Member Kollenda  
**Second:** FOA Board Member Perry  
**Vote:** 4-0 approved
- 3) **A. Proposed Increases to Venue Rental (Festival of Arts)**  
The Festival of Arts presented a proposal to increase rental rates. Rental fees had not increased since 2017 and would come into effective on January 1, 2024. The increases recover the Festivals costs of rental including but not limited to power washing the grounds, insurance for the renter, utilities, sound monitoring equipment and hiring a part-time event coordinator. A motion was made to approve the increase venue fee rental as presented.  
Motion: FOA Board Member Perry  
Second: FOA Board Member Kollenda  
Vote: 4-0 approved  
**B. Sound Abatement (Festival of Arts)**  
The Festival of Arts received several complaints regarding noise levels during off-season use. To work with its neighbors, the Festival proposed changes to its sound policy in addition to purchasing a sound monitoring system. The system captures sound data which can be reviewed during and after the event. Several residents spoke about the issue, specifically relating to weddings at Terra Laguna, live auctions and working with the Festival in finding solutions. A motion was made approve modifications to the sound policy for off season use.  
Motion: FOA Board Member Kollenda  
Second FOA Board Member Perry  
Vote: 4-0 approved.  
**C. Festival of Arts Grounds Off-Season Use (City)**  
Discussion regarding the desire of the community for increased use of the grounds. The Festival of Arts noted current use and lack of available dates. Mayor Whalen asked what it would require making the

Forum Theatre ADA accessible. Following discussion, the Festival of Arts will continue to explore options for increased use and improvements to the Forum Theatre.

**D. Terra Laguna Beach (City)**

The Festival of Arts noted that food and beverage service at the restaurant, including wine bar and concessions would be open for the summer festival.

4) Public Comment

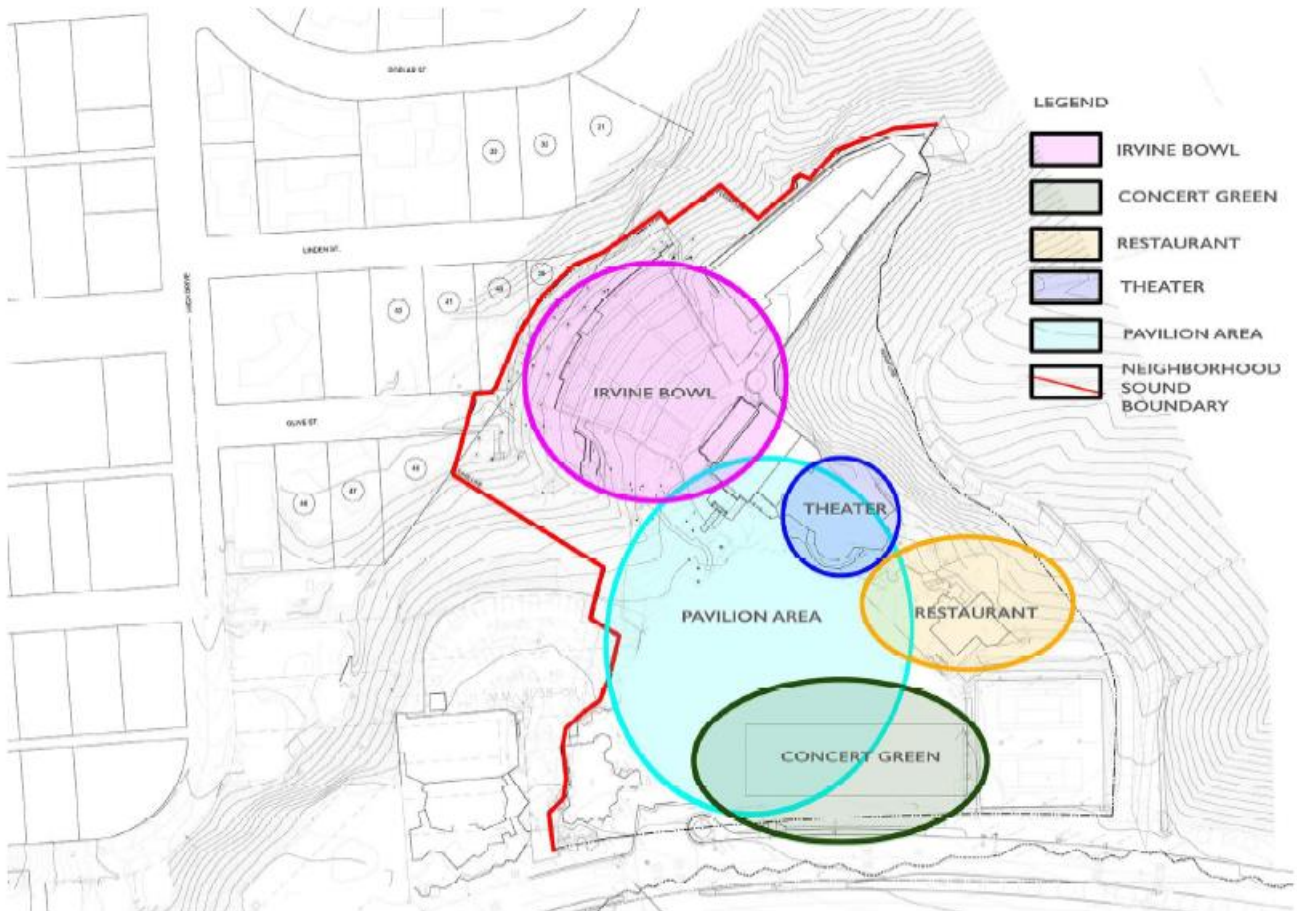
None

5) Adjournment at 6:07 p.m.

cc. City Manager  
City Clerk  
City Attorney  
Assistant City Manager  
Director of Community Development

## SOUND POLICY

1. Sound will be monitored by the Festival of Arts/Pageant of the Masters (FOA/POM) throughout events with amplified sound. Amplified sound is defined as any sound made louder through a device (e.g. speakers, drums, bullhorns, sound systems).
2. Sound equipment will be set up in a way to maximize guests' enjoyment and minimize sound migration outside the event location. **Sound level shall not exceed 70 decibels at the "Neighborhood Sound Boundary."** See diagram below.
3. Applicant will identify a single point of contact from their organization to be notified in the case the sound needs to be turned down.
4. Applicant will comply with the FOA/POM Sound Policy during their entire rental period.
5. No amplified sound is permitted at the Festival of Arts or Terra Laguna Beach before 9AM OR after 10PM (Friday, Saturday, Sunday) and 9PM (Monday-Thursday); with the exception of the Pageant of the Masters performances and existing Terra bookings through October 6, 2023.
6. Live Auctions must conclude by 8pm.
7. Violations of the Festival of Arts sound policy may result in future event approvals being denied and loss of security deposit. Violations are defined as exceeding the 70 decibel limit at the "Neighborhood Sound Boundary" for a cumulative 15 minutes during an event, using amplified sound after 10pm, or live auctions not concluding by 8pm.



Sun	Mon	Tue	Wed	Thu	Fri	Sat
1 FOA Holiday: Labor Day 10am - EC Meeting	2 2pm - Boardroom:	3	4	5	6	7 Approved: Terra Only
8	9	10 10am - Boardroom: Artist 2pm - Boardroom:	11 4:30pm - Board Meeting	12	13 Approved: Terra only	14 Approved: Terra Only
15	16	17 2pm - Boardroom:	18	19	20 With My Own Two Hands Gala	21
22 Chef Masters	23	24 2pm - Boardroom:	25 Forum: Laguna Dance Festival	26	27	28 LAM Gala
29 LAM Gala	30	1 2pm - Boardroom:	2 Taste of Laguna	3	4	5 Confirmed: LPAPA

Sun	Mon	Tue	Wed	Thu	Fri	Sat
29	30	1	2	3	4	5
LAM Gala		2pm - Boardroom:	Taste of Laguna			Confirmed: LPAPA
6	7	8	9	10	11	12
Confirmed: LPAPA						
	10am - EC Meeting	10am - Boardroom: Artist 2pm - Boardroom:	4:30pm - Board Meeting			
13	14	15	16	17	18	19
Confirmed: LPAPA		2pm - Boardroom:	Glennwood House Gala			
				Approved: Terra Only		
20	21	22	23	24	25	26
Glennwood House Gala		2pm - Boardroom:		Laguna Bicycle Festival		
27	28	29	30	31	1	2
Laguna Bicycle Festival		2pm - Boardroom:			Cancelled: PMMC	
						Approved: Terra Only

Sun	Mon	Tue	Wed	Thu	Fri	Sat
27 Laguna Bicycle Festival	28	29 2pm - Boardroom:	30	31	1 Cancelled: PMMC	2 Approved: Terra Only
3 Cancelled: PMMC	4 10am - EC Meeting	5 2pm - Boardroom:	6 Coast Film Fest	7	8	9 Boardroom: 2025 Jury
10 Coast Film Fest	11	12 10am - Boardroom: Artist 2pm - Boardroom:	13 Annual Meeting 4:30pm - Board Meeting	14	15	16
17 Coast Film Fest	18	19 2pm - Boardroom:	20	21	22	23
24	25	26 2pm - Boardroom:	27	28 Thanksgiving	29 Holiday Weekend	30

Irvine Bowl Policy Committee Protocol for Approval of  
Festival Off-Season Events

The Festival of Arts (the "Festival") is respectfully requesting approval by the Irvine Bowl Policy Committee (the "Committee") of the following protocol to govern the consideration and approval of events utilizing any one or more of the Festival grounds, the Irvine Bowl and the Forum Theater during the "off- season".

Events Deemed Approved

Events conforming to the following criteria are deemed to have received advance approval by the Committee for the use of the Festival grounds and the Forum Theater:

- Laguna Beach based organizations classified as "tax exempt" pursuant to IRC Section 501(c) (3); quasi-public bodies affiliated with the City of Laguna Beach (the "City") such as City committees, and City employee organizations; **and civic organizations such as the Chamber of Commerce.**
- The following events have shall be deemed to meet the required criteria noted above:
  1. Laguna Art Museum – Annual Gala
  2. Taste of Laguna
  3. Coast Film Festival
  4. Laguna Beach Rotary - Grapes for Grads
  5. Glennwood Housing Foundation – Annual Gala
  6. Laguna Plein Air Painters Association – Annual Invitational and Gala
  7. Extraordinary Lives Foundation Gala
  8. With My Own 2 Hands Gala
  9. Laguna Dance Festival events
  10. No Square Theater’s Lagunatics
  11. Laguna Beach Community Band concerts
  12. Laguna Bicycle Festival
- The event shall not occur on more than **three (3) five (5)** consecutive days in any calendar year.
- The applicant organization shall have received approval for the event in the past years and has complied all applicable rules and regulation of the Festival and the City.

Other Events

The Recording Secretary of the Festival shall give written notice to all Members of all subleases for the premises recommended for approval of disapproval by the Festival. The Committee, within fifteen days (15) of receipt of written notice, shall have the authority to disapprove any such action recommended by the Festival. In the event the Committee fails to act within said fifteen day period, Festival’s proposal shall be deemed approved. In the event that the proposed sublease is more than five days in duration, the Committee shall have thirty (30) days to respond.





# AGENDA REPORT

Regular  
11

Meeting Date  
February 13, 2024

**SUBJECT: CONSULTANT SERVICES AGREEMENT FOR THE DEVELOPMENT OF A FACILITIES MASTER PLAN**

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**RECOMMENDATION:** It is recommended that the City Council:

1. Authorize the City Manager to execute a consultant services agreement with Griffin Structures, Inc., for \$760,000, to develop a comprehensive Facilities Master Plan;
2. Authorize the City Manager to approve future project related expenses and change orders with Griffin Structures, Inc., for an amount not-to-exceed \$40,000;
3. Appropriate \$50,000 from the Capital Improvement Fund to bring the total project budget to \$800,000;
4. Each City Council member to provide up to two names to participate as a Facility Master Plan Community Working Group representative to the City Clerk by March 12, 2024; and
5. Approve the Facility Master Plan Ad Hoc Committee additional recommendations by:
  - a. Directing staff to take an aggressive approach to maximize utilization at the Laguna Beach Community and Recreation Center;
  - b. Directing staff to present to the City Council in Spring 2024 a plan to incorporate a new Fire Station #1 at the Village Entrance and how this change aligns with the Fire Department Standard of Cover and the proposed parking structure; and
  - c. Directing staff to work with Griffin Structures Inc. to develop a scope of work to evaluate the viability of public-private partnerships at the Village Entrance that includes a program to solicit such partnerships and next steps and present the scope of work and at a future City Council meeting for approval.

<b>Appropriation:</b> <u>\$50,000</u>	<b>Fund Name:</b> <u>Capital Improvement Fund</u>
<b>Submitted By:</b> <u>Alex Rounaghi</u> Alex Rounaghi, Mayor Pro Tem	<b>Approved:</b> <u>Sean Joyce</u> Sean Joyce, Interim City Manager
<b>Submitted By:</b> <u>Mark Orgill</u> Mark Orgill, City Councilmember	
<b>Submitted By:</b> <u>Gavin Curran</u> Gavin Curran, Assistant City Manager/ CFO	

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### SUMMARY OF THE MATTER

On February 21, 2023, the City Council directed the inclusion of a Facilities Master Plan as one of its 2023 priorities. The Facilities Master Plan will provide a comprehensive insight to the City’s current facility conditions, and future facility requirements, and provide a solid framework for the systematic plan for future maintenance, development, and services of City facilities and as a tool for capital budgeting purposes. A City Council ad hoc committee, consisting of Mayor Pro Tem Rounaghi and Councilmember Orgill, were appointed to assist drafting a scope of services for a request for proposal (RFP) to solicit proposals from consultants to develop the City’s Facilities Master Plan and assist in the selection of the consultant. On May 16, 2023, the City Council approved the scope of services and City staff began the RFP procurement process. Following the conclusion of the evaluation process, the evaluation panel unanimously identified

**Consultant Services Agreement for the Development of a Facilities Master Plan**  
**February 13, 2024**  
**Page 2 of 4**

Griffin Structures, Inc. (Griffin), as the highest qualified consultant. Staff recommends the City Council authorize the City Manager to execute a consultant services agreement with Griffin for the development of the City's Facilities Master Plan.

**DISCUSSION**

The City owns and maintains more than 70 buildings, parks, and other structures at numerous locations that provide a variety of public services. To achieve the most effective and efficient use of all City facilities, staff engaged in the RFP procurement process to solicit proposals from the most qualified consultants to develop a comprehensive Facilities Master Plan. The Facilities Master Plan will inventory and evaluate the condition of existing facilities, assess future space needs, identify gaps in services, and develop a comprehensive implementation plan to maximize, modernize, and utilize City facilities to successfully meet the needs of residents, businesses and staff who utilize them. The Facilities Master Plan will provide a comprehensive set of recommendations with cost estimates that will guide informed decisions about development in the near- and long-term, and ultimately improve the overall municipal infrastructure and capital budgeting in the years ahead.

The RFP was published on the City's public procurement system, PlanetBids, and yielded a total of three proposals, as follows:

- Griffin Structures, Inc.
- Makers Architecture and Urban Design
- Perkins-Eastman Architects

Proposals were evaluated and consultants interviewed by an evaluation panel consisting of the City Council Ad Hoc Committee, the Assistant City Manager/CFO, and the Director of Public Works and Utilities, based on certain criteria, including qualifications and subject-matter expertise, project scope and methodology, and experience with similar complex projects with other local municipalities. Following evaluation, the panel unanimously identified Griffin as the most qualified consultant. Griffin is a full-service program and construction management firm that has successfully developed facility master plans for cities across the state. Griffin recognized the importance of community engagement to the evaluation panel and developed an extensive public outreach program to engage the community throughout the process, including a series of working group meetings, stakeholder meetings, pop-up events, and a robust online interactive presence for periodic communitywide updates including a project progress website.

The proposed cost of the Facilities Master Plan is \$760,000, which includes robust equipment inventory and data collection services, preventive maintenance scheduling and planning, and developing an interactive project progress website. Staff will collaborate with Griffin throughout the Facilities Master Plan development to promptly deliver recommendations for City Council consideration and direction. For example, if a recommendation of the Facilities Master Plan proposes relocating a City service or services from its current location to another facility or suggests the construction of a new facility, these recommendations will be presented to the City Council during one of three City Council workshops, or sooner when possible. The full scope of services provided by Griffin is included as Attachment 1.

**Consultant Services Agreement for the Development of a Facilities Master Plan**  
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As part of the Facilities Master Plan, Griffin will facilitate community working group meetings with representatives appointed by the City Council, community members, and public facility users. Meetings will be designed to share details of the Facilities Master Plan evaluation findings and explore priorities, trade-offs, and key opportunities throughout the process. The meetings will be scheduled around key decision points to offer insights and well-informed ideas to the City Council. It is recommended that each City Council member appoint up to two representatives to participate in these community working group meetings. City Council members are encouraged to submit their representatives to the City Clerk by March 12.

Alternatively, the City Council could initiate a call for applications from interested individuals in the community and select up to ten community working group committee members from that pool following a process similar to the appointment of members to other city committees.

Finally, the expectation of the Facilities Master Plan is the culmination of a well-rounded set of recommendations, complete with cost estimates, which will serve as a guide for making informed decisions about future development. By incorporating precise timelines and clearly defined steps, the plan will provide a clear road map for delivering City services in a manner that is both strategic and sustainable. In essence, the end goal of this ambitious effort is to optimize program and service efficiencies while simultaneously modernizing the City's facilities. By streamlining workflows and enhancing the overall infrastructure, the City will be well-prepared for effective and forward-thinking municipal administration in the years to come.

**Additional Ad Hoc Committee recommendations:**

The Ad Hoc Committee has acknowledged the significance of promptly initiating specific aspects of the Facilities Master Plan. While not excluding facilities from the study, the Ad Hoc Committee recognizes the importance of prioritizing the utilization of the Village Entrance and optimizing the short-term use of the Laguna Beach Community and Recreation Center. The Ad Hoc Committee is recommending the City Council consider the following:

1. Direct staff to take an aggressive approach to maximize utilization at the Laguna Beach Community and Recreation Center (LBCRC). The LBCRC is an asset for the City, offering various recreation facilities and services. However, the center is still underutilized by community groups who could benefit from the classrooms and other amenities available at the site. The Ad Hoc Committee is recommending the City Council direct staff to conduct a proactive and aggressive outreach campaign to engage with the community, businesses, and other stakeholders to develop and implement strategies that increase the use of the center.
2. Throughout this process, it became evident that Fire Department services at Fire Station #1 (Station #1) will outgrow the current facility. The Ad Hoc Committee believes that relocating these services to a new station at the Village Entrance would better meet the needs of the fire services. As a result, the Ad Hoc Committee recommends that the City Council exclude this service component from the Facilities Master Plan. Instead, direct staff to present to the City Council in Spring a plan to incorporate a new Station #1 into the existing studies for the Village Entrance that included a new parking facility and how this change aligns with the Fire Department Standard of Cover review.

3. The Ad Hoc Committee is interested in exploring the potential of public-private partnerships for new facilities at the Village Entrance, such as a surf museum that was recently proposed and any other proposal submitted. The Ad Hoc Committee suggests that the City Council direct staff to collaborate with Griffin to develop a scope of work that would evaluate the viability of public-private partnerships at the Village Entrance and design a program to solicit such partnerships and present the approved scope of work and proposed next steps to the City Council at a future meeting for approval.

**FINANCIAL ANALYSIS**

Staff is requesting an additional appropriation of \$50,000 from the Capital Improvement Fund, bringing the project budget to \$800,000. This additional appropriation is necessary to account for possible unforeseen change orders to the program and add-on services of up to \$40,000. The budget already includes \$750,000 for the development of a comprehensive Facilities Master Plan; therefore, an additional appropriation of \$50,000 is required.

**ENVIRONMENTAL ANALYSIS**

The recommended action is not subject to the California Environmental Quality Act (CEQA) pursuant to Sections 15060(c)(2) (the activity will not result in a direct or reasonably foreseeable indirect physical change in the environment) and 15060(c)(3) (the activity is not a project as defined in Section 15378) of the CEQA Guidelines, California Code of Regulations, Title 14, Chapter 3, because it has no potential for resulting in physical change to the environment, directly or indirectly. Individual projects that may be identified within the Facilities Master Plan shall be evaluated under CEQA for the appropriate determination at the time the project is developed or designed.

**ATTACHMENTS**

1. Griffin Scope of Services (Pgs. 5-24)

**Report Prepared By:**

Fauna Shrago, Senior Risk Management Analyst

**Coordinated With:**

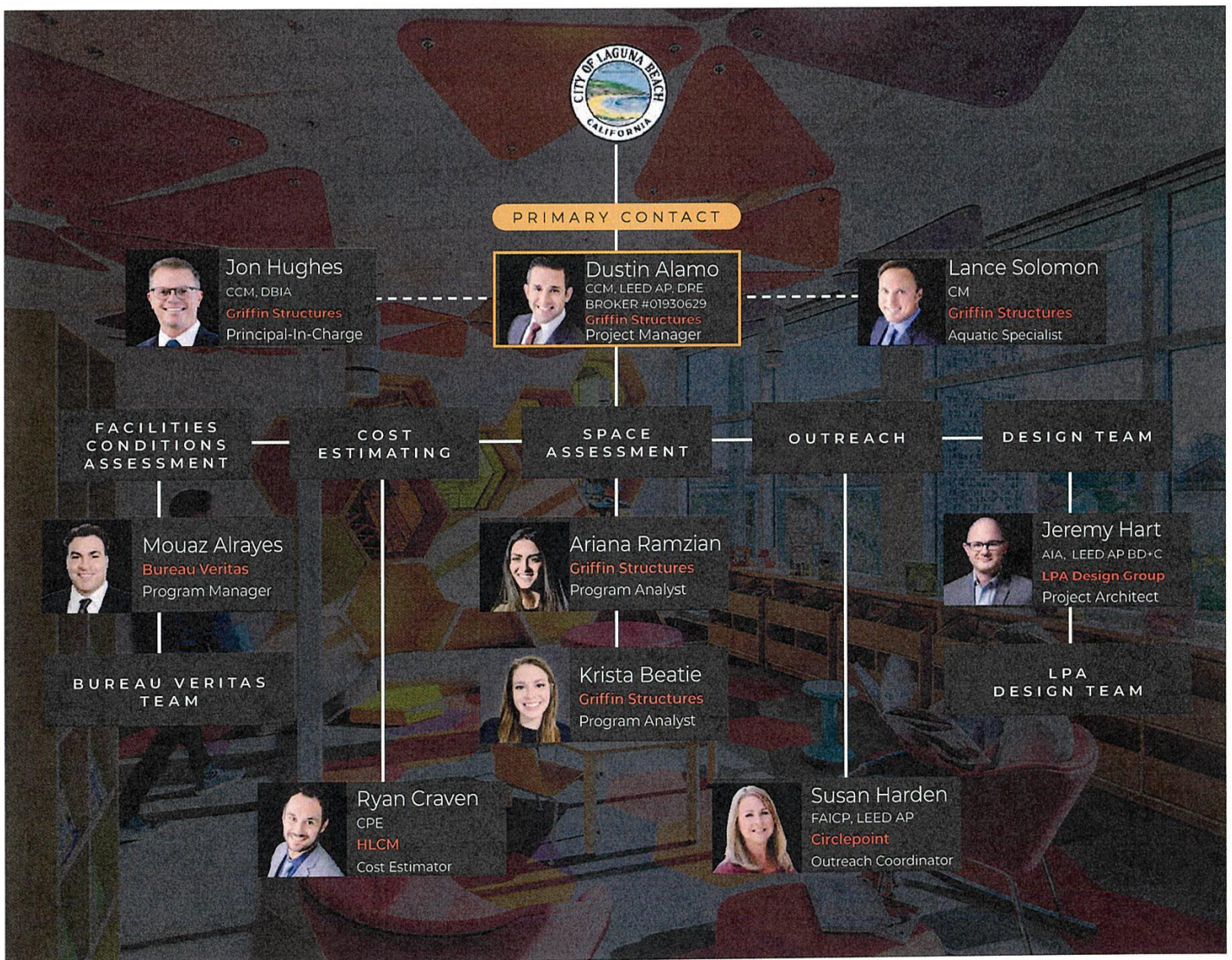
Gavin Curran, Assistant City Manager/CFO  
Mark McAvoy, Director of Public Works & Utilities

# Key Personnel

For the City of Laguna Beach Facilities Master Plan, Dustin Alamo will serve as the Project Manager and be the primary point of contact throughout the duration of the project. Jon Hughes will support Dustin as Principal-In-Charge providing executive leadership to the Team. The Programmatic and Space Planning portion of this project will be conducted by Dustin Alamo, Ariana Ramzian, and Krista Beatie. LPA Design Studios, led by Principal & Project Architect Jeremy Hart, will work with the Program Team to translate the architectural program into a conceptual vision. Our Bureau Veritas partners will lead the facilities condition assessments to analyze the current state of the City's buildings and properties as well as give recommendations for future needs. Our economics partners will support our team in preparing a project budget as well as a strategic financing plan aligned with the City's revenue projections.

All key personnel are available to perform the work in a timely manner relative to our present workload.

Please refer to our Appendix for the resumes of our proposed team below.



# Proposed Approach

## PROJECT UNDERSTANDING

In 2023, the City Council has set its sights on an important initiative known as the Facilities Master Plan, signaling a clear commitment to enhancing the city's infrastructure and services. This visionary plan is designed to provide comprehensive insights into both current and future facility requirements, offering a solid framework for the systematic development of City services, administration, and community programs.

The essence of the Facilities Master Plan lies in its multifaceted objectives. Not only does it aim to assess the state of existing City facilities, but it also strives to gauge capacity to meet the demands of current services. Moreover, the plan takes a proactive approach by anticipating growth and forecasting future service delivery needs, allowing for the identification of any gaps in the provision of services. By doing so, it lays the groundwork for an actionable plan that will efficiently address any challenges on the horizon.

Fundamentally, the Facilities Master Plan will culminate in a well-rounded set of recommendations, complete with cost estimates, which will serve as a guide for making informed decisions about future city development. By incorporating precise timelines and clearly defined steps, the plan will provide a clear road map for delivering city services in a manner that is both strategic and sustainable. In essence, the end goal of this ambitious effort is to optimize program and service efficiencies while simultaneously modernizing the city's facilities. By streamlining workflows and enhancing the overall infrastructure, the City will be well-prepared for effective and forward-thinking municipal administration in the years to come. Ultimately, the Facilities Master Plan represents a pivotal step towards securing a brighter and more prosperous future for the entire community.

## PROJECT APPROACH

Our project approach aligns with the City's goal to develop: 1) a comprehensive Facilities Master Plan report in alignment with the City's short-term, mid-term, and long-term vision and strategies; 2) all related assessments, evaluations, options, and recommendations; and 3) a clear financial plan with a detailed cost estimate and funding strategies. The said work will be broken into five (5) key phases as follows, plus a 'Phase 0' for Project Initiation.

- Phase 0: Project Initiation
- Phase 1: Facility Condition Assessment Evaluations
- Phase 2: Assessment of Future Space Needs and Gap Analysis
- Phase 3: Space Planning and Identification of Possible Alternative Service Locations
- Phase 4: Development of Cost Estimates and Funding Strategies; Implementation Plan
- Phase 5: Communications and Public Outreach Plan

### PHASE 0: PROJECT INITIATION

In this activity, we lead a project kickoff meeting with the City project team for this project to identify and refine project goals and objectives, identify Project Steering Group and City stakeholders, and present and adjust our proposed process, timetable, and key deliverables. A key component of this task is the presentation, review, and acceptance of various parameters (1A), including site survey protocols, any critical elements the City wants to highlight from previous work, survey and interview schedules, outreach considerations, presentation dates and relevant guidelines regarding deliverables, and a broad discussion of issues and challenges noted by the City regarding its site and facilities needs and conditions. In this meeting, we will also identify communication protocols so there is a clear and consistent line between with the City and our Team.

### PHASE 1: FACILITIES CONDITION ASSESSMENT EVALUATIONS

Our Team understands that the Facility Condition Assessment (FCA) for the City of Laguna Beach ("City") will:

- Include a comprehensive assessment of all sites, buildings, building systems, and infrastructure.
- The FCA will follow the ASTM E2018-15 Standard Guide for Property Condition Assessments as applicable.
- Determine the present condition and estimated life expectancy of various building systems and components.
- Identify and document the present condition of all physical assets, including grounds, facilities, and infrastructure.
- Recommend corrections for all deficiencies and provide cost estimates for corrections.
- Prioritize and categorize deficient conditions, associated corrective actions, and information concerning building systems and deficiency categories.
- Establish anticipated renewal and replacement costs for the various systems and components.
- Result in a strategic plan for capital repairs, life cycle component replacement, and building modernization.
- Calculate the Current Replacement Value (CRV) and Facility Condition Index (FCI) for each facility.
- Collect Equipment Inventory data for City properties. Establish a protocol for facility condition data to migrate/transfer to a CMMS/IWMS system.
- Option: Prepare a Preventive Maintenance Plan for assets to be uploaded to the CMMS system.

PROPERTY INFORMATION

The City has requested the above-mentioned services for:

- Twenty-Six (26) public building facilities, sites, and parking lots totaling ~288,000+ square feet

We understand that a key factor in performing Facility Condition Assessments is the evaluation of physical needs and accurate forecasting for capital repair and replacement budgets. Preemptive measures to manage maintenance budgets and programs are essential in ensuring the elimination of potential issues, which can range from deferred maintenance to premature replacement of building systems that can prove costly.

Our Team's Project Approach has been developed to address your specific requirements. We have demonstrated experience in the assessment of various types of facilities similar to your portfolio and understand the special implementation, sensitivities, management, and communication associated with each.

DATA GATHERING & INTERVIEW

Our project plan details three distinct phases of the project. During each phase, we will require coordination and support from facility management.

Data Gathering Phase

During this phase, we will need the support of staff who can provide us access to drawings and records. The following is a typical list of exhibits requested:

- Inspection Reports (sewer, boiler, chiller, etc.)
- Building Systems Maintenance Records
- Owner Elected Repair list (if available)
- Original Building Plans (can be viewed on-site)
- Capital Expenditure Schedules (prior or planned)
- Fire Protection / Life Safety Plans
- Rehabilitation Budget and Scope (draft or final)
- Certificates of Occupancy / Facility License
- Prior Assessments
- Site Plan / Floor Plans
- Accessibility Transition Plans / Studies
- CMMS / IWMS Data Set

In addition to the drawings and records, we will supply a pre-survey questionnaire for each facility or site. Our expectation is that someone with knowledge of the maintenance and operations of the facility will complete this survey and be prepared to discuss it with us while on-site.

Site Phase

During the site phase, we will need support in the form of escorts while in the facilities to help us access mechanical areas, discuss with us any known issues in the facility, and answer other technical questions.

Report Review Stage

During the reports review stage, we will provide a complete draft deliverable for each building/site.

CITY COORDINATION

Project Directory:

We will become familiar with the City's existing property list and contact directory for each location. We will contact or interview the facilities contacts as part of the tour process to determine current use requirements and the priority of properties based on agency goals.

Facility Access

Working with the City, we will develop procedures to gain access to each facility. Our visits will be coordinated and pre-approved by the City prior to the visit. We will work with the City to establish a protocol that will ensure that our activities will cause minimal disruption to the operation of each facility and maintain a safe work environment.

TEAM COMPOSITION

The project will be managed by a Program Manager, who will be your single point of contact. Reporting to the Program Manager will be several Project Managers who are architectural and engineering subject matter experts (SME) in the evaluation of building systems and generating the reports. We evaluate the building portfolio to determine which team members will be assigned to particular sites. Larger or more complex sites may have both an architect and an engineering SME. Smaller or simpler buildings will have a single SME field assessor who understands all building systems.

Assessment Team

Within our Team, we have several support staff that assist with the report and data development, which include:

- Asset Management Team Leader, who manages and configures the cost estimating database
- Technical Report Reviewers who review reports for accuracy and consistency
- Quality Assurance Manager for oversight of quality controls
- IT Manager who assists with data development and export

The Assessment Team will observe, measure, record, and describe the deficiencies observed through the process; interview staff; and formulate recommendations to remedy the deficiencies. They will coordinate the logistics and document collection for each assessment, as well as develop the assessment reports.

TECHNICAL APPROACH

Prior to assessments beginning, we will conduct a **Kickoff** session to review requirements and consolidate exhibits such as drawings and prior completed reports.

During the term of the project, we will conduct regular **Progress Meetings** to maintain open communication with the entire project team and City. In these meetings, we will lead with an agenda that includes a focus on the work plan, schedule, and project needs. This will permit the opportunity to proactively address challenges encountered, so that course adjustments may be made. Each meeting will conclude with task assignments, schedules, and goals to be met. We will provide the City with a written status report that tracks and monitors the progress of the assessments against the schedule submitted.

We have allocated the following meetings: Kick-Off Meeting and a Final Findings Presentation meeting. Any additional in-person meetings will be on a time and expense basis.

Pilot Program

To begin the work, we propose a **Pilot Program** where we will perform an assessment of a single building and prepare a written Draft Report for review. A meeting will be held with City staff to review the draft report before assessing the remaining buildings. The assessment team will visit the building to evaluate the general condition of the buildings and site improvements, review available construction documents in order to become familiar with, and be able to comment on the in-place construction systems, life safety, mechanical, electrical, and plumbing systems, and the general built environment.

FIELD ASSESSMENTS

The assessment team will conduct a walk-through survey of the facility and site to observe systems and components, identify physical deficiencies, and formulate recommendations to remedy the physical deficiencies.



- As a part of the walk-through survey, the assessment team will survey 100% of each facility. We will survey the exterior and grounds, including the building exterior, roofs, sidewalk/pavement, and recreational/other areas as applicable.
- The assessment team will interview the building maintenance staff about the subject property's historical repairs and replacements and their costs, the level of preventive maintenance exercised, pending repairs and improvements, and the frequency of repairs and replacements.
- The assessment team will develop opinions based on their site assessment, interviews with the City's building maintenance staff, interviews with relevant maintenance contractors, municipal authorities, and experience gained on similar properties previously evaluated. The assessment team may also question others who are knowledgeable of the subject property's physical condition and operation or knowledgeable of similar systems to gain comparative information to use in the evaluation of the subject property.
- The assessment team will review documents and information provided by the City's maintenance staff that could also aid in the knowledge of the subject property's physical improvements, extent, and type of use and/or assist in identifying material discrepancies between reported information and observed conditions.

The facility condition assessment will focus on the following facility and site systems and components:

#### Site + Infrastructure

- **Topography:** Observe the general topography and note any unusual or problematic features or conditions observed or reported.
- **Paving, Curbing, and Parking:** Identify the material types of paving and curbing systems at the subject property.
- **Flatwork:** Identify the material flatwork at the subject property (sidewalks, plazas, patios, etc.).
- **Landscaping and Appurtenances:** Identify the material landscaping features, material types of landscaping

(fences, retaining walls, etc.), and site appurtenances (irrigation systems, fountains, lighting, signage, ponds, etc.).

- **Utilities:** Identify the type of material utilities provided to the property (water, electricity, natural gas, etc.). We will assess condition, physical deficiencies, life cycle repair, and replacement issues.

#### EV Charging Stations:

- With the information provided by the City, document the payment software providing access to the charging station, if any.
- Identify the power source for the EV charging station, and if possible, determine if the power used is billed to a City electrical meter.
- Determine the age of the equipment and review it for deterioration from weather and use. Identify the remaining useful life of the charging station equipment and the cost to replace the equipment.
- Review the signage, paving, and surface materials around the charging stations for deterioration.

#### Structural Frame + Building Envelope

- Identify the material elements of the structural frame and exterior walls, including the foundation system, floor framing system, roof framing system, facade or curtain-wall system, glazing system, exterior sealant, doors, commercial overhead doors, sliders, windows, and stairways, etc.
- Observe the general conditions and note any physical deficiencies identified or any unusual items or conditions observed. Observations may be subject to grade and rooftop vantage points.
- Visual inspection of observable areas for cracking and moisture infiltration as well as areas of apparent foundation settlement and displacement.
- In the event more information or exploratory testing is required, in order to provide remedial measures, the report may include a recommendation for additional investigative testing (Tier 1 or Tier 2).

#### Wall Evaluation

- Photograph elevations and details both from internal and external vantage points, as well as from adjacent structures where possible.
- Observe representative operable and fixed panels on all facades, operating a representative sample of units to assess hardware and to visually inspect exterior conditions and the condition of waterproofing seals.
- Assess curtain wall condition to determine water infiltration, damage, caulk degradation, metal panel degradation, stone degradation, anchoring, and other related curtain wall issues.

#### Curtain Wall – As Required

- Review curtain wall condition and a sampling of fixed panels on facades to assess hardware and visually review exterior conditions and the condition of waterproofing seals, where accessible without the use of lifts, ladders, scaffolding, suspension devices, or the like; this may include observations from internal and external vantage points, as well as from adjacent structures. Observations are limited to grade and may include accessible balconies or rooftop vantage points.
- Review the provided drawings and records of repair, replacement, and maintenance of framing and glazing.

#### Roofing (Non-Invasive Visual)

- Identify the material roof systems, including roof type, reported age, slope, drainage, etc. Also identify any unusual roofing conditions or rooftop equipment.
- Observe the general conditions of the roof system, such as membranes, attachment methods, flashings, counter flashings, pitch pans, gravel stops, parapets, miscellaneous appurtenances, insulation, etc.
- Observe for evidence of material repairs, significant ponding, or evidence of material roof leaks. Note if a roof warranty is in effect. Note any physical deficiencies identified or any unusual items observed or reported
- Identify the material rooftop equipment or accessories, including antennas, lightning protection, HVAC equipment, solar equipment, etc. Include any material problems reported.

- We understand that the City will provide OSHA compliant ladders or scaffolding (depending on roof type) so that the Project Manager may safely access roof areas. If requested, we can provide a quote for ladder access as needed. Observations will be limited to readily accessible areas.

#### Plumbing

- Identify the material plumbing systems at the subject property, including domestic water supply, sanitary sewer, or any special or unusual plumbing systems (such as water features, fuel systems, gas systems, etc.).
- Identify the type and condition of restroom fixtures, drinking fountains, and/or other miscellaneous plumbing equipment.
- Observe the general conditions and note any physical deficiencies identified or any unusual items or conditions observed. Include any reported material system inadequacies.

#### Heating

- Identify the material heat generating systems at the subject property.
- Observe the general conditions, identify the reported age of the equipment, note past material component replacements/ upgrades, note the apparent level of maintenance, and identify if a maintenance contract is in place. If heating equipment is not operational at the time of the walk-through survey, provide an opinion of the condition to the extent reasonably possible.
- Identify and observe any special or unusual heating systems or equipment present (such as fireplaces, solar heat, etc.), and note any reported material problems or inadequacies.

#### Air-Conditioning + Ventilation

- Identify the material air-conditioning and ventilation systems at the subject property. Include material equipment such as cooling towers, chillers (including type of refrigerant used), package units, split systems, air handlers, thermal storage equipment, etc.

- Identify the material distribution systems (supply and return, make-up air, exhaust, etc.) at the subject property.
- Observe the general conditions, identify the reported age of the equipment, note past material component upgrades/ replacements, note the apparent level of maintenance, and identify if a maintenance contract is in place (and the name of the contractor). If air-conditioning and ventilation systems are not operational at the time of the walk-through survey, provide an opinion of the condition to the extent reasonably possible.
- Observe the general conditions and note any physical deficiencies identified or any unusual items or conditions observed. Additionally, include any material reported system inadequacies or operating deficiencies.
- Identify and observe any special or unusual air-conditioning and ventilation systems or equipment (cold storage systems, special computer cooling equipment, etc.), and note any material reported problems or system inadequacies.

#### Electrical

- Identify the electrical service provided and distribution system at the subject property. Include material switchgear disconnects, circuit breakers, transformers, meters, emergency generators, general lighting systems, and other such equipment or systems.
- Observe general electrical items such as distribution panels, types of wiring, energy management systems, emergency power, lightning protection, etc.
- Observe the general conditions and note any physical deficiencies identified or any unusual items or conditions observed. Also note the presence of any special or unusual electrical equipment, systems, or devices at the subject property, and include reported material problems or system inadequacies.

#### Life Safety + Fire Protection

- Identify the material life safety/fire protection systems at the subject property, including sprinklers and standpipes (wet or dry), fire hydrants, fire

alarm systems, water storage, smoke detectors, fire extinguishers, emergency lighting, stairwell pressurization, smoke evacuation, etc.

- Observe the general conditions and note any material physical deficiencies identified or any unusual items or conditions observed or reported, including any reported system inadequacies.

#### Elevators + Vertical Transportation

- Identify the vertical transportation systems at the subject property. Include the equipment manufacturer, equipment type, location, number, capacity, etc.
- Observe elevator cabs, finishes, call and communication equipment, etc.
- Identify the company that provides elevator/ escalator maintenance at the subject property. Observe the general conditions and note any physical deficiencies identified or any unusual items or conditions observed or reported, including any reported material system inadequacies.
- Out of Scope Issues: Performing any calculations; examination of operating system components such as cables, controllers, motors, etc. Entering elevator/ escalator pits or shafts.

#### Interior Elements

- Identify offices, special use areas, and building standard finishes, including flooring, ceilings, walls, etc. Furnishings and fixed components will be reviewed and included in the cost estimate tables for replacements. Additionally, we will identify materials for building amenities or special features.
- Observe the general conditions and note any physical deficiencies identified or any unusual items or conditions observed or reported.

#### Food Service Spaces and Equipment

- Assess all Food Service equipment and spaces, including the kitchen, cafeteria, and dining and serving areas. Food service equipment (fixed equipment) will be evaluated for adherence to life/ safety code and ventilation requirements, as well as for condition and capital replacement.

#### Special Systems and Equipment

- Include all special systems and equipment, such as Emergency Medical Systems (EMC), chillers, radio towers, equipment lifts, chair lifts, chemical storage or treatment areas, storage tanks, dumbwaiters, vaults, public address systems, and telephone systems.

#### Limited Accessibility Compliance

- Provide a general statement of the subject building's likely compliance with the Americans with Disabilities Act to help identify whether the City may be exposed to issues and whether there is a need for further review.

#### Suspected Fungal Growth

- We will perform a limited assessment of accessible areas for suspected fungal growth.
- If we discover the presence of mold, conditions conducive to mold growth, and/or evidence of moisture, elevated relative humidity, water intrusion, and mildew-like odors – the affected areas will be photographed, and recommendations for any additional moisture intrusion studies will be made.

#### Environmental Features

- We will review the environmental features of the property, to include appearance, cleanliness, acoustics, ventilation, and humidity.

#### Lead-based Paint

- A review of existing testing data and other documentation regarding lead-based paint that is available onsite is included in the cost of the Facilities Condition Assessment. We will evaluate the physical condition and develop cost estimates for the remediation of paint necessitated by pending renovations.
- We have the capability to provide a licensed lead-based paint inspector to conduct testing using an x-ray fluorescence analyzer at the Project as an additional service. The instrument is completely non-destructive and yields instantaneous results.

#### Asbestos

- A review of existing testing data and other documentation regarding asbestos that is available onsite is included in the cost of the Facilities Condition Assessment. We will evaluate the physical condition and develop cost estimates for remediation of asbestos likely to be disturbed by renovations.
- If asbestos testing is requested, we will provide a licensed asbestos inspector to collect samples of suspect asbestos-containing materials at the Project as an additional service. The scope of this sampling will be determined after review of existing data, and costs will be based on the daily rate plus the cost of analysis.

#### Energy Conservation Analysis

- As part of the analysis of all evaluated systems mentioned above, we will consider energy conservation savings when making repair or replacement recommendations and include these projects in the project prioritization.
- We can provide as additional services an Energy Audit (ASHRAE Level I, II, or III) or Benchmarking (EnergyStar) services.

#### Exhaust Collection Systems (Fire Stations)

- We will verify the existence of any exhaust collection systems in the apparatus bays. If a system is present, we will conduct a carbon monoxide (CO) measurement at each exhaust collection system. If the apparatus bay shows evidence of irregular CO/CO<sub>2</sub> levels, we will recommend additional testing from an industrial hygienist to determine levels of VOCs, NO<sub>2</sub>, SO<sub>2</sub>, CO, and diesel exhaust particulates. Additional testing will verify performance standards with fire apparatus idling in bays, on the tarmac, and entering/exiting bays as would occur during normal station operation.

#### RANKING & CLASSIFICATION

Based upon our observations, research, and judgment, along with consulting commonly accepted empirical Expected Useful Life (EUL) tables, we will render our opinion as to when a system or component will most probably necessitate replacement.

Accurate historical replacement records provided by the facility manager are typically the best source for this data. Exposure to the weather elements, initial system quality and installation, extent of use, and the quality and amount of preventive maintenance exercised are all factors that impact the effective age of a system or component. As a result, a system or component may have an effective age that is greater or less than its actual age. The Remaining Useful Life (RUL) of a component or system equals the EUL less its effective age.

**CONDITION RANKING OF BUILDING SYSTEMS & EQUIPMENT**

We plan to rate the condition of each facility building system or component on this or another City-specified five-point scale:

- 5      Excellent: No visible defects, new or near-new condition, may still be under warranty if applicable
- 4      Good: Good condition, but no longer new; may be slightly defective or deteriorated, but is overall functional
- 3      Adequate: Moderately deteriorated or defective, but has not exceeded useful life
- 2      Marginal : Defective or deteriorated in need of replacement; exceeded useful life
- 1      Poor: Critically damaged or in need of immediate repair; well past useful life

We can also include alternative categories to rank and weight priorities as required by the City, such as functional deficiencies, aesthetics, time-based urgencies, and other mission-critical factors.

**PRIORITY CLASSES**

The analysis will include all cost observations ranked by Priority Classes. **The five classes below are typical but can be altered to meet your specifications and needs:**

**Priority 1: Currently Critical (Immediate):** Requiring immediate action, including a cited safety hazard and areas of accelerated deterioration, to return a building component to normal operation.

**Priority 2: Potentially Critical (Year 1):** Requiring action in the next year, including components experiencing intermittent operations, potential life safety issues, and rapid deterioration, returning a building component to normal operation.

**Priority 3: Necessary – Not Yet Critical (Years 2-3):** Requiring appropriate attention to preclude predictable deterioration, potential downtime, additional damage, and higher costs of remediation if deferred further.

**Priority 4: Recommended (Years 4-10, 15, 20):** Representing a sensible improvement to the existing conditions (not required for the most basic function of the facility; however, it will improve overall usability and/or reduce long-term maintenance costs).

**Priority 5: Does Not Meet Current Code but is "Grandfathered":** No Action is required at this time, but should substantial work be undertaken, correction would be required.

**UNIFORMAT CATEGORIES**

The deficiencies observed will be classified into categories such as those below using the Uniformat System (up to Level 4):

- A10 Foundations
- A20 Basement Construction
- B10 Superstructure
- B20 Exterior Enclosure
- B30 Roofing
- C10 Interior Construction
- C20 Stair
- C30 Interior Finishes
- D10 Conveying
- D20 Plumbing
- D30 HVAC
- D40 Fire Protection
- D50 Electrical
- E10 Equipment
- E20 Furnishings

- F10 Special Construction
- F20 Selective Building Demolition

**COST ESTIMATING**

Our team's cost estimating database is comprised of RS Means data and further customized with proprietary cost tables based on historical and localized actual costs. We maintain and update our Unifomat-based cost estimating system with information received from the field. Through our construction monitoring work, we have current cost data from hundreds of in-progress construction and rehabilitation projects. This data allows us to calculate costs based on local conditions to maintain a cost database that is typically more current than RS Means' models.

Each report will include a Capital Needs Analysis, including an estimated cost for each system or component repair or replacement anticipated during the evaluation term. The report will provide options for repair of the deficiency, and the capital needs analysis will be presented as an Excel-based cost table that includes a summary of the description of each component, the age and estimated remaining useful life, the anticipated year of repair or replacement, quantity, unit cost and total cost for the repair of each line item.

A consolidated Capital Needs Analysis will be presented that includes all anticipated capital needs for all buildings. The cost estimate for capital deficiencies will be based on the estimate for maintenance and repair but may, at the City's option, also include project management costs, construction fees, and design fees. Project management costs, construction fees, and design fees will be derived using actual costs from previous projects. After determining these costs, we will confirm them with your staff.

**OPTION: EQUIPMENT & ASSET INVENTORY**

During the assessment, each field team will be responsible for collecting and storing the inventory and condition assessment data in an electronic format that is readily transferable to a standardized CMMS/IWMS system.

We will collect information on the major pieces of facility equipment. Specifically, the data collection will focus on the following components:

- HVAC (level of detail for which Preventive Maintenance would be performed)

- » Heating System
  - » Identify boilers, furnaces, unit heaters, and major labeled equipment
- » Ventilation System
  - » Identify the major labeled equipment: exhaust hoods, fans
- » Air Conditioning System
  - » Identify the material air-conditioning components, including cooling towers, compressors, chillers, package units, roof-top units, split systems, and major labeled equipment Excluded are window units, terminal units, VAV boxes, and thermostatic controls
- Electrical
  - » Major panels only—for identification to track maintenance
  - » Transformers
  - » Switchgear
- Equipment
  - » Building Automation System
- Plumbing
  - » Pumps external to HVAC systems
  - » Domestic Hot Water heaters over 80 gallons
  - » Other major labeled equipment
- Commercial Kitchen: major equipment (above approximately \$2000 value)
  - » Walk-in freezer and refrigerator equipment
  - » Ovens, stoves, broilers, and grills
  - » Ice makers and ice bins
  - » Reach-in refrigerators and freezers
  - » Dishwashers
  - » Fryers
- Vertical Transportation
- Life Safety/Security
  - » High Level (system level) only—for identification to track maintenance
    - » Alarm Panels
    - » Emergency generators

- » Exhaust hood fire suppression

Where appropriate, the following data will be collected for each component:

- Location data
- Model
- Serial Number
- Manufacturer
- Manufactured Date

OPTION: BARCODING / QR CODING

For the above-referenced equipment, we can apply a durable barcode / QR code with a unique number for use as an identifier in the CMMS system. We will use a vinyl tag for indoor applications and a durable foil tag for outdoor use. Barcode / QR code numbers will be recorded in the database with all future work orders, etc., and can be tied back to a single piece of equipment or system. The cost of Barcoding / QR coding will add 1.5 cents per square foot to the project. Labels will be an additional fee.

OPTION: PREVENTATIVE MAINTENANCE SCHEDULE SERVICE

We can provide preventive maintenance (PM) schedules for the equipment listed in the equipment inventory provided by the City. Preventive maintenance schedules will include the following information:

- Safety precautions specific to the recommended PM instructions
- Description of tools required for recommended PM instructions. The tool list will not be exhaustive but will identify common tool sets and specialty tools required for tasks.
- Recommended preventive maintenance instructions and frequencies specific to the equipment classification and type. PM instructions are based on the following sources:
  - » Prevailing national standards
  - » Survey of Common Manufacturers recommendations
  - » Industry best practices
- Estimated labor hours required to complete each PM work order

We can provide the PM schedules in spreadsheet format suitable for upload into the City's CMMS. The spreadsheet will also contain an analysis of PM labor hour requirements for use by the City for planning purposes. We can review PM schedules with the City and adjust frequencies and start dates as required to meet the City's needs and match available resources.

REPORT DELIVERABLES

Our team will provide a report including a description of each of the building components and systems as described in the approach sections above. Each report is organized by building system and will include digital photos of major systems and components and of all deficiencies identified. Reports will include current and anticipated repairs and deficiencies, recommended repairs and component life-cycle replacements, and applicable options for repair or maintenance of building components.

The Capital Needs analysis will include a cost database sorted by building system and ranked by priority for repair. The format of the database will allow for reporting by building, by system, or by priority for repair, as well as a year-by-year analysis of capital needs.

Facility Condition Index

A Facility Condition Index will be calculated for each building. This index will be a function of required repairs compared to building replacement costs. The Facility Condition Index will be generated from the data collection/capital planning database and will be updated as components age or are replaced.

Capital Plan

Reports will reflect a 5-10-or 20-year capital plan based on our team's 20-year building system evaluation. The analysis will include a cost table sorted by building and system and ranked by priority for repair. Tables will allow for the customization of reporting and a year-by-year capital needs analysis. The report will include:

- An Executive Summary with a graphic presentation of results to provide a quick, user-friendly summary of the property's observed condition and estimated costs assigned by category. These estimated costs shall be cross-referenced to report sections where an elaboration of cost issues will be presented.

- Components observed that are exhibiting deferred maintenance issues and estimates for immediate and capital repair costs based on observed conditions, available maintenance history, and industry-standard useful life estimates. If applicable, this analysis will include the review of any available documents pertaining to capital improvements completed within the last five-year period or currently under contract. We shall also inquire about available maintenance records and procedures and interview current available on-site maintenance staff.
- Recommended schedule for replacement or repairs (schedule of priorities).
- Digital photographs of the buildings, including photos of deficiencies.
- General description of the property and improvements, and comment generally on observed conditions.
- Critical repairs and life safety issues separately from repairs anticipated over the term of the analysis.
- Facility Condition Index (FCI) number for the building.

We will submit draft reports electronically via PDF format, and once approved and finalized, a program summary report is provided to include a roll-up of all prioritized capital needs across all facilities. All electronic copies of the report will include all text, deficiency tables, digital photos, supporting documentation, and report appendices.

DEFICIENCY CATEGORIES & PLAN TYPES

Each deficiency identified in the Assessment shall be classified in the following manner (or other City defined categories):

- **Category 1- Scheduled Maintenance:** Maintenance that is planned and performed on a routine basis to maintain and preserve the condition.
- **Category 2 - Deferred Maintenance:** Maintenance that was not performed when it was scheduled or is past its useful life, resulting in immediate repair or replacement.
- **Category 3 - Capital Renewal:** Planned replacement of building systems that have reached the end of their useful lives

- **Category 4 - Energy and Sustainability:** When the repair or replacement of equipment or systems is recommended to improve energy and sustainability performance
- **Category 5 - Security:** When a system requires replacement due to a security risk or requirement.

PROGRAM WIDE REPORT

In addition to each building report, we will develop a Program-wide Report that includes a ranked system-wide Capital Plan for all facilities with programmatic conclusions and recommendations. The Program Report includes a brief narrative description of each facility/ building component and system and discusses the current, anticipated repairs, deficiencies, and condition of all buildings assessed. The Program Report analyses will include tables sorted by building system and ranked by priority for repair. The format of the tables will allow for several perspectives on reporting by FCI, building, system, or priority for repair, as well as a year-by-year analysis of capital needs.

ASSESSMENT SOFTWARE: AssetCALC™

We will utilize AssetCALC™ as its platform for all data collected on this project. AssetCALC™ is a cloud platform developed, licensed, maintained, and supported solely by us for our clients. **The use of this software is at your option, and there are no licensing fees for this software for one (1) year.**

AssetCALC™ is a web-based SQL database platform that enables users to:

- Query, edit, and analyze their facility condition data.
- Plan immediate and short-term repairs.
- Budget capital expenditures throughout the life cycle of a building or an entire portfolio.

The system unites our experienced field data collection methods with advanced planning and reporting tools, construction cost libraries, location mapping (GIS) features, digital photo management, and document storage.



#### Data Development

- AssetCALCTM includes a configurable facility hierarchy and asset data architecture, which will include all of your assets grouped based on site location, asset group, and function.
- Data can be exported to an Excel, XML, or ODBC database format compatible for upload into your CMMS, EAM, IWMS, or work-order systems.

#### Features Include:

- Facility Condition Assessment access:
  - » Component/system descriptions
  - » Locations
  - » Conditions and EUL/RUL
  - » Repair and replace recommendations
  - » Digital photos
- Search and Sorting Functionality
- Prioritization of maintenance projects
- UniFormat 2010 Cost Database
- Project Budgets and Capital Plans
- Unlimited concurrent user licensing
- Secure IT platform and backups
- The City is the owner of the data collected and stored in the database
- Online User Training and Documentation

#### Reporting:

AssetCALCTM includes more than a dozen standard options for data summaries and reports:

- Facility Condition Index (FCI) Calculation Reporting
- Rank and Prioritize Capital Improvement Projects
- Deferred Maintenance Backlog
- Facility Queries (by building, priority, system, or dollar deficiency amount)
- Capital Budget Planning
- Year-by-Year Capital Needs Analysis
- 5, 10, or 20-Year Replacement Reserve Reports
- Custom 3rd party form automation is available

#### Screen Shots

Actual screen shots of our Team's AssetCALCTM Database and a live demo are available upon request.

#### INTEGRATION WITH CMMS/IWMS

We will be delivering to the City a live asset management plan that can be maintained and kept up-to-date by staff. We will provide training to staff on maintaining the on-going monitoring program to track facilities, work performed, re-prioritization of maintenance projects, and how to update this information in the database.

The data from the FCA can be exported for data migration to most CMMS/IWMS systems. We can export the data from our data collection tool to a compatible format (Excel Spreadsheet, Access Database, or SQL format) to be used by the City's IT department for future integration. Once your CMMS provides us with their field maps, we can match their data fields and provide a data file for manual upload by your CMMS into their system. We have created several custom APIs to transfer our data directly into some third-party systems.

#### PHASE 2: ASSESSMENT OF FUTURE SPACE NEEDS & GAP ANALYSIS

##### DATA COLLECTION & REVIEW

Our team will begin this task by reviewing all available building plans / as-builts, organizational charts, program uses, calls for service, crime statistics, response times, and reports provided by the City for this project.

Following this review, we plan to perform a number of field verification trips to verify the functions and space use of the existing facility as a basis for our discussions about current and future space need requirements. One of the unique differentiators of our team is that we utilize a technology called OpenSpace, which captures existing conditions using a 360 camera which we can be extremely detailed in our documentation of existing space utilization. This activity helps our team (a) understand how the spaces are being utilized, (b) be prepared to have well-informed discussions with staff when holding a workshop with them regarding their space, and (c) use the space as a baseline for comparing what is needed in the future. From an exterior standpoint, we will also request fleet and equipment lists,

as parking and site usage will be carefully considered throughout the analysis.

As we move to the next element of work, our team will develop a customized questionnaire to be issued by department or facility to assist in identifying current issues and future needs. We do this in advance of programming so that we are best informed regarding the facilities and how the City uses the site and buildings today. This will include reviewing how each building is utilized and the general condition from an aesthetic and date of construction perspective. The project team will obtain, review, and analyze this information as a foundation for our programming task.

#### Staff and Space Projections

As the Technical Data Collection nears conclusion, we will begin a series of high-level interviews with key City Staff by project component to tailor the staffing and space projections accordingly. These interviews will help in developing programmatic assumptions in order to understand staffing projections for the next 5-20 year outlook. We will have specific questions and strategies for handling each of the differing product types, inclusive of City Hall, the Police Department, the Fire Department, the Library, Etc. For example, for City Hall, we will have a series of questions about office space projections and collaboration space needs, while with Police and Fire, we will be asking more questions about service and performance metrics. For the Library, we will review different operational models that can be applied and scaled to the City of Laguna Beach. Once we develop our operational assumptions, we'll integrate them with our nationally recognized space analysis methodology and use of approved workstation space allocation standards to develop a comprehensive macro program for all project components.

#### Parking Projections

Once the programmatic municipal uses have been identified for future projections, we will develop a parking demand analysis model tailored to the various uses. This will include employee vehicle projections, fleet projections, and visitor projections, as well as reviewing code requirements for the uses in play to compare demand vs. a code computation model. Part of this analysis will include understanding the timing of parking needs on site, as there

are several components that draw a greater demand for parking at certain times of the day than others.

### PHASE 3: SPACE PLANNING AND IDENTIFICATION OF POSSIBLE ALTERNATIVE SERVICE LOCATIONS

#### EVERY MASTER PLAN IS UNIQUE

Facilities master planning process is an opportunity to reshape the future of Laguna Beach. The facilities identified to be evaluated touch every aspect of your community. Understanding the City's goals is paramount to our process and approach. First and foremost, every planning decision we make is shaped by its alignment with the City's Goals. Prioritization activities and conversations will inform our team's approach to phasing and the implementation schedule. By building consensus with stakeholders, we can collectively build a long-term "roadmap" for Laguna Beach that will define the vision of where you want to take your city in the future.

#### STAKEHOLDER DRIVEN

Continuing the momentum from the successful completion of Phase 2 - the Assessment of Future Space Needs and Gap Analysis, we are now poised to enter a crucial phase where we will craft strategic space planning options for the 26 identified City Facilities. In this phase, we will meticulously evaluate each facility's requirements, exploring the potential to enhance the existing structures through renovations while also considering the opportunities to replace outdated facilities with innovative new structures. Moreover, we will keep an open mind to the possibility of a synergistic approach, where a combination of renovations and new construction can create optimal solutions for certain facilities.

Our commitment to excellence and innovation drives us to navigate this process with the utmost precision and creativity. By harnessing the full potential of our expertise, we aim to design space planning options that not only cater to the immediate needs of each facility but also stand the test of time, serving as pillars of functional and aesthetic excellence for the City. This phase represents a pivotal moment in our journey towards an even more vibrant and efficient urban landscape, carefully aligning the City's goals with its architectural aspirations.

## IMPLEMENTATION

Building upon the valuable insights gleaned from the Space Needs Assessment for each building, we are committed to crafting comprehensive diagrammatic studies that delve into the finest details. These meticulous studies will thoroughly examine the following critical aspects:

1. **Internal Functions:** By delving deep into the internal functions of each facility, we aim to optimize the layout and design, ensuring seamless operations and an enhanced user experience.
2. **Human, Vehicular, and Material Flow Patterns:** Understanding the dynamics of human, vehicular, and material movement within the facilities is paramount to creating efficient and harmonious spaces.
3. **General Space Allocations:** We will carefully allocate spaces to fulfill specific functions while maintaining a balance between privacy and collaboration.
4. **Adjacency:** Ensuring a well-thought-out arrangement of spaces and departments to facilitate efficient interaction and workflow.
5. **Flexibility and Expandability:** Anticipating future needs, we will imbue the designs with flexibility and expandability to accommodate evolving requirements seamlessly.

Furthermore, as we embark on developing new and reconstructed layouts for facilities, our approach will encompass a comprehensive evaluation, encompassing the following aspects:

1. **Pedestrian and Vehicular Movement Systems, Circulation, and Parking:** Prioritizing safety and accessibility, we will design intuitive pedestrian and vehicular pathways and optimize parking arrangements.
2. **Overall Site Analysis and Evaluation:** A holistic assessment of the site will guide our design decisions, ensuring harmonious integration with the surrounding environment.
3. **Land Utilization:** We are dedicated to making the most efficient use of available land, maximizing its potential for both functional and aesthetic purposes.

4. **Structures Placement:** Thoughtful consideration of structures' placement will optimize views, natural light, and ventilation, enhancing the overall experience for occupants.
5. **Development Phasing:** We will strategize a well-paced development plan that takes practical considerations into account and allows for smooth implementation.

By meticulously addressing these elements in our design process, we are committed to delivering visionary and well-executed solutions that not only meet your current needs but also set the foundation for a sustainable and adaptable future.

## PHASE 4: DEVELOPMENT OF COST ESTIMATES AND FUNDING STRATEGIES IMPLEMENTATION PLAN

### PROJECT BUDGET

Following the work identified above, our Team will generate a conceptual total project budget based on the conceptual options developed above along with the detailed information compiled through the programming task. The costs will be based on unit and major component cost factors, high-level design information, and a number of assumptions, including phasing, timeline, and related escalation projections. Our team has very current experience with the delivery of similar facilities and will reflect local construction conditions and the local bid market, integrating our projections of escalation and related inflationary pressures. The conceptual statement of probable cost will be presented in such a manner so that, once approval to proceed is given and design is taken further, the estimate can be refined.

### IMPLEMENTATION PLAN & PRESENTATION

Our Team will develop a comprehensive implementation plan summarizing the project process, evaluation, analysis, and recommendations for the City's review and comment. The plan will address issues, challenges, and strategies and analyze budget support and funding mechanics to align with the City's short-term, mid-term, and long-term visions, along with incorporation of any City comments as well as presentations to City Council.

Tasks and Deliverables:

- Conduct project initiation meetings with stakeholders and City representatives.
- Develop a detailed project process outline and evaluate the City's current initiatives.
- Identify and assess key issues and challenges faced by the City.
- Propose strategies aligned with the City's vision to address challenges.
- Conduct a financial analysis and explore funding sources for implementation.
- Ensure alignment of recommendations with the City's short-term, mid-term, and long-term visions.
- Compile the findings into a structured implementation plan.
- Present the plan for City review and incorporate feedback.
- Deliver the final implementation plan document

**PHASE 5: COMMUNICATIONS AND PUBLIC OUTREACH PLAN**

Public involvement and communication will be an essential part of the Facilities Master Plan to work towards a common understanding and consensus on citywide needs and improvements. The following tasks have been identified for a successful engagement program.

Management & Coordination

Our Team will participate in initial team meetings to confirm goals for engagement and communications, discuss the scope and responsibilities, collect background materials, and discuss the project goals more broadly. Later meetings and coordination with City and consultant team will ensure that communications plan and outreach tasks are being implemented in a coordinated and effective manner.

- Participation in two (2) project kick-off meetings
- Participation in monthly planning and coordination calls/meetings (18)
- Participation in City Council Study Sessions (3)
- Regular email and phone coordination

Scope of Services

Communications & Public Outreach Plan

Our Team will prepare a comprehensive communications and engagement plan for the master plan process. The Plan will include engagement goals, key audiences/stakeholder analysis, proposed communications tools & engagement activities, responsibilities, and schedule. Tools that will be outlined and developed as part of the Communications & Public Outreach Plan (CPOP) will include:

Collateral

- Distinct identity or brand including colors, font, and/or logo to be used on all promotional materials
- Social media calendar with recommended post content on a weekly, bi-weekly, or monthly basis to promote project and invite participation (frequency will depend on project milestones/activity, but assumes approximately 1-2 per month)
- Design, host, and develop content for project web page and updated content monthly (or as appropriate) through process that includes a feedback loop
- Short online survey to engage public and community organizations in evaluation and needs assessment process (assumes mid-way through process)
- Project information flyer with dates / survey to promote participation
- Process for responding to and tool to collect community questions / feedback

The Communications Plan will be periodically updated to reflect changes in project schedule or evolving project needs.

- One (1) draft and one (1) final draft Communications & Engagement Plan
- Periodic updates to the plan as necessary

Working Group Meetings

Our Team will facilitate a series of community working group meetings representative of Council appointees and community members/public facility users. Meetings will be designed to share details of the master plan evaluation findings, but also to explore priorities, trade-offs, and key opportunities throughout the process. Meetings are planned around key decision points in the process to

provide insight and informed ideas to City Council. Our Team will contribute to and review agendas and materials as appropriate in preparation for each meeting. .

- Up to nine (9) working group meetings

#### Pop-up Events

Our Team will organize and host a series of pop-up events at critical points in the process to explore priority recommendations and options for facilities improvements. Participants will be asked to provide input on the alternatives and priorities through a series of interactive exercises and displays. Pop-ups will be held at the local farmers market, other events, and/or targeted public facilities.

- Up to four (4) pop-up events

#### Focused Community Stakeholder Meetings

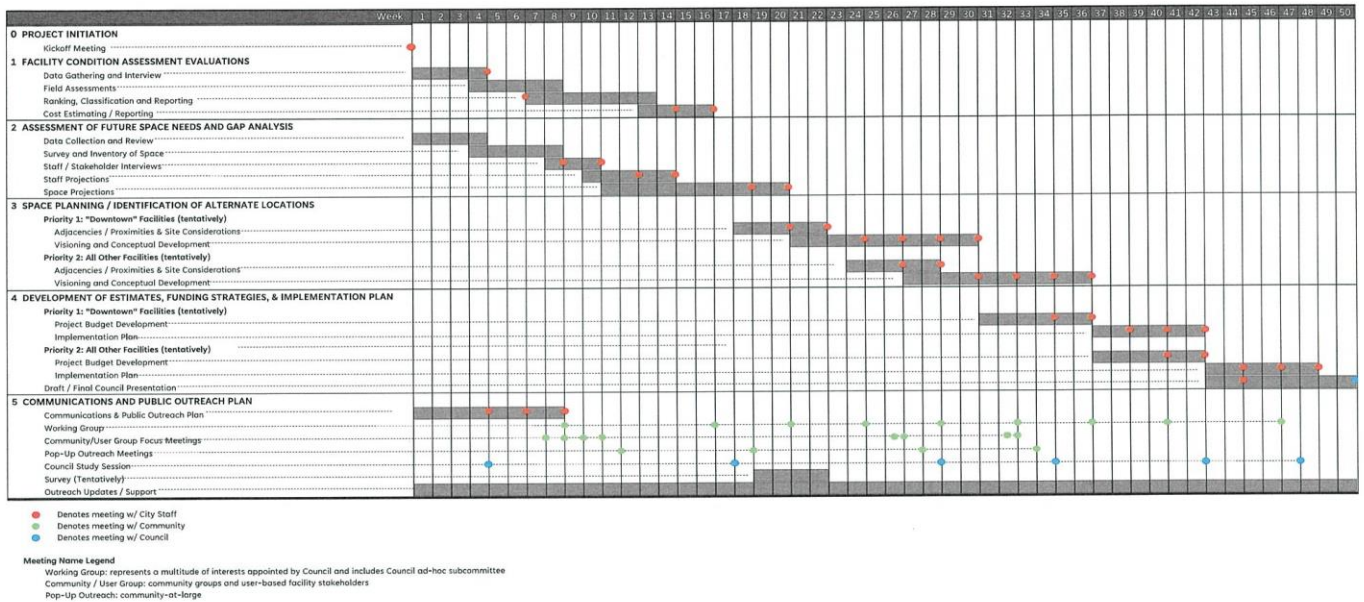
In addition to the above, our Team will organize and facilitate a number of specific community meetings designed to collaborate and hear from specific community organizations, groups, or target users. These may include invite-only meetings and attending meetings of existing groups, clubs, or user groups.

- Up to eight (8) stakeholder meetings

#### Meeting Agendas, Exhibits and Summary Notes

For all public interactions, our Team will provide agendas, handouts/exhibits and summary notes. Materials will be printed for workshops and pop-ups, but no direct mailing is planned.

# Project Schedule





## GRIFFIN STRUCTURES COST PROPOSAL

### LAGUNA BEACH FACILITIES MASTER PLAN

FINAL

Griffin Structures' Cost Proposal is based on all reasonable costs necessary to perform Program Management services for the City of Laguna Beach's Facilities Master Plan. For these requisite services, Griffin Structures proposes the following Not-to-Exceed Fee (including reimbursables):

<b>All-Inclusive Program Management Services:</b>	<b>\$760,000</b>
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And for the City's consideration, we have included a number of additive alternates should there be an interest in additional services. These, as well as the detail fee, can be found on the following page. This proposal shall remain valid and in full force and effect for a period of 120 days from the date of issuance, after which time it shall be deemed null and void.

All proposed hourly rates, where identified, are fully burdened and include overhead profit, taxes, and benefits. The hours identified for each individual employee and task are estimates only and are not to be construed as not to exceed hours for any individual task, phase, or time period. We reserve the right to reallocate hours between staff members, subconsultants, and tasks in order to accomplish the overall objectives and requirements of the project.

Services are based on a 46-week schedule including all tasks as defined in the RFP. Any extension of the schedule may result in an additional fee, in good faith negotiation with the City.

Thank you for the opportunity to provide our services to the City of Laguna Beach.

Best,

Dustin Alamo, CCM, LEED AP  
Vice President  
Griffin Structures, Inc.  
949-280-4441







## Memorandum

Date: February 12, 2024  
To: City Council  
Cc: Ann Marie, City Clerk  
Sean Joyce, Interim City Manager  
From: Facility Master Plan Ad Hoc Committee  
Subject: Consent Item #11 – Consultant Services Agreement for the Development of a Facilities Master Plan

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The Laguna Art Museum sent the attached letter to the Mayor and City staff, expressing interest in a possible partnership, a land lease, or another option for a museum site at the Village Entrance.

To acknowledge this request, the Ad Hoc Committee requested the description of recommendation #3 on page 4 of the report be modified, as shown below in bold:

3. The Ad Hoc Committee is interested in exploring the potential of public-private partnerships for new facilities at the Village Entrance, such as a surf museum that was recently proposed, **the Laguna Art Museum's proposal for a location at the Village Entrance**, and any other proposal that is submitted. The Ad Hoc Committee suggests that the City Council direct staff to collaborate with Griffin to develop a scope of work that would evaluate the viability of public-private partnerships at the Village Entrance and design a program to solicit such partnerships and present the approved scope of work and proposed next steps to the City Council at a future meeting for approval.

Attachment Request Laguna Art Museum



## LAGUNA ART MUSEUM

RECEIVED

FEB 02 2024

City Manager's Office

January 31, 2024

To: Sue Kempf, Mayor, City of Laguna Beach  
From: Joe Hanauer, Chairman, Laguna Art Museum  
Julie Perlin Lee, Executive Director, Laguna Art Museum

Subject: Expansion of Laguna Art Museum

This letter follows discussions with you and former Mayor Whalen about Laguna Art Museum's interest and potential need for a location at the Village Entrance. Currently the museum occupies approximately 19,000 square feet in its current location on Coast Highway. The site is the original Art Gallery built in 1929 with an addition that is now nearly 50 years old. The majority of the facility is dedicated to public space for exhibiting artwork and holding a variety of educational programs, however 19,000 square feet is around half the space the museum needs to accommodate the growing number of visitors to the museum. Last year more than 33,000 people of all ages were touched by the Laguna Art Museum including busloads of kids from Title I Schools across Orange County.

The museum's management and board are exploring expansion options at the current location, but it is unlikely sufficient space can be added to the existing footprint. There is a strong sentiment among some of our trustees to remain in our current location, yet if expansion possibilities on the current site cannot be achieved, we will seek supplementary space of approximately 20,000 square feet. Ideally in and around the Village Entrance. A two- or three-story building would of course require a smaller building pad than 20,000 square feet.

At the same time, there is a strong sentiment among some of our trustees that operating out of two separate locations is financially and promotionally unwise and therefore, if the total operation were to move to the Village Entrance we would require a building of approximately 40,000 square feet. Again, the building pad would be 1/3 to 1/2 of this size. Our trustees and executive management are confident in our ability to raise funds to support an expansion.

Our request is that the City Council support our need and enable us to engage with the City's planners to explore the potential for this project at this key location. The museum is open to a public private partnership, a land lease or some other arrangement on mutually beneficial terms. We believe Laguna's greatest cultural asset since before the City's incorporation, the Laguna Art Museum, having a presence at the village entrance could be extremely beneficial for the City of Laguna Beach, its residents and visitors.

CC: Sean Joyce, Interim Laguna Beach City Manager  
Gavin Curran, Assistant City Manager / CFO



**LIST OF CITY FACILITIES TO BE EVALUATED  
FOR FACILITIES MASTER PLAN**

#	City Facility	Address	Type	Property Lease	SF (approx.)	# Stories	Year Built
1	City Hall Complex	505 Forest Ave	Building		38,609	2	1931
2	City Hall North	505 Forest Ave	Building		See #1		
3	Police Station (Police Support Facility)	505 Forest Ave	Building		4,100	2	
4	Public Works	479 Ocean	Building		2,400	2	1982
5	Fires Station #1	501 Forest Ave	Building		See #1		
6	Fire Station #2	285 Agate	Building		4,798	2	1968
7	Fire Station #3	2900 Alta Laguna	Building		3,381	1	1968
8	Fire Station #4	31646 2 <sup>nd</sup> Ave	Building		2,801 (lot size)		
9	Fire Station #4	31796 Coast Hwy	Building				
10	Lifeguard Headquarters	99 Ocean Ave	Building		6,000		2014
11	Corporation Yard	1900 Laguna Canyon Rd	Building & parking		20,000	2	2008
12	Laguna Beach Library	363 Glenneyre St	Building	YES	9,840		
13	LB Community & Recreation Center	30516 Coast Hwy	Building		39,500		
14	The Laguna Playhouse	606 Laguna Canyon Rd	Building	YES	12,890	1	1970
14	LB Community & Susi Q Center	380 Third St	Building		20,500	2	2009
15	Animal Shelter	20612 Laguna Canyon Rd	Building		4,045	1	1950

	City Facility	Address	Type	Property Lease	SF (approx.)	# Stories	Year Built
16	Lang Park Community Center	21540 Wesley Dr	Building	YES	8,911	1	1950
17	Forest/Laguna Canyon Lot (Parking Lot 11)	551 Forest Ave	Village Entrance				
18	Employee Parking Lot E	650 Laguna Canyon Road	Village Entrance				
19	Lumberyard Lot (Parking Lot 12)	521 Forest Ave	Village Entrance				
20a	Festival of the Arts Complex	650 Laguna Canyon Rd	Multipurpose	YES	45,500 SF (all)		
20b	Festival of the Arts – Forum Theater	650 Laguna Canyon Rd	Theater	YES	9,510	1	1960
21	Festival of the Arts – Tennis Courts	650 Laguna Canyon Rd	Tennis Courts	YES			
22	Festival of the Arts – Irvine Bowl (Stage Building & Seating Area)	650 Laguna Canyon Rd	Theater	YES	13,096 + 18,320	2, 1	1960
23	Festival of the Arts – Exhibition Shelters	650 Laguna Canyon Rd	City park	YES			
24	Festival of the Arts – Shops and Administration	650 Laguna Canyon Rd	Building	YES	6,221	1	1970
25	Hagan Place	480 Mermaid St	Parking Lot		8,900	1	2000
26	Lost Pier Restaurant	31131 CA-1, PCH	Building	YES	7,108		