Cities, communities, and campuses approached with

a systems-thinking point of view

as networks of relationships

of constituencies within

and neighbors without

with nature

and goals that evolve and change over time

Master Planning that facilitates these relationships

Design that creates connections among them

with flexibility to grow and learn

together as a wholly integrated and sustainable system.
01  BRIEF FIRM HISTORY
02  FIRM / TEAM ORGANIZATION
   2A  Firm Organization Chart
   2B  Program Organization Chart & Resumes
   2C  Sub-consultants
03  RELEVANT EXPERIENCE / REFERENCES
   3A  References
   3B  Related Similar Projects
   3C  Facilities Planning Experience
   3D  State of California Experience
04  APPROACH TO SCOPE OF SERVICES
05  DETAILED SCHEDULE
06  MANAGING PLANNING / DESIGN COSTS
   6A  Supplemental Information: Case Study
   6B  Additional Submittals/Forms
07  FEE BREAKDOWN
“On behalf of the University of California, Riverside, I would like to express our appreciation and gratitude to HGA. Over the past couple of years, you have provided exceptional services to the campus. We are impressed with your ability to prioritize custom-tailored strategic design solutions to suit our needs.”

- Dan Johnson
Former Assistant Vice Chancellor, Office of Design & Construction
University of California, Riverside
Chemical Sciences Building
May 8, 2015
City College of San Francisco
Purchasing Dept., RFP 047
33 Gough Street
San Francisco, California 94103
Attention: Ms. Kathy Hennig, Purchasing Manager

Re: Request for Proposal, RFP 047, Facilities Master Plan

Dear Members of the Selection Committee

City College of San Francisco (CCSF) is embarking on a new campus program of development to foster its educational mission and to prepare the campus to meet the robust economic growth of the local economy. To meet the District’s vision, you will need a unique combination of highly specialized team members who can manage the process, serve a variety of stakeholders in a highly collaborative manner, and prepare the College for growth and change.

The HGA team goal is to develop a plan that provides City College of San Francisco with the tools needed to tackle each of the strategic priorities, provide a strong armature for growth with flexibility for change, and include a credible roadmap for implementation. The HGA team offers:

AN INTEGRATED DESIGN TEAM Recognizing the importance, magnitude and complexity of this project, we have assembled a highly specialized, multi-faceted team. The HGA team is a collaborative, interdisciplinary team comprised of local, national and international firms to bring the best practices from around the nation to serve CCSF. Our team includes: programmers FPC, landscape architects RHAA, civil and traffic planning by Sandis, infrastructure by Integral, security by Sextant, financial and real estate advisors Colliers, cost estimators Basis and CEQA services by LSA. HGA will oversee the master planning process as well as provide campus community engagement services, specialized sustainability, building assessment and structural consulting.

SEAMLESS PROCESS The HGA team’s Integrated Design Process is a powerful tool for designing complex projects. It is a well-developed and sophisticated methodology known as Integrated design, which guides the work effort, encourages innovation, optimizes solutions, maximizes program flexibility and ensures adherence to project schedule. Our project management methodology is an ask-listen-respond cycle, which allows for continuous validation by owner and users, and brings the work effort closer to its goals. The success of this process is based on ongoing communication and timely responsiveness throughout the project.

COMMUNITY ENGAGEMENT PROCESS Engagement in a place begins with awareness. We will work with CCSF Stakeholders to create a master plan that reveals and shares the richness within a college campus. The campus edges are transitions to and from the surrounding community. The College’s identity is of great value beyond its edge. The master plan can actively promote relationships in the belief that when both town and gown succeed, they provide each other with amenities, services and security that would otherwise be difficult to achieve. Our approach focuses on investment that maximizes benefits for students, the institution and the greater community, giving the college an outward-focus that more fully engages the region.

The HGA team seeks to create value for City College of San Francisco and its community for this project. With technical expertise and aesthetic sensitivity gained from experience across the nation and overseas in campus master planning, sustainability, and community college facilities, we will provide innovative learning environments that perform functionally, enhance socially and inspire with beauty.

The HGA team offers City College San Francisco a proven team, a seamless integrated process and a community engagement procedure. Our team is highly motivated and is ready and willing to commence work within the College’s schedule. We look forward to your favorable reply.

Respectfully,

Kaveh Amirdelfan
Principal | Associate Vice President
310-493-0570 (mobile) | KAmirdelfan@hga.com
EXECUTIVE SUMMARY

OUR UNDERSTANDING OF YOUR PROJECT

The HGA team understands the primary goal of the City College of San Francisco Facilities Master Plan [CCSF FMP] is to develop and prepare the campus for growth and change through the next 10 years. This will be a comprehensive master plan, integrating a broad range of influences including facility utilization, enrollment and program projections for a new vision and sense of place for City College of San Francisco (CCSF).

The plan will address the short and long term district goals and objectives and will facilitate the board of trustee’s ranking of priority for consideration in future facility investment and improvements.

SCOPE OF WORK

Balancing vital programmatic, physical, capital and environmental priorities can be challenging. HGA approaches each project’s objectives – from improving campus circulation systems, conceptualizing development options, identifying land uses, or linking open spaces, through systems thinking. System-thinking facilitates individuals or teams of people to see complex entities as a whole, rather than through the lens of a specific sub-system. Bringing all points of view to the table at the same time allows us to share rationale between our disciplines and cross-reference ideas into a whole-systems strategy.

Our methodology, refined for your proposed scope of work, provides a proven structure for the planning process. This enables logical progression of analysis, options and solutions, allowing for continual process of creative thinking, evaluation and modification while incorporating data driven decision-making based on solid metrics established by study and assessment of financial and physical factors and documented objectives. To help achieve your goals we will use an Integrated Design Approach in which interdisciplinary collaboration is at the core of all project work, starting at inception.

MASTER PLAN OBJECTIVES

The first and most important goal: to create a master plan that physically embodies and supports the College’s educational mission and strategic goals as outlined in the Educational Master Plan 2014-2020. It will not only align with the needs of the students, faculty and staff, it must align with their aspirations.

The goals and strategies outlined in the Educational Master Plan 2014-2020 will guide decision-making and will be used as a touchstone throughout the process. Our goal is to develop a plan that provides City College of San Francisco with the tools needed to tackle each of the strategic priorities, provide a strong armature for growth with flexibility for change, and include a credible roadmap for implementation.
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OUR CORPORATE PHILOSOPHY

HGA seeks to tell the unique story of each campus. Whether planning an entire campus that fits its academic culture or programming a precinct to maximize student life, we use a collaborative design process that emphasizes campus user issues and provides faculty, staff and students a voice in the planning process.

We understand what makes campus buildings and grounds unique to each institution, and how the entire campus can be planned for long-term functionality, sustainability and inspiration. And we know that budgets matter, for there are always competing initiatives on a campus for funding.

In addition to our emphasis on “the experience of place”, HGA is also committed to Sustainable Design. In fact, 45% of all our work is LEED certified, and all exceed the target goals. Our recently opened LA Harbor College Science Complex is a NetZero building, far exceeding the target of 60% reduction.

CLIENT SUPPORT

Each client HGA works for is unique, and therefore, we work carefully with you to tailor a team and process that fits your needs, knows how to ask the key questions to articulate growth parameters, works with you to explore potential opportunities, and then together, critically evaluate those opportunities to determine the best course of action for the future of your campuses and their individual shareholders.

Successful project management is based upon trust and the need for direct open communication between all members of the integrated master planning team and you, our client. To ensure the success of this program, we will provide ongoing communication and timely responsiveness throughout the project, which involves:

- Establishing the goals and vision early in the process
- Prioritizing the goals and vision
- Building consensus through a listen-and-lead process
- Clear definition of scope, budget, schedule and deliverables
- Validating all decisions against the project goals and constraints, including financial
- Conducting an informed cycle of meetings with client representatives, user groups, and administration

We have a great capacity to produce quality documents in a timely manner for this project. As an example, we produce some 6,445 sheets for the Lucile Packard Children’s Hospital at nearby Stanford with extraordinary technical requirements.

UNIQUE QUALITIES OF THE FIRM

- **EXPERTISE:** Our team brings an unsurpassed depth and breadth of experience in higher education with a specialty in the planning and design of higher education projects
- **VISION AND CRITERIA FORWARD:** Collaboratively developed criteria are the success factor by which alternate solutions are tested and ultimately selected
- **PROCESS:** Our Integrated Planning Process to drive multidiscipline teams in a singular direction. This process has been transformational in other industries
- **RESULTS:** Innovative, elegant solutions that make a positive change
Community Engagement

Engagement in a place begins with awareness. We work to create a master plan that reveals and shares the richness within a college campus. At Gonzaga University, we placed performance venues at campus edges to invite wider audiences. At Occidental College, we developed a Neighborhood Revitalization Planning Study to enhance Occidental’s identity and presence as an influential institution in Los Angeles, and especially Eagle Rock/Highland Park. Our approach focuses on investment that maximizes benefits for students, the institution and the greater community, giving the college an outward-focus that more fully engages the region.

The campus edges are transitions to and from the surrounding community. The College’s identity is of great value beyond its edge. The master plan can actively promote relationships in the belief that when both town and gown succeed, they provide each other with amenities, services and security that would otherwise be difficult to achieve. We will actively look at the disposition of program elements from this point of view; to share event spaces and cultural venues, for example, and to encourage synergistic business activity close to the educational and research faculties that they value.
INFRASTRUCTURE

As we develop an environment that supports the College mission, it will be a framework that is easily maintained functionally as well as physically. Our team understands that the ultimate success of the CCSF Facilities Master Plan will be determined in part by the appropriate, creative and effective utilization of all its resources, while preserving the best aspects of its existing character.

Rather than rigidly determining the future of the campus, the plan should provide a long-range framework that is flexible and capable of evolution in response to the dynamics of experience, changing needs and market potentials over the anticipated period of development. It must provide this in relationship to the fiscal realities of the time and take into account the financial capacity to realize the projects proposed.

Through the Utilization/Demand Analysis of Phase 2 of the planning process, we will assess existing facilities and take the pulse of utilization for every open space, roadway, energy and water use and so on throughout the campus. This planning effort must be diligent in establishing a framework through which monies can be used in the most effective and efficient manner possible to remain competitive, as well as meet the demands of the next century.

In addition, we believe that a high level of utilization of resources extends to planning for a highly sustainable future. All members of the HGA team firmly support deeply embedded sustainability in all our work, and it will be wholly integrated into the master planning study. The very nature of planning must be re-examined to achieve an energy-efficient campus. For example, as nearly 40% of carbon emissions are attributed to the design, construction and operation of buildings, a path to energy reduction must consider materiality, mechanical systems and dynamic envelope design besides solar orientation and run-off control. We bring the experience of long commitment and achievement of environmentally friendly campuses and academic facilities to the table.


Water management is a particularly critical aspect of planning in California. Our team believes water and storm water management, as all aspects of energy efficiency or generation on campus, can become more than an engineering solution. It can become synonymous with landscape design on campus, and as a learning lab and educational exhibit for students and visitors alike.

MINIMIZING CONFLICT

Our ultimate goal for conflict resolution is to work through issues internally with members of the project team, avoiding involvement from outside parties that require delivering resolution through a formalized process such as mediation, arbitration, or litigation. We also believe strongly that conflict resolution does not have to be a zero-sum game with clear winners and losers – creative thinking can oftentimes lead to a solution that is mutually beneficial for all involved parties. Together, as a team, we will provide the leadership to address these challenges with professionalism and the best interest of the project in mind.

RESPONDING TO THE NEEDS OF THE COLLEGE

HGA has prepared this proposal specifically for the City College of San Francisco. As required on Page 22 of the RFP we received on April 21, 2015, we are indicating that our proposal satisfies and is capable of providing each point of the RFP. We have not made any exceptions or deviations from the requirements in the RFP.
1. FIRM HISTORY

Our founding principals—Richard Hammel, Curt Green and Bruce Abrahamson—established precedence for collaboration, aesthetic achievement and client service since our founding in 1953. These criteria still inspire HGA today as architects, engineers, interior designers and allied professionals work alongside each other from a building’s inception through move-in to develop solutions uniquely suited to each client.

Throughout our history, we have pursued new design directions to deliver the greatest value to our clients.

From our original Minneapolis headquarters, HGA has expanded into eight national offices with more than 670 employees sharing resources firm-wide to better address our clients’ evolving needs. Each office recruits the best talent in its area to build core strengths in design, engineering, planning, project management and construction administration.

HGA’s Los Angeles office provides design expertise in southern California with more than 35 staff members. Our firm, including the local San Francisco office, is organized into inter-disciplinary Practice Groups, offering a balanced portfolio of planning and design expertise with a focus on Education, Science and Technology, Healthcare, Arts, and Corporate clients.

For 62 years, HGA has worked with higher education institutions on more than 120 campuses nationwide including numerous California community college campuses. Cumulatively, we have a rich history of working with campuses – urban and rural, large and small, residential and commuter, historic and contemporary - to plan, design and build lasting and functional campuses and buildings.
HGA
Board of Directors

COO
Dan Rectenwald

CEO
Tim Carl

CFO
Kent Mainquist

2A. HGA’S FIRM ORGANIZATION

CORE BUSINESS SERVICES LEADERSHIP

OPERATIONS
Linda Pederson

HR
Robin Lang

MARKETING
Julie Luers

LEGAL
Clare Tande

FINANCE
Tammy Jamieson

IT
Nancy Schmidt

MARKET SECTOR LEADERS

HEALTHCARE
Kurt Spiering

ARTS, COMMUNITY & EDUCATION
James Vander Heiden

ENERGY / INFRASTRUCTURE
Richard Hombsch

GREAT LAKES
Scott Lindvall

WASHINGTON, DC
James Scruggs

SAN FRANCISCO
Mark Tiscornia

SAN JOSE
Winfield Roney

MINNEAPOLIS
Debra Barnes

ROCHESTER
Hal Henderson

LOS ANGELES
Alyssa Scholz

SACRAMENTO
Brent Forslin

PUBLIC / CORPORATE
Rebecca Greco

OFFICE DIRECTORS

QUALITY
Leigh Rolfshus

DESIGN
Steven Dwyer

RESEARCH
Jim Moore

SUSTAINABILITY
Patrick Thibaudeau

COUNCIL LEADERSHIP

PROCESS
Vicki Hooper

HEALTHCARE
Kurt Spiering

PUBLIC / CORPORATE
Rebecca Greco

ARTS, COMMUNITY & EDUCATION
James Vander Heiden

ENERGY / INFRASTRUCTURE
Richard Hombsch

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SACRAMENTO
Brent Forslin

QUALITY
Leigh Rolfshus

DESIGN
Steven Dwyer

RESEARCH
Jim Moore

SUSTAINABILITY
Patrick Thibaudeau

COUNCIL LEADERSHIP
HGA ARCHITECTS AND ENGINEERS (HGA)

HGA will lead the overall master planning effort for this project, guiding the collective effort of our multifaceted team into a unified and integrated vision. Our role will also include leading Sustainable Design, Structural Engineering, Constructability, Building Assessments, and Campus and Community Engagement.

YOUR TEAM

Each HGA client is unique. We work carefully to tailor a team and process to fit your needs. The HGA Team will ask necessary questions to uncover growth parameters as well as work with you to explore potential opportunities. Together we will critically evaluate all significant opportunities to determine the best outcomes for your institution.

HGA’s core values are:

**COLLABORATION** We believe an integrated multidisciplinary team provides our clients with high value solutions and greater satisfaction.

**INNOVATION** We are committed to innovative solutions in all we do, knowing we achieve greater results when inspired to discover.

**EXCELLENCE** We continually strive for high standards in all aspects of our work and to exceed client expectations.

**COMMUNICATION** We believe effective and timely communication is essential to building mutual trust with our clients and to honoring our partnership commitments.

**PROFESSIONALISM** We demonstrate professionalism—respect, honesty and integrity—in all our interactions.

**KNOWLEDGE** We take pride in exploring, developing and maintaining an in-depth knowledge of our clients’ businesses.

These core values underlie and guide our interdisciplinary approach to problem solving, as we believe that the best solutions are created when the brightest minds are working together.

**ROLES AND RESPONSIBILITIES**

All of the key members of HGA are available throughout the work effort. It is a long established policy of HGA to maintain the key personnel on a project from inception through its completion, and this policy applies to all our consultants. HGA recognizes the importance, magnitude and complexity of this project, as a result we have assembled a specialized, multifaceted team which we are happy to review with CCSF during the scope and fee validation process.
Kaveh has more than 25 years experience managing large, multidisciplinary projects for colleges and universities throughout California. His expertise includes programming, design, project management, with a focus on maintaining budget and schedule. Kaveh excels at anticipating and understanding technical issues and possesses the skills to troubleshoot problems first-hand. He solidifies a strong team of in-house and sub-consultants to achieve all project goals and produce a cutting edge results for clients.

SELECTED EXPERIENCE

LACCD WEST LA COLLEGE INFRASTRUCTURE MASTER PLAN*
Los Angeles, California

CLAREMONT MCKENNA, Pitzer and Scripps Colleges | W.M. KECK SCIENCE DEPARTMENT FEASIBILITY
Claremont, California

CALIFORNIA STATE UNIVERSITY, CHANNEL ISLANDS CAMPUS MASTER PLAN*
Camarillo, California

UCLA BIOMARKER LABORATORY/OUTPATIENT GCRC FEASIBILITY STUDY AND RENOVATION*
Los Angeles, California

UC RIVERSIDE GEOLOGY BUILDING RENOVATION PHASES I AND II*
Riverside, California

IRVINE VALLEY COLLEGE A400 BUILDING REPLACEMENT*
irvine, California

*PRIOR TO JOINING HGA

EDUCATION / AFFILIATIONS

BACHELOR OF ARCHITECTURE
University of Nebraska,

REGISTERED ARCHITECT
California #C24458

AMERICAN INSTITUTE OF ARCHITECTS
Member

EMPLOYMENT HISTORY WITH HGA: Kaveh recently joined HGA after serving as the California Higher Education practice leader for DLR Group.
Kevin Day, AIA, LEED AP BD+C

**DESIGN SUPPORT | HGA**

Kevin has more than 20 years experience directing design on academic, commercial and healthcare projects through all phases of development. He balances a passion for design excellence and architectural craft with a strong technical knowledge of building construction. He has particular expertise designing facilities that address complex programming challenges while recognizing the more intimate details that support user experience and community building. He has experience in sustainable design, promoting a holistic approach to high-performance buildings that integrate energy-efficient buildings systems with aesthetics, operations and cost.

**SELECTED EXPERIENCE**

- **Lucile Packard Children’s Hospital Stanford Children’s Health Master Plan**
  Palo Alto, California
- **University of Washington South Campus Concept Plan**
  Seattle, Washington
- **San Jose State University Art Museum Expansion Site Analysis**
  San Jose, California
- **Lucasfilm Big Rock Ranch Campus**
  Nicasio, California
- **Kaiser Permanente Murrieta Site Master Plan**
  Murrieta, California

*Prior to joining HGA

**EDUCATION / AFFILIATIONS**

- **Master of Architecture**
  University of California, Berkeley
- **Bachelor of Science in Architecture**
  University of Michigan
- **Registered Architect**
  California: #C27256
- **American Institute of Architects - Member**
- **LEED Accredited Professional**
  Building Design and Construction

**EMPLOYMENT HISTORY WITH HGA: 2 YEARS**

Patrick Thibaudeau, LEED AP

**SUSTAINABILITY | HGA**

As the Sustainability Leader, Patrick Thibaudeau will work closely with campus stakeholders and team members to establish a vision for a sustainable campus that focuses on health, wellness, and exceptional human experiences while targeting performance measures for energy, carbon, water, waste and materials and establishing a best value process for total cost of ownership. With over 20 years of experience in the design and construction industry, Patrick offers a unique combination of integrated skills with a proactive approach that adds value for our clients.

**SELECTED EXPERIENCE**

- **University of California Davis, Sacramento Campus Health Sciences Education Building Phase 1, Administrative Services Building Renovation**
  Sacramento, California
- **College of the Desert New West Valley Campus Master Plan and Phase I**
  Palm Springs, California
- **Los Angeles Harbor College Science Complex**
  Wilmington, California
- **Pasadena City College Centennial Facilities Master Plan**
  Pasadena, California
- **University of Minnesota Science Teaching and Student Services**
  Minneapolis, Minnesota

**EDUCATION / AFFILIATIONS**

- **Master of Architecture & Bachelor of Environmental Design**
  University of Minnesota
- **LEED Accredited Professional - Building Design and Construction**

**EMPLOYMENT HISTORY WITH HGA: 14 YEARS**
CONSTRUCTABILITY & BUILDING ASSESSMENT | HGA

Chuck is a senior technical architect with expertise in building assessment and constructability review. As the former Director of Architecture and Planning (Campus Architect) at City College of San Francisco, he has an intimate knowledge of the campus locations in San Francisco where CCSF serves its student body. During his tenure at CCSF, he investigated facility infrastructure for the purpose of ADA compliance improvements and electrical/internet upgrades to all facilities. This required meeting with campus administrators and educators to discuss facility master planning and to assess, survey, and prioritize the status of critical building systems including structural integrity (seismic bracing), weatherproofing components (roof/windows), and fire/life safety components (emergency egress/fire alarm upgrades). Chuck led the effort to strategize and implement District-wide improvements to all campuses.

SELECTED EXPERIENCE

CITY COLLEGE OF SAN FRANCISCO, PLANNING AND CONSTRUCTION OF ALL NEW BUILDINGS, RENOVATIONS AND REMODELING
San Francisco, California*

BAXTER DIAGNOSTICS, PLANNED, DIRECTED AND SUPERVISED FIVE-YEAR MASTER PLANNING FOR MULTI-BUILDING MEDICAL FACILITY
West Sacramento, CA*

STANFORD HILLVIEW LABS
Palo Alto, CA*

*PRIOR TO JOINING HGA

EDUCATION / AFFILIATIONS

BACHELOR OF ARCHITECTURE
California Polytechnic State University

REGISTERED ARCHITECT
California #C9729

LICENSED GENERAL CONTRACTOR
California B-638743

AMERICAN INSTITUTE OF ARCHITECTS
Member

EMPLOYMENT HISTORY WITH HGA: 1 YEAR

STRUCTURAL ENGINEER | HGA

With more than 30 years structural engineering experience, Brent is committed to a collaborative team approach. He has honed his structural expertise on a range of project types, and is well-versed in seismic codes and the agency approval process. Brent is involved in initial project planning and design phases to integrate the structural systems into the architectural and mechanical systems. “We work on making the whole design team beneficial to the client,” he says. Brent’s design experience includes steel-braces and moment-resisting frames, tilt-up construction, pre-cast panels, seismic restoration, concrete, masonry and wood construction.

SELECTED EXPERIENCE

MONTEREY PENINSULA COLLEGE, MATH AND SCIENCE BUILDING ASSESSMENT
Monterey, California

SACRAMENTO CITY COLLEGE, THEATER BUILDING FPP
Sacramento, California

CITY OF GRASS VALLEY, CENTER FOR THE ARTS MASTER PLAN AND ASSESSMENT STUDY
Grass Valley, California

TEMPLE BAPTIST CHURCH, CAMPUS BUILDING EVALUATION
Lodi, California

CITY OF PLACERVILLE, PARKING STRUCTURE STUDY
Placerville, California

*PRIOR TO JOINING HGA

EDUCATION / AFFILIATIONS

BACHELOR OF SCIENCE, ARCHITECTURAL ENGINEERING
California Polytechnic State University, San Luis Obispo

REGISTERED STRUCTURAL ENGINEER
California, S3124

THE STRUCTURAL ENGINEERS ASSOCIATION OF CENTRAL CALIFORNIA
Member

DSA, STRUCTURAL SAFETY SECTION
Former Senior Structural Engineer

EMPLOYMENT HISTORY WITH HGA: 14 YEARS
To provide the best results for City College of San Francisco, HGA has assembled a highly specialized team for the portions of the project requiring specialty expertise.

A list of those firms/individuals is as follows:

**CIVIL ENGINEERING / TRAFFIC PLANNING**
SANDIS

**INFRASTRUCTURE**
INTEGRAL GROUP

**SAFETY/SECURITY/TECHNOLOGY**
THE SEXTANT GROUP

**LANDSCAPE ARCHITECTURE**
RHAA

**UTILIZATION/PROGRAM**
FACILITY PROGRAMMING AND CONSULTING

**REAL ESTATE CONSULTING**
COLLIERS

**CEQA**
LSA ASSOCIATES

**COST ESTIMATING**
BASIS

---

**BASIC SERVICES**

- ARCHITECTURAL*
- STRUCTURAL*
- CIVIL
- ELECTRICAL
- MECHANICAL & PLUMBING
- FIRE PROTECTION
- SPECIFICATIONS*
- HARDWARE
- COST ESTIMATING

**ADDITIONAL SERVICES (SPECIALTY CONSULTING)**

- MASTER PLANNING*
- PROGRAMMING*
- LANDSCAPE
- ACOUSTICS & AUDIO/VISUAL
- THEATER
- TECHNOLOGY
- SECURITY
- SIGNAGE AND GRAPHICS
- FOOD SERVICE
- CONSTRUCTABILITY & BUILDING ASSESSMENT*
- SUSTAINABLE DESIGN (LEED™)*
- FURNITURE, FIXTURES & EQUIPMENT (FF&E)*
- LIFE-CYCLE COST ANALYSIS

* Services Performed by HGA
Jeff Setera,  PE, QSD/P, LEED AP BD+C

**PRINCIPAL-IN-CHARGE | SANDIS**

Jeff Setera is Principal and Vice President of SANDIS, Civil Engineers Surveyors Planners and has been with the firm for 20 years. Jeff is state renowned for his leadership in engineering design and project management on community college campuses. In the past 8 years, Jeff has authored seven (7) campus utility master plans, long-range development plans and infrastructure specific phasing/implementation plans. He has served as executive engineer for the design and construction of more than 80 individual higher education projects. Jeff has worked with thirteen (13) community college campuses and fourteen (14) UC, CSU, and private university campuses.

**SELECTED EXPERIENCE**

- **SFSU CAMPUS MASTER PLAN, SAN FRANCISCO**
  San Francisco, California
- **SFSU UTILITY MASTER PLAN**
  San Francisco, California
- **CHABOT/LAS POSITAS CCD CAMPUS MASTER PLAN AND INFRASTRUCTURE MASTER PLAN**
  Livermore & Hayward, California
- **CHABOT/LAS POSITAS CCD UTILITY PLAN**
  Livermore, California
- **FOOTHILL COLLEGE SITE DEVELOPMENT & LONG-RANGE INFRASTRUCTURE PLANNING AND DESIGN**
  Los Altos Hills, California
- **SAN MATEO CCD STORM DRAINAGE SYSTEM MASTER PLAN**
  San Mateo County, California
- **SAN JOAQUIN DELTA CCD MOUNTAIN HOUSE LEARNING CENTER AND CENTRAL PLAN**
  Tracy, California

**EDUCATION / AFFILIATIONS**

- **BACHELOR OF SCIENCE, CIVIL ENGINEERING**
  San Jose State University
- **REGISTERED CIVIL ENGINEER**
  California #62793
- **QUALIFIED SWPPP DEVELOPER/PRACTITIONER (QSD/P)**
- **LEED AP PROFESSIONAL**

Michael Kuykendall,  PE, QSD/P, LEED AP

**SENIOR PROJECT MANAGER | SANDIS**

Michael Kuykendall has been with SANDIS for nine years and has served as a civil engineering project manager on more than 40 higher education projects, including community colleges, California State University and University of California campuses. Michael works closely with regulatory agencies to ensure SANDIS’ design drawings meet state, local, and federal regulations so construction permits are obtained on schedule.

**SELECTED EXPERIENCE**

- **SFSU CAMPUS MASTER PLAN, SAN FRANCISCO**
  San Francisco, California
- **SOLANO COMMUNITY COLLEGE DISTRICT-VACAVILLE CAMPUS**
  Vacaville, California
- **CHABOT/LAS POSITAS CCD CAMPUS MASTER PLAN AND INFRASTRUCTURE MASTER PLAN**
  Livermore & Hayward, California
- **CHABOT/LAS POSITAS CCD UTILITY PLAN**
  Livermore, California
- **FOOTHILL COLLEGE SITE DEVELOPMENT & LONG-RANGE INFRASTRUCTURE PLANNING AND DESIGN**
  Los Altos Hills, California
- **SAN MATEO CCD STORM DRAINAGE SYSTEM MASTER PLAN**
  San Mateo County, California
- **SAN JOAQUIN DELTA CCD MOUNTAIN HOUSE LEARNING CENTER AND CENTRAL PLAN**
  Tracy, California

**EDUCATION / AFFILIATIONS**

- **BACHELOR OF SCIENCE, CIVIL ENGINEERING**
  Chico State University
- **REGISTERED CIVIL ENGINEER**
  California #70870
- **QUALIFIED SWPPP DEVELOPER/PRACTITIONER (QSD/P)**
- **LEED AP PROFESSIONAL**
John Andary, PE, LEED AP

MECHANICAL PRINCIPAL | INTEGRAL

John brings over 30 years of consulting engineering experience to the firm, with a strong background in project and team leadership. Throughout his career, John has provided energy-focused consulting services in various market sectors including higher education, health care, civic, federal, corporate and laboratory design. This diverse engineering experience, coupled with his passion for sustainable architecture, provides John with the requisite knowledge to lead the Bioclimatic Design practice at Integral.

SELECTED EXPERIENCE

UC BERKELEY, HAAS SCHOOL OF BUSINESS
Berkeley, California

EVERGREEN COLLEGE AUTOMOTIVE TECHNOLOGY BUILDING
San Jose, California

UC SANTA BARBARA, OCEAN SCIENCES
Santa Barbara, California

STANFORD UNIVERSITY, BARNUM FAMILY CENTER FOR SCHOOL AND COMMUNITY PARTNERSHIPS
Palo Alto, California

STANFORD UNIVERSITY/SLAC, KAVLI INSTITUTE FOR PARTICLE ASTROPHYSICS
Palo Alto, California

SAN JOSE STATE UNIVERSITY MOSS LANDING MARINE LAB
Moss Landing, California

EDUCATION / AFFILIATIONS

BACHELOR OF SCIENCE, MECHANICAL ENGINEERING
North Carolina State University

REGISTERED PROFESSIONAL ENGINEER
Florida, California Pending

LEED AP PROFESSIONAL

USGBC, NORTHERN CALIFORNIA CHAPTER
Member

AMERICAN SOCIETY OF HEATING, REFRIGERATION AND AIR CONDITIONING ENGINEERS
Member

AMERICAN SOCIETY OF HEALTHCARE ENGINEERS
Member

Andrea Traber, LEED FELLOW

SUSTAINABILITY CONSULTANT | INTEGRAL

Internationally recognized as a green building and sustainability expert, Andrea contributes over 20 years of experience as Project Architect and Principal on numerous green building projects, climate action plans, as well as sustainability and energy programs, to the Integral team. Her ability to translate complex technical information to understandable and actionable strategies, and alternatives, has resulted in projects, which have achieved the highest sustainability and energy efficiency goals.

SELECTED EXPERIENCE

UC BERKELEY RICHMOND GLOBAL CAMPUS INFRASTRUCTURE MASTER PLAN
Richmond, California

UC SANTA CRUZ CLIMATE AND ENERGY STRATEGY
Santa Cruz, California

UC DAVIS BREWERY, WINERY AND FOOD FACILITY
Davis, California

HERON’S HEAD PARK LIVING CLASSROOM AND COMMUNITY CENTER, LITERACY FOR ENVIRONMENTAL JUSTICE
San Francisco, California

UC DAVIS BREWERY, WINERY AND FOOD FACILITY
Davis, California

UC IRVINE STEM CELL RESEARCH FACILITY
Irvine, California

UC BERKELEY DURANT HALL
Berkeley, California

EDUCATION / AFFILIATIONS

BACHELORS OF ARTS, ARCHITECTURE
University of California at Berkeley

REGISTERED PROFESSIONAL ENGINEER
California #26564

LEED AP BD+C PROFESSIONAL
LEED FELLOW, 2013
Manuela King, ASLA, LEED AP

LANDSCAPE ARCHITECT | RHAA

As Principal in RHAA’s Mill Valley office, Manuela King’s portfolio includes many high-profile campus projects, both public and private. She has gained particular expertise in the community college realm and enjoys prolific working relationships with several regional community colleges. Manuela is an advocate of sustainable design in all her projects. She has served as Principal in Charge on multiple built projects that have received LEED certification, including multiple LEED Gold certified public facilities. Manuela has been with RHAA for 29 years.

SELECTED EXPERIENCE

CITY COLLEGE SAN FRANCISCO CHINATOWN
San Francisco, California

MERRITT COLLEGE LANDSCAPE MASTER PLAN
Oakland, California

WEST VALLEY COLLEGE LANDSCAPE MASTER PLAN
Saratoga, California

CHABOT COLLEGE LANDSCAPE MASTER PLAN
Hayward, California

CHABOT COLLEGE DESIGN GUIDELINES
Hayward, California

MODESTO JUNIOR COLLEGE WEST CAMPUS DESIGN AND INFRASTRUCTURE
Modesto, California

EDUCATION / AFFILIATIONS

MASTER OF LANDSCAPE ARCHITECTURE
University of Oregon

BACHELOR OF LANDSCAPE ARCHITECTURE
University of Oregon

REGISTERED LANDSCAPE ARCHITECT
California #C3271

LEED ACCREDITED PROFESSIONAL

AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

BEAUTIFICATION AND STREETSCAPES ADVISORY COMMITTEE, UNION SQUARE BUSINESS IMPROVEMENT DISTRICT SAN FRANCISCO
Chair
Timothy Ross Waters, CTS

**Principle Consultant | The Sextant Group**

Timothy has over 19 years of technology and acoustical consulting experience with extensive focus on project and resource management, audiovisual and information technology convergence, hi-fidelity, large performing arts venue sound and video design, intricate videoconferencing/tele-presence applications supporting critical business communications.

**Selected Experience**

**Los Angeles Trade Tech College Campus Wide Technology Assessment, Renovation Feasibility Studies, and Standards Development**
Los Angeles, California

**Riverside Community College District Information Technology Audit / Assessment**
Riverside, California

**El Paso Community College District Master Plan and Fort Bliss Campus Programming**
El Paso, Texas

**Los Angeles West LA College Media Arts and Communications Building**
Los Angeles, California

**Los Angeles Mission College Campus-Wide Smart Classroom Modernization**
Sylmar, California

**Ventura Community College District Audiovisual System Technology Standards**
Los Angeles, California

**Education / Affiliations**

**Bachelor of Science/Physics**
Principia College, 1994

**Certified Technology Specialist (CTS) by InfoComm International**
President, InfoComm International 2009

**Synergetic Audio Concepts (SYNAUDCON)**

**Interactive Multimedia Collaborative Communications Alliance (IMCCA)**

Mark Valenti, CTS

**Lead Technology Visionary | The Sextant Group**

A professional for over 30 years in broadcasting and communications, Mark founded The Sextant Group in 1995. He is an expert in digital media technologies, architectural acoustics, and market trends in the multimedia industry. As a consultant specializing in planning and design, Mark’s work extends across a broad range of projects, including feasibility studies, master plans, high-technology learning environments, recording, production, broadcast facilities, performance spaces, and other public assembly spaces.

**Selected Experience**

**West Liberty University Technology Master Plan**
West Liberty, West Virginia

**Aga Khan University, Arts & Sciences Campus**
Karachi, Pakistan

**The College of Charleston, Campus Technology Master Plan**
Charleston, SC

**University of California Davis Medical Center, School of Nursing Administration Services Building**
Davis, CA

**University of California Davis, Health Science Education Building**
Davis, CA

**Education / Affiliations**

**Grad Certificate, Institute of Audio Studies**
University of Bridgeport, 1978

**Bachelor of Science, Economics**
Pennsylvania State University, 1976

**Certified Technology Specialist (CTS) by InfoComm International**
President, InfoComm International 2009

**Council of Independent Consultants in Audiovisual Technologies**
Past Chair, 2006

**Institute for Facilities Management of the Assoc. for Higher Education Facilities Officers (APPA)**
Faculty Member, Since 1997

**Society of College and University Planning**
Member
Doug Lowe, LEED AP

**UTILIZATION AND PROGRAMMING LEADER | FPC**

An architect by degree, Doug Lowe specializes in the intricate detailing of pre-project planning, architectural programming and facilities master planning. Doug brings to his work a refreshing, pragmatic approach, which clarifies the sometimes seemingly ambiguous interlacing relationships between the many functions of a proposed facility and the people who will utilize that space. His methods enable clients to explore the definite along with the “What Ifs” and take advantage of his extensive experience as a resource and a sounding board. Throughout his career, Doug has led the programming process for more than 1000 projects comprised of a variety of higher education, municipal, corporate, and military clients.

**SELECTED EXPERIENCE**

- **PASADENA CITY COLLEGE PROGRAMMING FOR THE CENTENNIAL MASTER PLAN (PHASE I)**
  Pasadena, California

- **UNIVERSITY OF CALIFORNIA, RIVERSIDE CAMPUS SPACE ASSESSMENT**
  Riverside, California

- **ALAMO COLLEGES PROGRAMMING TO SUPPORT THE CAMPUS MASTER PLANS AND UPDATES FOR 8 CAMPUSES**
  San Antonio Texas

- **LONE STAR COLLEGE SYSTEM DISTRICT-WIDE MASTER PLAN AND FACILITIES CONDITION ASSESSMENT FOR SIX CAMPUSES**
  Houston, Texas

- **AUSTIN COMMUNITY COLLEGE DISTRICT PROGRAMMING TO SUPPORT THE DISTRICT MASTER PLAN FOR 7 CAMPUSES**
  Austin, Texas

**EDUCATION / AFFILIATIONS**

- **MASTER OF ARCHITECTURE**
  Clemson University, 1976

- **BACHELOR OF ART, PRE-ARCHITECTURE**
  Clemson University, 1974

- **REGISTERED ARCHITECT**
  Texas, Virginia, Arizona

- **LEED ACCREDITED PROFESSIONAL**

Ena Murphy, LEED AP

**UTILIZATION AND PROGRAMMING CONSULTANT | FPC**

Ena brings a variety of personal and professional experiences to Facility Programming and Consulting. She is experienced in the architectural and planning field, and she has also worked extensively with theaters, educational facilities, fine arts, and music non-profit organizations. She has a clear understanding of the need for constituent buy-in, as well as the importance of accountability. Ena possesses excellent oral and writing skills and can comfortably work with clients to facilitate the programming and planning process.

**SELECTED EXPERIENCE**

- **PASADENA CITY COLLEGE PROGRAMMING FOR THE CENTENNIAL MASTER PLAN (PHASE I)**
  Pasadena, California

- **UNIVERSITY OF CALIFORNIA, RIVERSIDE CAMPUS SPACE ASSESSMENT**
  Riverside, California

- **ALAMO COLLEGES PROGRAMMING TO SUPPORT THE CAMPUS MASTER PLANS AND UPDATES FOR 8 CAMPUSES**
  San Antonio Texas

- **AUSTIN COMMUNITY COLLEGE DISTRICT PROGRAMMING TO SUPPORT THE DISTRICT MASTER PLAN FOR 7 CAMPUSES**
  Austin, Texas

- **UNIVERSITY OF NORTH TEXAS CAMPUS SPACE ASSESSMENT**
  Denton, Texas

- **UNIVERSITY OF NORTH TEXAS PROGRAMMING TO SUPPORT THE MASTER PLAN AND UPDATE**
  Denton, Texas

- **THE UNIVERSITY OF WISCONSIN CAMPUS-WIDE SPACE PLANNING**
  Stevens Point, Wisconsin

**EDUCATION / AFFILIATIONS**

- **MAJOR IN ARCHITECTURE**
  New School of Architecture and Design, 2007

- **BACHELOR OF ART, ART HISTORY**
  Indiana University

- **LEED ACCREDITED PROFESSIONAL**
Judith Malamut, AICP

**CEQA PRINCIPAL | LSA ASSOCIATES**

Judith is an environmental, city and regional planner with over 25 years of experience. As the Managing Principal of the Berkeley office, she provides guidance and oversight that ensures LSA’s dedication to quality while mentoring staff. She serves as Principal-in-Charge and Project Manager for large and small-scale projects, often with multi-disciplinary teams, and has provided technical expertise to complete a full range of land use and environmental planning projects. Her activities with LSA include project management for CEQA and NEPA documents, preparing resource management plans, and conducting environmental analysis, and trail, open space and recreation planning.

**SELECTED EXPERIENCE**

**CALIFORNIA MARITIME ACADEMY MASTER PLAN EIR**
Vallejo, CA

**APPLE CAMPUS 2 PROJECT EIR**
Cupertino, CA

**SIERRA POINT BIOTECH CAMPUS MASTER PLAN EIR**
Brisbane, CA

**5M PROJECT EIR**
San Francisco, CA

**CABRILLO UNIFIED SCHOOL DISTRICT MULTI-FACILITY CEQA SERVICES**
San Mateo County, CA

**MT. DIABLO UNIFIED SCHOOL DISTRICT MULTI-FACILITY CEQA SERVICES**
Contra Costa County, CA

**EDUCATION / AFFILIATIONS**

**MASTER OF CITY AND REGIONAL PLANNING**
University of Pennsylvania

**B.S., CONSERVATION AND RESOURCE STUDIES**
University of California, Berkeley

**AMERICAN INSTITUTE OF CERTIFIED PLANNERS (AICP)**

**AMERICAN PLANNING ASSOCIATION (APA)**

**SAN FRANCISCO PLANNING AND URBAN RESEARCH ASSOCIATION**

Dan Feldman, LEED AP

**REAL ESTATE ASSESSMENT | COLLIERS**

Dan is Director of Colliers Government Solutions, the only comprehensive services platform focused on government real estate on a national basis. Dan has more than 18 years of real estate experience and has been a part of transactions in excess of $2.0 billion. With this experience, Dan has gained a strong understanding and working knowledge of project management and the real estate industry. Currently, Dan acts as overall Portfolio Asset Manager for the Colliers FDIC account. In this capacity, he directs both operational and sales activities relating to the management and disposal of properties assigned to Colliers by the FDIC.

**SELECTED EXPERIENCE**

**PASADENA CITY COLLEGE PROGRAMMING FOR THE CENTENNIAL MASTER PLAN (PHASE I)**
Pasadena, California

**UNIVERSITY OF CALIFORNIA, RIVERSIDE CAMPUS SPACE ASSESSMENT**
Riverside, California

**ALAMO COLLEGES PROGRAMMING TO SUPPORT THE CAMPUS MASTER PLANS AND UPDATES FOR 8 CAMPUSES**
San Antonio Texas

**LONE STAR COLLEGE SYSTEM DISTRICT-WIDE MASTER PLAN AND FACILITIES CONDITION ASSESSMENT FOR SIX CAMPUSES**
Houston, Texas

**AUSTIN COMMUNITY COLLEGE DISTRICT PROGRAMMING TO SUPPORT THE DISTRICT MASTER PLAN FOR 7 CAMPUSES**
Austin, Texas

**EDUCATION / AFFILIATIONS**

**MASTER OF ARCHITECTURE**
Clemson University, 1976

**BACHELOR OF ART, PRE-ARCHITECTURE**
Clemson University, 1974

**REGISTERED ARCHITECT**
Texas, Virginia, Arizona

**LEED ACCREDITED PROFESSIONAL**
Rick Lloyd, MRICS

COST ESTIMATOR | BASIS

Rick Lloyd brings over 27 years’ experience of construction cost planning and estimating services on a very wide range of domestic and international projects. He has notable expertise in the aviation, justice, commercial, education, healthcare, government, and cultural sectors. He has extensive experience in providing cost estimates at all phases of design and construction, including pre-construction cost planning and control, construction phase cost management, claims review and settlements, and project management services. In addition, Rick has conducted and participated in value engineering exercises for many projects.

SELECTED EXPERIENCE

COLLEGE OF THE DESERT | WEST VALLEY CAMPUS MASTER PLAN AND PHASE ONE
Palm Springs, CA

SACRAMENTO STATE UNIVERSITY | CAMPUS MASTER PLAN
Sacramento, CA

MOUNT SAINT MARY’S UNIVERSITY | MASTER PLANNING STUDY
Los Angeles, CA

WOODBURY UNIVERSITY SCHOOL OF ARCHITECTURE | CAMPUS MASTER PLAN
Burbank, CA

CALIFORNIA STATE UNIVERSITY | NEW STUDENT HEALTH CENTER
San Marcos, CA

CALIFORNIA STATE UNIVERSITY | NEW STUDENT UNION BUILDING FEASIBILITY STUDY
San Marcos, CA

EDUCATION / AFFILIATIONS

BACHELOR OF SCIENCE
Thames Polytechnic

ROYAL INSTITUTION OF CHARTERED SURVEYORS

AMERICAN ASSOCIATION OF COST ENGINEERS
3A. REFERENCES

1. COLLEGE OF THE DESERT

Dr. Edwin Deas, Vice President of Business Affairs
43-500 Monterey Ave, Palm Desert, CA
Telephone: 960-773-2592

PROJECTS INCLUDE:
West Valley Campus Master Plan
Applied Sciences Building

2. UC DAVIS HEALTH SYSTEMS

Joel Swift, Manager of Facilities Design & Construction
4800 2nd Avenue, Suite 3010, Sacramento, CA
Telephone: 916-734-0539

PROJECTS INCLUDE:
UCDHS-Health Sciences Ed Building Phases 1, 2 & 3
UCDHS-ASB 2nd Floor Renovation
UCDHS-ASB NetV2 Scoping Study
UCDHS-Health Sciences Building Phase 3 Audio Visual
UCDMS-SESP Hospitalists Trauma Department
UCDMS-SESP Pediatric Surgery Center
UCDMS-SRY Health & Wellness Center Conceptual Study

3. LOS ANGELES COMMUNITY COLLEGE DISTRICT

Daynard Tullis, Design Group Manager
515 S. Flower Street, Los Angeles, CA 90071
Telephone: 213-593-8470

PROJECTS INCLUDE:
Harbor College Science Complex
Los Angeles City College Clausen Music Building Renovation

4. UNIVERSITY OF MINNESOTA PLANT SERVICES

Lowell Rasmussen, Associate Vice Chancellor
600 East Fourth Street, Morris, MN
Telephone: 320-589-6113

PROJECTS INCLUDE:
Morris Campus Master Plan
Morris Campus Biomass Research & Demo Facility

5. LOS RIOS COMMUNITY COLLEGE DISTRICT

Dave Clinchy, Director of Facility Planning & Construction
3753 Bradview Drive, Sacramento, CA 95827
Telephone: 916.856.3409

PROJECTS INCLUDE:
American River College Theatre Modernization
American River College Fine Arts Building Expansion
American River College Life Sciences & Fine Arts Building
Sacramento City College Gymnasium Renovation
Sacramento City College Fine Arts Building
Sacramento City College Extension Campus Davis Center Phase 2
3A. REFERENCES - EXPERIENCE WITH SUB-CONSULTANTS

CIVIL ENGINEERING / TRAFFIC PLANNING
SANDIS
› LOS RIOS COMMUNITY COLLEGE
› CITY OF HERCULES LIBRARY
› CCC PSYCH HEALTH FACILITY

INFRASTRUCTURE
INTEGRAL GROUP
› USPS FREDERICK POWER/HVAC
› WOLF RIDGE ENVIRONMENTAL LEARNING CENTER

SAFETY/SECURITY/TECHNOLOGY
THE SEXTANT GROUP
› SAN BERNARDINO VALLEY COLLEGE MEDIA/COMMUNICATIONS
› SAN BERNARDINO VALLEY NORTH HALL REPLACEMENT
› SAN BERNARDINO VALLEY MAINTENANCE/OPERATIONS PRE-DESIGN
› UNIVERSITY OF CALIFORNIA, DAVIS ASB 2ND FLOOR RENOVATION
› UNIVERSITY OF CALIFORNIA, DAVIS HEALTH SCIENCES BUILDING PHASE I
› UNIVERSITY OF CALIFORNIA, DAVIS HEALTH SCIENCES BUILDING PHASE 3 AV/IT

REAL ESTATE CONSULTING
COLLIERS
› SAN JUAN WATER FRONT
› GDB – JUSTICE DEPARTMENT REQUIREMENT AND PROGRAM
› PUERTO RICO TOURISM DEVELOPMENT PROGRAM
› SAN JUAN CONVENTION CENTER DISTRICT

COST ESTIMATING
BASIS
› SANTA ANA COLLEGE STEM BUILDING
› CALIFORNIA STATE UNIVERSITY, LOS ANGELES BUILDING 12 RENOVATION
› CLAREMONT MCKENNA COLLEGE KECK SCIENCE BUILDING
› EAST LOS ANGELES COLLEGE SCIENCE AND MATH CAREERS COMPLEX

UTILIZATION/PROGRAM
FACILITY PROGRAMMING AND CONSULTING (FPC)
› PASADENA CITY COLLEGE CENTENNIAL FACILITIES MASTER PLAN
› UNIVERSITY OF CALIFORNIA, RIVERSIDE SPACE UTILIZATION SURVEY
› PROGRAMMING FOR THE FACILITIES CAMPUS MASTER PLAN, PRESENTATION COLLEGE
› SPACE ASSESSMENT AND UTILIZATION STUDY, THE COLLEGE OF ST. SCHOLASTICA

LANDSCAPE ARCHITECTURE
RHAA
› VA MENLO PARK ENVIRONMENTAL ASSESSMENT & HISTORICAL RESOURCE PLAN
FACILITIES MASTER PLAN

3B. SIMILAR PROJECTS COMPLETED BY INDIVIDUALS LISTED IN SECTIONS 2B AND 2C

HGA | MASTER PLANNING QUALIFICATIONS

All of our master planning emphasizes the experience of place. They are places that consider the whole person and ask - who are the people that will live and learn in our environments, what can we do to enhance their well-being and provide the best setting for what they need to do? We create multi-sensory environments, particularly cognizant of the enhancing effect of biophilic and brain-based design. This means a commitment to walkable, cyclable and alternative mobility, to sound and smell, heat and cold, wind, sun and shade – this is how we create beauty and comfort.

On the following pages are examples of our work, purposefully chosen to illustrate the stated criteria in this RFQ. More importantly, these examples demonstrate our team’s ability to provide a variety of master planning services including facilities assessment, space planning, enrollment projections, facilities management, meeting facilitation, survey design and analysis, conceptual design, preliminary cost estimating, and cost benefit analysis for options including remodeling, changes of use, new construction and new site acquisition.

These projects illustrate what we can achieve together. They demonstrate our relevant and similar experience, and we believe, are directly applicable to the City College of San Francisco and its future.
PASADENA CITY COLLEGE  
CENTENNIAL FACILITIES MASTER PLAN  
Pasadena, California

HGA and FPC are in the process of developing a Centennial Master Plan for the main campus including a space utilization study of existing space to help justify the need for additional space for the growing district. It also included a land use plan of potential satellite locations in the Pasadena Area Community College District (PACCD).

PACCD is in one of the fastest growing areas in California. The District, founded in 1924, maintains one main campus and three extended centers: the Child Development Center (CDC), the Community Education Center (CEC) and the Rosemead Center.

RELEVANCE / SIMILARITY TO PROJECT

- FACILITIES MASTER PLAN IN URBAN CONTEXT
- HIGHLY ENGAGED STAKEHOLDERS
- PLAN FOR POTENTIAL LAND USE FOR SATELLITE CAMPUSES

PROJECT INFORMATION:

Start/Completion Dates: 9/2014 - Ongoing  
Key Individuals/Firms: HGA | Celine Larson, Patrick Thibaudeau
Gonzaga University, a private, Catholic, Jesuit four-year comprehensive university, based its educational philosophy on the 450-year Ignatian Jesuit model that aims to educate the whole person - mind, body, and spirit. The Master Plan Update establishes a new development strategy for 120 buildings on 120 acres within the core campus and properties off-campus, including a plan for real estate consolidation or expansion. The Master Plan process included a detailed analysis and assessment of the physical campus, high-level programming, and the design of a phased 20-year campus framework reflecting Catholic, Jesuit values, including a deep commitment to environmental stewardship.

RELEVANCE / SIMILARITY TO PROJECT

- **FACILITIES MASTER PLAN IN URBAN CONTEXT**
- **IMPROVES CAMPUS ORGANIZATION TO INCREASE SENSE OF COMMUNITY**
- **INTEGRATES SUSTAINABLE FEATURES WITH UNIVERSITY CURRICULUM, RESEARCH AND STUDENT LIFE**
- **FOSTERS CONNECTIONS WITH THE LOCAL AND GLOBAL COMMUNITIES**

PROJECT INFORMATION:

Start/Completion Dates: 2013 - 2014

Key Individuals/Firms:

HGA | Celine Larkin (Prior to joining HGA)
The College of Southern Nevada is a two-year community college serving greater Las Vegas. The West Charleston Campus is the largest of three major campuses in the 6 location system. This plan assists the College to plan for growth at the West Charleston Campus in a thoughtful and deliberate manner through the next 20 or more years with a clear framework to support changing and expanding academic programs while creating a strong identity that fosters pride within the campus community. The plan creates a major campus gateway and improves identity along West Charleston Blvd., provides opportunities to showcase sustainable practices, renewable energy generation, and innovative student and faculty work. The new campus will be a comfortable, safe, compact and walkable campus with places that emphasize interaction and collaboration, and with highly visible and accessible locations for program with public interface and partnerships with the College.

**RELEVANCE / SIMILARITY TO PROJECT**

- Recognizes the needs of a commuting student population and a majority of part-time students
- Integrates the campus with the surrounding community
- Highly sustainable planning for an extreme climate

**PROJECT INFORMATION:**

Start/Completion Dates: 2013

Key Individuals/Firms:

HGA | Celine Larkin (Prior to joining HGA)
WEST LOS ANGELES COLLEGE
CAMPUS INFRASTRUCTURE MASTER PLAN & LANDSCAPE GUIDELINES
Hayward & Livermore, California

The purpose of the master plan was to facilitate in the creation of a cohesive campus environment. Two major objectives were crafted at the start of the project:

- To outline design goals that will facilitate cohesive, future build-out of the West Los Angeles College campus.
- To provide an aesthetic framework for architects, engineers, and landscape architects who will design future campus projects.

The resulting document expanded on the design concepts established in the college’s existing Facilities Master Plan. The study looked at the existing conditions of the site, circulation, architecture, landscape and public safety. After an extensive survey and assessment of the 72-acre campus the design team, led by Kaveh Amirdelfan, made recommendations to the college and created a set of “Campus Aesthetic Guidelines”.

PROJECT INFORMATION:
Start/Completion Dates: 2008
Key Individuals/Firms:
HGA | Kaveh Amirdelfan (Prior to joining HGA)

CSU CHANNEL ISLANDS
CAMPUS MASTER PLAN
Camarillo, California

While at a prior firm, Kaveh Amirdelfan led a master planning process in order to provide guidelines for campus growth and development. The plan was created so that future changes to the California Mission-style architecture would be respected, but also to preserve open spaces while increasing density, introducing flexibility into building systems, improve accessibility, and make the campus both sustainable and pedestrian-friendly. Some of the recommendations included:

- Enhancing the Central Mall, Quads, Courtyards and Vistas
- Creating Campus Connections through Open-Space Linkages and Pedestrian Pathways through Buildings
- Establishing Clear and Accessible Circulation Patterns for Pedestrian and Vehicular Traffic
- Increasing Density
- Identifying Sustainable Design Opportunities
- Incorporating Flexibility to Support Current and Future Academic Programs/Student Services

PROJECT INFORMATION:
Start/Completion Dates: 2007
Key Individuals/Firms:
HGA | Kaveh Amirdelfan (Prior to joining HGA)
The Occidental College Planning Study evaluated existing conditions in the neighborhood surrounding the College and ways to define a College District identified with and serving the Occidental community. Occidental College is located at the convergence of the Highland Park and Eagle Rock neighborhoods in northeastern Los Angeles. Outside the immediate perimeter of the Campus is a pleasant residential neighborhood, but also a variety of land uses that currently pose a challenge the College’s identity and to providing amenities to the Oxy community. The study considered existing off-campus properties and potential acquisitions, as well as strategies for activating and enlivening nearby thoroughfares to enhance the College’s image in its community context. Other strategies include branded way-finding, distinctive streetscapes, prioritized paths of travel from the campus to commercial centers, improved gateway articulation, and location of College program in more public areas to engage the larger community.

RELEVANCE / SIMILARITY TO PROJECT

- FOSTERS CONNECTIONS WITH SURROUNDING NEIGHBORHOOD
- INCREASED COLLEGE VISIBILITY IN THE CITY
- ESTABLISHED OPPORTUNITIES FOR PUBLIC/PRIVATE PARTNERSHIPS

PROJECT INFORMATION:

Start/Completion Dates: 8/2012 - 2/2013
Key Individuals/Firms:
HGA | Celine Larkin (*Prior to joining HGA)
THE SAN JUAN WATERFRONT
SAN JUAN, PUERTO RICO

San Juan, like many cities around worldwide responding to changing global economics, is repositioning its historic industrial port. The new San Juan Waterfront (SJW) will shape 98.6 obsolescent acres surrounded by public housing and the struggling neighborhoods of Puerta de Tierra and San Agustín, with 21 blocks of 5.8M SF of residential, hospitality, and civic use. This 2 mile strip of land along the southern waterfront of the Isleta of San Juan, adjacent to the World Heritage site of Viejo San Juan, is physically or perceptually isolated from the rest of the Isleta, particularly in the north-south direction.

Organized between the city’s four historic “gates,” the SJW connects life across the Isleta in a culturally grounded, contemporary, and sophisticated image of Puerto Rico. With a restructured street and block system, 31 acres of public parks, and public access to two waterfronts, the project provides places to socialize, relax, stroll, and celebrate. It connects both physically and economically to surrounding metropolitan areas with new transportation systems, a green network, an est. $1B in direct spending, more than $100M annually once operational, and nearly 20,000 jobs.

The relationship with nature is essential, though resolved in an urban manner rooted in Puerto Rican and Spanish traditions.

LOS ARBOLES
MIXED-USE DISTRICT WITH MEDICAL CAMPUS
Guadalajara, Mexico

Invited competition Master Plan for the repositioning of the former 53 hectare Kodak Factory site to include 1.4 m SF of retail, office, community, civic, medical, hospitality and residential space, including a teaching hospital and branch of the medical college.

This project creates a new district for Guadalajara’s expanding electronics and information technology sectors that have attracted significant investment and led the city into even greater opportunity in the regional and global economies. From Guadalajara’s growing youth, arts and technology culture emerges a strong energy that links the city to the greater region and world, while remaining anchored in a strongly-defined culture with visible traditions that greatly influence the near- and long-term vision for the master plan.

PROJECT INFORMATION:
Start/Completion Dates: 2013
Key Individuals/Firms:
HGA | Celine Larkin (Prior to joining HGA)
SANDIS CIVIL ENGINEERING / TRAFFIC PLANNING

SANDIS is a professional services corporation specializing in civil engineering, traffic engineering, stormwater management, QSP/D, utility locating, 3D laser scanning, land surveying and planning. Established in Northern California in 1965, SANDIS is a California Corporation comprised of 120 employees and employs the best and the brightest in our industry, recruiting well-rounded individuals whom are committed to innovation, excellence, leadership and environmental stewardship. SANDIS has extensive range and depth of project higher education experience including 15 community college districts.

SANDIS has played a role in the successful implementation of $5 Billion in bond financed capital improvements on 27 community college campuses, authoring 11 community college campus infrastructure master plans, performed extensive utility and infrastructure analysis, design utility infrastructure for campus additions and modernizations, developed infrastructure phasing plans and cost estimates and has provided complete design services for the successful redevelopment of campus storm drainage, sanitary sewer, domestic water, reclaimed water, fire water, chilled water, hydronic heating, steam, natural gas, electrical, data, telecommunication, and fire alarm systems.

RECENT RELEVANT SIMILAR PROJECTS:

- Las Positas College | Livermore
  - Campus Utility Master Plan
  - Campus Grading Master Plan
  - Student & Administrative Services Building
  - Maintenance and Operations Facility
  - Child Development Center
- Chabot College | Hayward
  - Campus Master Plan
  - Community & Student Services Center
- DeAnza College | Cupertino
  - Measure E Improvements
  - Library Renovation
- Foothill College | Los Altos Hills
  - Measure C Improvements
  - Central Plant
- Mission College | Santa Clara
  - Hospitality Management Building
  - Child Development Center
  - Main Building Replacement No. 1
- Ohlone College | Fremont/Newark
  - Newark Center for Health Sciences and Technology
  - Student Services Building
  - South Parking Structure
CHABOT LAS POSITAS COLLEGE DISTRICT
FACILITY MASTER PLAN
Hayward & Livermore, California

SANDIS provided engineering services for the development of a district wide master plan. For both campuses, SANDIS evaluated utilities including: sanitary sewer, storm drain, domestic water, fire water, irrigation, and gas, elect, telecom alignment and routing. We also analyzed the parking needs, safe pedestrian and vehicular access and appropriate thoroughfares. The master planning efforts were conducted to further campus improvements to address proposed future expansion and associated utility capacities and requirements.

SAN FRANCISCO STATE UNIVERSITY
CAMPUS MASTER PLAN
San Francisco, California

SANDIS provided engineering services for the development of a campus utility master plan. Services included the development of a campus utility base map, capacity analysis for storm drain, sanitary sewer and water systems, project development and costing, fire flow test fire RTC survey, and RTC utility assessment. We also provided engineering and surveying services for the Maloney Field Lift Station Removal Project. The survey services included tying to the campus control network and correlating it the existing campus record data.

SAN MATEO COMMUNITY COLLEGE DISTRICT
STORM DRAINAGE SYSTEM MASTER PLAN
San Mateo County, California

SANDIS determined the impacts of the proposed Master Plan development on the storm drainage system at the districts three campuses, College of San Mateo, Canada College and Skyline College. The analysis was then shared with all designers working on campus development and formed the basis of knowledge. As each campus is developed, teams are educated on the storm drainage system impact so that the overall campus system will not be negatively impacted.
INTEGRAL Group will be responsible for the planning and design of all infrastructure, water management, and energy engineering.

INTEGRAL Group is an interactive global network of design professionals collaborating under a single deep green engineering umbrella. Their design approach differs dramatically from traditional MEP engineering firms. They focus on high performance and high efficiency projects to deliver value to their clients. A leader in innovative building MEP systems design, Integral Group has been the first to achieve milestones in design for optimal energy efficiency, including the first zero carbon, zero energy commercial building in the United States, and first net zero energy, zero carbon and LEED Platinum laboratory, as well as the first to use new technology such as chilled beams, radiant ceiling panel cooling, and fuel cells.

Their integrated approach to building systems design allows Integral to enhance opportunities that nature provides, working in harmony with a building’s environment to reduce its reliance on outside energy sources. Recent Relevant Examples have been included on the following page.
The Berkeley Global Campus is located on UC Berkeley-administered property fronting the San Francisco Bay. The site is quite favorable with a very mild climate, a beautiful natural setting on the edge of the bay, and with a deep history of world class research at the Richmond Field Station by UC Berkeley and Lawrence Berkeley National Lab.

Integral Group developed the Infrastructure Master Plan to define the energy, renewable energy, water, wastewater, fire protection, and telecommunications systems based on the Long Range Development plan approved in 2014. Integral benchmarked future buildings for high performance and zero-net energy, integrated photovoltaics, energy storage, a combined thermal ambient/fire loop, biological wastewater treatment, zero net water strategies, and several high performance building technologies. This 134 acre project will be phased and delivered through public-private partnerships.
The Sextant Group has provided strategic technology planning to more than 30 facilities and organizations, more than 25 of which are institutions of higher education. The design excellence of these projects combined with the experience of over 100 projects on community college campuses across North America, 20+ in the state of California, position the firm as the technology design consulting firm in the US.

The Sextant Group has collaborated with HGA on several different projects including the Applied Sciences building at College of the Desert and University of California Davis Health Science Education Building and Betty Irene Moore School of Nursing Administrative Services Building. This team collaboration has proven successful through effective communication, planning, design and management of past projects. The planning process in place results in effective, efficient and future-proofed technology solutions through working experiences with stakeholders and the design team.

“[The Sextant Group] brought innovative ideas to the project that have helped us create spaces that are dynamic and exciting. Their coordination efforts with the other members of the design team have been exceptional.”

-- Rachel Miller, Project Coordinator, North Carolina State University

RECENT RELEVANT SIMILAR PROJECTS:

- Corning Community College | Corning, NY
  - Technology Planning Consultancy
- Howard Community College | Columbia, MD
  - Facilities Master Plan
- Metropolitan Community College | Omaha, NE
  - 4 Campus Buildings
- Mott Community College | Flint, MI
  - Five Year Technology Plan
- Western Nebraska Community College | Scottsbluff, NE
  - Master Plan
- College of Charleston | Charleston, SC
  - Campus Technology Master Plan
- Principia College, St. Louis MO
  - Core Academic Building & New School of Government and School of Nations Building Strategic Technology Planning
- University of Maryland University College | Adelphi, MD
  - Facilities Master Plan and Strategic Technology Plan
- University of Connecticut Health Center | Farmington, CT
  - Technology Master Plan
- University of Kansas | Lawrence, KS
  - Master Plan Strategic Technology Planning
EL PASO COMMUNITY COLLEGE
MASTER PLAN
El Paso, Texas

With the anticipation of unprecedented growth in admissions, the College sought to create a district-wide Master Plan for its seven campuses through the year 2025 that would address technological needs for an expanding populace. The Sextant Group provided a Technology Infrastructure Plan and Guidelines report. During Discovery, The Sextant Group met with seniorleaders from the District to create and discuss attainable goals and objectives. Moving forward they led an innovative strategic planning workshop which resulted in a comprehensive Technology Infrastructure Plan.

HOWARD COUNTY COMMUNITY COLLEGE
MASTER PLAN
Columbia, Maryland

The Sextant Group was enlisted in order to aid in the College’s mission of “Providing Pathways to Success.” This included a review of the College’s technology as part of Howard Community College’s 2010 Master Plan. Objectives. The process considered the college’s future needs and provided an assessment of HCC’s current technology infrastructure. The result was a strategic technology plan which respond to the vision and existing conditions with recommendations that will support the development of technology infrastructure that will move Howard Community college towards their desired goals.

WEST LIBERTY UNIVERSITY
TECHNOLOGY MASTER PLAN
West Liberty, West Virginia

The challenge for this project was to create an all-encompassing 5-year directive and implementation plan to dramatically upgrade the entire technological infrastructure of the West Liberty University (formerly West Liberty State College) campus. Extremely tight integration with the architecture team was required. The Sextant Group worked to deliver great value to the client by understanding and relating how those Three S’s interrelate architecture via technology; Systems Analysis, Service Analysis and Space Analysis.
Facility Programming and Consulting has completed over 550 planning and programming assignments for a wide range of higher education clients.

Their Master Planning Services include:

- ARCHITECTURAL PROGRAMMING
- SPACE UTILIZATION ANALYSIS
- DEMOGRAPHIC ANALYSIS
- ENROLLMENT PROJECTIONS
- FUNCTIONAL ANALYSIS
- DESIGN STANDARDS
- CLASSROOM & LABORATORY ANALYSIS
- FUTURE SPACE NEEDS MODELING

**RECENT RELEVANT SIMILAR PROJECTS:**

- Pasadena City College
  - Centennial Facilities Master Plan
- University of California, Riverside
  - Campus Space Assessment
- Florida Gulf Coast University
  - Programming to Support the Campus Master Plan
- Lamar State University
  - Programming to Support the Campus Master Plan
- Loyola University New Orleans
  - Programming and Space Utilization Analysis to Support the Campus Master Plan
- Presentation College
  - Programming for the Facilities Campus Master Plan
- Rice University
  - Programming to Support the Master Plan and Interim Space Study for the School of Engineering and the School of Natural Sciences
- Texas Tech University Health Science Center, El Paso
  - Strategic Campus Plan
- The University of Wisconsin, Stevens Point
  - Campus-wide Space Planning
- Plus over 120 Additional Higher Ed Master Plans
FACILITIES MASTER PLAN

FPC | RELEVANT PROJECTS

UNIVERSITY OF CALIFORNIA, RIVERSIDE
SPACE UTILIZATION SURVEY
Riverside, California

FPC (with HGA) is currently involved in a space utilization survey for UCR. The resulting report is intended to assist the campus in optimizing the use of their existing space in light of an expected increase in student enrollment and faculty over the next several years. When completed, the survey is anticipated to comprise approximately 50 buildings spanning 1.5 ASF. The project is still in progress, however to date we have made our initial kick-off to the Dean’s and Vice Chairs, toured campus facilities and met with representatives, completed focus groups, gathered benchmarking data, completed one-on-one meetings, reviewed pilot process, and completed a preliminary analysis.

AUSTIN COMMUNITY COLLEGE DISTRICT
DISTRICT MASTER PLAN
Austin, Texas

FPC completed the individual master plans with a planning window to 2025. These individual Master Plans are used to evaluate the additional space needed to accommodate the rapidly expanding enrollment. Services provided include Programming, Space Utilization Analysis, Demographic Analysis, Enrollment Projections, Functional Analysis, Design Standards, Classroom/ Lab Analysis, Future Space Needs Modeling. During the process, four new possible campuses were identified. FPC also provided detailed programming for each of the four new campuses prior to architect solicitations.

LONE STAR COLLEGE SYSTEM
DISTRICT-WIDE FACILITIES CONDITION ASSESSMENT
AND LONG-RANGE MASTER PLANNING
Houston, Texas

FPC provided Master Planning Support, Space Utilization Studies, Architectural Programming and Strategic Facilities Planning for the systems’ multiple campuses. The project focused on determining how departments at each campus used space, comparing data with peer institutions, and creating graphic illustrations. Our team also conducted workshops with the chancellor and college presidents to review the strategic plans for each college, discussed anticipated changes in programs, degrees, enrollment, and review space utilization issues.
RHAA is a landscape architecture firm with over 57 years experience in campus planning, urban design, civic and cultural spaces and park master planning.

Our passion is to build and shape the landscape for people’s use and enjoyment while protecting and preserving the beauty and substance of nature as a resource for the future. We strive to apply the principles of sustainable design and development to our projects to ensure that the solutions are environmentally sensitive and appropriate. RHAA is committed to continually improving our capabilities in the field of environmental design to provide the highest quality service and products to our clients.

We are a 33 person landscape architecture and planning firm with offices in Mill Valley and San Francisco. RHAA is certified by the State of California and the Federal Government as a Small, Women-Owned and Disadvantaged Business. Our size and our philosophy of active principal involvement on projects allow us to provide boutique design services with the resources of a much larger firm. Since its founding in 1958, the practice of the firm has grown to encompass all aspects of landscape architecture.

**RECENT RELEVANT SIMILAR PROJECTS:**

- City College San Francisco | San Francisco
  - Balboa Reservoir Development
  - Multiple Buildings, Chinatown Campus
  - Cloud Walk
  - Green Roof
  - Practice Field
- San Mateo Community College District | San Mateo
  - Design Guidelines
- West Valley College | Saratoga, California
  - Master Plan
- College of Marin | Marin County
  - Facilities Master Plan
- Las Positas College | Livermore
  - Design Guidelines
- Chabot College | Hayward
  - Landscape Master Plan and Design Guidelines
- Mendocino College
  - Lakeport Campus Master Plan | Lakeport
  - North County Center | Willits
- Lawrence Livermore National Laboratory (LLNL)
  - National Ignition Facility (NIF) Directorate
  - Campus Master Plan
RHAA | RELEVANT PROJECTS

CITY COLLEGE SAN FRANCISCO
BALBOA RESERVOIR DEVELOPMENT
San Francisco, California

Using the principles of landscape urbanism, RHAA integrated green roofs, stormwater management, transit and an urban sensibility in order to create a unique academic environment. This 16-acre project represented a rare opportunity to build a large urban campus from the ground up with new heart that unites both sides of Phelan Avenue. RHAA coordinated an integrated process of cutting-edge green design, multi-disciplinary planning and long-term implementation in order to incorporate the expansion into the existing city fabric, creating a compelling campus space for students to enjoy.

CITY COLLEGE SAN FRANCISCO
MULTIPLE BUILDINGS, CHINATOWN
San Francisco, California

RHAA worked with the architect on two new buildings for CCSF in Chinatown. The key challenge at both sites was maximizing the limited outdoor space for students and visitors in a densely populated, vibrant urban environment. One of the building projects involved interior planters in several areas as well as exterior planters on a terrace that feature bamboo and other Asian-inspired plants. The other project is located on one of Chinatown’s famous alleyways, Ils Lane, which will be transformed into an inviting pedestrian-oriented space that relates to the adjacent café in the new building.

SAN MATEO COMMUNITY COLLEGE DISTRICT
DESIGN GUIDELINES
San Mateo, California

The San Mateo Community College District, including Canada College, College of San Mateo, and Skyline College, serves more than 40,000 students each year. RHAA is part of a consultant team developing and revising district-wide and campus-specific design standards for San Mateo County Community College District. Their scope includes site furniture, site design, planting and irrigation, as well as site sustainability.
Throughout our 38-year history, environmental planning has been the cornerstone of LSA’s professional practice. We are thoroughly familiar with the processes, procedures and technical requirements of the California Environmental Quality Act (CEQA). Our technical expertise is complemented by strong project management skills, dedication to quality, and exceptional responsiveness. We have extensive experience conducting environmental review in San Francisco, and assisting institutional, educational, and corporate clients in the efficient environmental analysis of new campuses and capital facilities.

LSA has many years of experience providing environmental consulting services to school districts and institutions of higher learning throughout the State. The full scope of our experience includes preparing Exemptions, Initial Studies/Negative Declarations (IS/NDs) and Mitigated Negative Declarations (MNDs) for the expansion or rehabilitation of existing facilities; EIRs for new campuses; and EIRs for master plans for colleges and universities. These projects have been situated in a variety of environments, ranging from urbanized redevelopment sites to undeveloped lands with wetland or endangered species issues.

**RECENT RELEVANT SIMILAR PROJECTS:**

- California Maritime Academy | Vallejo
  - Master Plan EIR
- Police Department Building Project IS/MND
- Pool/Gymnasium IS/MND
- Dining Facility IS/MND
- Student Housing Project IS/MND
- Contra Costa Community College District
  - Diablo Valley College Master Plan IS/MND | Pleasant Hill
  - Contra Costa College Master Plan IS/MND | San Pablo
  - Los Medanos College Master Plan IS/MND | Pittsburg
- Mount Diablo Unified School District
  - Clayton Valley Charter High School Stadium Improvements IS/MND, Concord
  - Northgate High School Aquatic Center IS/MND, Walnut Creek
  - Ygnacio Valley High School Field Lighting Project EIR, Concord
  - College Park High School Athletic Facilities Improvements IS/MND, Pleasant Hill
- San Francisco Museum of Art, San Francisco
  - Expansion EIR
LSA ASSOCIATES | RELEVANT PROJECTS

**CALIFORNIA MARITIME ACADEMY**
**CEQA SERVICES**
Vallejo, California

This process began in 1999 when CSU required each campus have a Master Plan to guide future development. The Master Plan, which was designed to accommodate a growing and diversifying student and staff population, encompasses both the existing 81.75-acre campus and a 6-acre acquisition parcel. LSA prepared an EIR that evaluated the environmental effects of the Master Plan. Subsequent to the adoption of the Master Plan and completion of the Final EIR in the Spring of 2002, LSA prepared the environmental documentation for a number of projects that were not included in the 1999 Master Plan.

**CONTRA COSTA COMMUNITY COLLEGE DISTRICT**
**CEQA ENVIRONMENTAL SERVICES**
Contra Costa County, California

LSA provided CEQA documentation for a series of major campus renovation projects. The campus improvements analyzed within the environmental document are those actions described in the Facilities Master Plan that are funded and/or are likely to occur within the next 10 years. Proposed projects requiring CEQA documentation include construction of new buildings, building remodeling/renovation, parking improvements, vehicle circulation, and seismic retrofitting. LSA also completed the CEQA analysis for the previous 2002 Bond Measure, which resulted in many improvements to each of the three campuses.

**ACADEMY OF ART UNIVERSITY**
**INSTITUTIONAL MASTER PLAN EIR**
San Francisco, California

This EIR is a programmatic review to analyze the cumulative impacts of AAU’s growth through 2017. The EIR has identified 19 study areas and a program of development that may be applied to each. The EIR will function as a first-tier environmental document, allowing for streamlined CEQA review of future permit applications on a site-by-site basis. The EIR’s transportation analysis focuses largely on AAU’s shuttle operations. The service has evolved over the years with multiple overlapping routes and likely redundancy in coverage and slippage in productivity.
The Basis team has worked on a number of the country’s higher education campuses. In California we have provided cost estimating services for the University of Southern California, California Institute of Technology, the California State University System, Los Angeles Community College District, Claremont McKenna College, University of San Francisco, Loyola Marymount University, and all ten University of California Campuses. We establish budgets from the master planning phase and guide the team through the entire design process, to deliver educational facilities within typically limited budgets. Our knowledge enables us to anticipate costs for 21st century learning spaces early in the process, enabling the rest of the team to focus on delivering spaces that maximize the educational experience.

When budgeting a university master plan our team is committed to a collaborative approach that ensures that the result is a budget that is sufficient to develop the proposed plan over time, acceptable to the funding sources, and understood and supported by stakeholders. In order to meet these three components, we participate fully in the master planning process. By developing budgets based on program, known site conditions, and proposed campus configuration, it is possible to engage the stakeholders in a value-based discussion, such that the costs and benefits of master plan options can be fully understood. Cost limitations can also be explored during this process; leading in the end to a plan that provides the best possible program solution within the funding constraints, and that has the widest possible stakeholder buy-in.

- Santa Ana College | Santa Ana
  - STEM Building
- California State University | Los Angeles
  - Building 12 Renovation
- Claremont McKenna College | Claremont
  - Keck Science Building
- California State University | Sacramento
  - Campus Master plan
- California State University Dominguez Hills | Carson
  - Natural Sciences and Mathematics Building Study
- Mount Saint Mary’s University | Los Angeles
  - Master Planning Study
- Woodbury University School of Architecture | Burbank
  - Campus Master Plan
- Crafton Hills College | Yucaipa, CA
  - Master Plan
- East Los Angeles Community College | Los Angeles
  - Science and Math Careers Complex
- California State University | Los Angeles
  - Student Housing Master Plan
- The Center for Early Education | West Hollywood
  - Campus Redevelopment
BASIS | RELEVANT PROJECTS

CALIFORNIA STATE UNIVERSITY, SACRAMENTO CAMPUS MASTER PLAN
Sacramento, California

Basis provided cost estimating services for Sacramento State’s 20-year growth and campus expansion plan, including new buildings and existing building renovation. Sacramento State is the eleventh oldest school in the 23-campus California University system, and one of the top 3 destinations among all universities in the State of California for community college students. The campus sits on 300 acres covered with more than 3,500 trees from building to building.

WOODBURY UNIVERSITY SCHOOL OF ARCHITECTURE CAMPUS MASTER PLAN
Burbank, California

Basis provided cost estimating services to the Woodbury University School of Architecture. The project required a new architectural studio building to complete the existing architecture department. The team designed a two-story building to house architectural studios, critique spaces, support spaces, and a double-height multi-purpose room. The master plan also included the renovation of the existing Lawyers Title building which is currently a leased property off campus.

MOUNT SAINT MARY’S UNIVERSITY MASTER PLAN
Los Angeles, California

Basis provided cost estimating services for the project consisting of a master plan for long-term development of Mount Saint Mary’s College Campuses at the Chalon and Doheny sites. The master plan includes construction costs for a combination of new buildings, renovation of existing buildings, and various sitework improvements. The Cost Plan identifies separate costs for each campus, broken down by phases, a short term plan of 1-5 years, and a long term plan of 6-10 years.
Colliers Government Solutions has a substantial track record of providing strategic advisory services to public sector clientele. Government agencies are constantly examining methods for creating value by disposing of excess real estate assets, revitalizing existing real estate assets and infrastructure as well as efficiently procuring new facilities.

Acting as “trusted advisors” to our clientele, our team’s process-oriented consultative approach allows for the delivery of executable advice that is results-driven with a focus on economic performance and adding value. This client-driven process often results in a requirement for project financing or a disposition solution, which our team can seamlessly handle through the Colliers platform of services. We welcome the opportunity to discuss any government agency’s current, most pressing facility and infrastructure challenges that they may be facing to determine how to deliver solutions that meet their objectives and drive their success and their business forward.

**RECENT RELEVANT SIMILAR PROJECTS:**

- **Puerto Rico Convention Center District, Puerto Rico** - Financial advisor to Puerto Rico Convention Center District
- **San Juan Waterfront, Puerto Rico** – Financial advisor to the Commonwealth of Puerto Rico for the development of the $1.8 billion development.
- **San Juan Justice Department Headquarters, Puerto Rico** - Lead consultant to the Government Development Bank for planning of the new headquarters.
- **Invensys plc** – Real estate advisor on global operational facilities. Currently in process of obtaining LEED® status for a 130,000 sq. ft. divisional headquarters.
- **Puerto del Rey Marina, Fajardo Puerto Rico** – Strategic plan, market survey, and detailed operational analysis.
- **Judicial Council of California** – Reviewed over 450 court facilities in the State of California for the transfer between local and state agencies.
RECENT MASTER PLANNING / MULTIPLE SIMULTANEOUS PROJECTS:

- Pasadena City College
  - Centennial Facilities Master Plan
- College of the Desert
  - New West Valley Campus Master Plan
  - Applied Sciences Building
- Canyon Springs Health Center
  - Entitlements & Campus Master Plan
- University of California, Davis
  - Health Sciences Campus Master Architect
  - Health Sciences Education Building Phase I
  - School of Veterinary Medicine Master Plan
- UCLA | Los Angeles, CA
  - Student Housing Master Plan
- University of Wisconsin - Milwaukee
  - Master Plan and Space Utilization
- University of Missouri, Kansas City
  - Downtown Arts Campus
- Minnesota State University-Moorhead | Moorhead, MN
  - Campus Master Plan
- St. Olaf College | Northfield, MN
  - Fine Arts Master Planning: Music, Theatre, Art & Dance
- Earlham College | Richmond, IN
  - Campus Master Plan
- Bemidji State University | Bemidji, MN
  - Campus Master Plan
- General Mills | Golden Valley, MN
  - Corporate Campus
- Minnesota State Colleges & Universities | St. Paul, MN
  - Guide for Campus Master Planning
- Marian University | Fond du Lac, WI
  - Campus Master Plan
- Southeast Technical College | Winona, MN
  - Campus Master Plan California State Polytechnic University, Pomona
  - South Campus Study, Athletics, KHP, and ASI Facilities
- Carroll University | Waukesha, Wisconsin
  - Master Plan
- Aurora University | Williams Bay, Wisconsin
  - Master Plan

UNIVERSITY OF CALIFORNIA, DAVIS
HEALTH SCIENCES CAMPUS & EDUCATION BUILDING PHASE I
Sacramento, California

HGA did the programming and developed Phase I design concepts for the new Health Sciences Education Building at the Betty Irene Moore School of Nursing on the UC Davis Sacramento Campus. This project included criteria documents for the 70,000 SF building that will provide state-of-the-art facilities, including Active Learning Studios and skills and simulation suites.

HGA is also serving as the Master Architect to ensure the building is designed to foster interdisciplinary and interprofessional education, create a welcoming environment that serves as a magnet for students, faculty, staff, and the community, and simultaneously exude health.

RELEVANCE / SIMILARITY TO PROJECT

- PRECINCT PLANNING WITHIN CONTEXT OF LARGER CAMPUS
- COLLABORATION BETWEEN MULTIPLE STAKEHOLDERS
- HIGH SUSTAINABILITY GOAL / TRACKING LEED® PLATINUM
- SCIENCE EDUCATION AND RESEARCH
CAL POLY POMONA  
VARIOUS PROJECTS  
Pomona, California

HGA has been working with Cal Poly Pomona since 2001, completing a variety of master planning, feasibility and programming studies for both buildings and special districts on campus. Cal Poly Pomona is one of two polytechnic universities in the state. Its 1,438 acres of largely agricultural land serves more than 20,000 students, faculty and staff who come from diverse backgrounds, participating in academic programs that weave technology and hands-on learning experiences together towards a broad-based education.

Our work with them includes:
- Digital Arts and Media Feasibility Study (2001)
- So. Campus Study for KHP, Athletics and ASI Facilities (2005-06)
- Recreation Center Feasibility Study and Programming (2008)
- Eucalyptus Lane Circulation and Parking Study (2007-08)
- Collins College Expansion, Phase III Study (ongoing)
- Student Housing Replacement Land Use Study (ongoing)

RELEVANCE / SIMILARITY TO PROJECT
- ADDRESSES MANY SIMILAR ISSUES REGARDING OVERALL CAMPUS PLANNING
- COLLABORATION BETWEEN MULTIPLE STAKEHOLDERS
- INSTITUTION IN THE CA HIGHER EDUCATION SYSTEM
- PLANNING WITHIN CLEAR BUDGET CONSTRAINTS

UNIVERSITY OF MINNESOTA, MORRIS  
CAMPUS MASTER PLAN  
Morris, Minnesota

HGA’s master plan for the liberal arts campus of the University of Minnesota at Morris builds on the unique history of the campus. Originally founded as a mission for Native American children, the campus became the West Central School of Agriculture early in the century and, finally, a branch of the University of Minnesota. With 1900 students, UM-Morris is now recognized as one of the outstanding public liberal arts colleges in the nation.

The HGA master plan seeks to preserve historic trees and buildings from all the generations of the campus. The plan identifies guidelines for future growth, the location of future buildings, athletic and recreational fields, circulation and parking. The plan is based on extensive interviews with faculty, staff, students and administrators. Designed to be clear and useful, the UM-Morris master plan preserves the campus resources and builds upon its rural character for the decades to come. The plan is currently being studied to incorporate the impacts of a new biomass power generator and changes to parking and playing fields.

RELEVANCE / SIMILARITY TO PROJECT
- AIMED AT HELPING THE UNIVERSITY PROVIDE “A RENEWABLE, SUSTAINABLE EDUCATION”
- COLLABORATION BETWEEN MULTIPLE STAKEHOLDER
- ARCHITECTURE 2030 COMPLIANT
RECENT RELEVANT CALIFORNIA EDUCATION PROJECTS:

- Cabrillo College
  - Student Activities Center / Hawkeye Bookstore
  - Performing Arts Center
- Chaffey College
  - Visual, Communications, and Performing Arts Complex
- East Los Angeles College
  - Math & Science Complex
  - Student Success Center
- Los Angeles City College
  - Clausen Hall Music Building Modernization
- Los Angeles Harbor College
  - Science Complex
- Monterey Peninsula College
  - Child Development Center
  - Student Services Center
- Napa Valley Community College
  - Performing Arts Center
- Pasadena City College
  - Centennial Facilities Master Plan
- Sacramento City College
  - Student Fitness Center / Athletic Facility Modernization
  - Fischbacher Fine Arts Building
- Santa Ana College
  - STEM Building
- Southwestern College
  - Performing Arts Center
- Yuba College
  - Theater Modernization
- California State Polytechnic University, Pomona
  - Recreation Center Feasibility Study
  - Athletic Department Master Plan
- CSU Dominguez Hills
  - Cain Library Feasibility Study
  - Natural Science and Math Feasibility Study
- CSU Los Angeles
  - Golden Eagle Student Center/Bookstore & Dining Building
  - Building 12 Renovation Study and Seismic Upgrades
- CSU Northridge
  - Valley Performing Arts Center
  - Faculty Office Building Feasibility Study
- Claremont McKenna, Pitzer and Scripps Colleges
  - W.M. Keck Science Department Feasibility Study
- University of California, Los Angeles
  - Kinross Medical Research Laboratory
  - Student Housing Master Plan & Design
- University of California, Riverside
  - Physical Sciences I (DPP)
  - Material Sciences and Engineering Study (DPP)
  - Space Utilization Study
- University of Southern California
  - Campus Center Feasibility Study
  - Davidson International Academy Tenant Improvement
  - School of Dentistry (Concept Feasibility and Study)

PASADENA CITY COLLEGE
CENTENNIAL FACILITIES MASTER PLAN
Pasadena, California

HGA and FPC are in the process of developing a Centennial Master Plan for the main campus including a space utilization study of existing space to help justify the need for additional space for the growing district. It also included a land use plan of potential satellite locations in the Pasadena Area Community College District (PACCD).

RELEVANCE / SIMILARITY TO PROJECTS

- FACILITIES MASTER PLAN
- HIGHLY ENGAGED STAKEHOLDERS
- PLAN FOR POTENTIAL LAND USE FOR SATELLITE CAMPUSES
HGA performed master planning, programming, and building design of a self-sustaining campus for the College of the Desert. The new West Valley Campus emphasizes conservation, energy efficiency, waste recovery and bio-mimicry in partnership with green industries and educational initiatives.

The campus considers the site’s unique ecology and natural resources to create a national model for sustainable research and teaching that supports the local economy and educational needs in the Coachella Valley. The buildings are designed to address sun, shade, wind and topography along an Arroyo, or dry riverbed, that winds though campus. Sustainable, energy-efficient design strategies include façades that minimize heat gain, advanced mechanical systems, photovoltaic solar panels, storm-water reservoirs for evaporative cooling, shading and day lighting techniques, wind protection, and desert landscaping with seasonal plantings.

**RELEVANCE / SIMILARITY TO PROJECT**

- **ZERO-PLUS SUSTAINABILITY GOALS**
- **NATIONAL MODEL FOR RESEARCH AND TEACHING**
- **PARTNERSHIPS WITH INDUSTRY AND OTHER EDUCATIONAL INSTITUTIONS**
- **FOCUSED ON TRAINING FOR LOCAL INDUSTRY**

**CLAREMONT MCKENNA, PITZER AND SCRIPPS COLLEGES**

**W.M. KECK SCIENCE DEPARTMENT FEASIBILITY STUDY**

Claremont, California

The Programming and Facility Needs Feasibility Study assesses future needs for the sciences disciplines for three sister colleges within the Claremont Colleges, a consortium of five liberal arts colleges and two graduate schools that share resources on separate yet contiguous campuses. The Feasibility Study supports multidisciplinary collaboration between the core sciences and interdisciplinary learning between allied liberal arts departments across the three colleges while creating a unique identity for the Keck Science Department.

The Feasibly Study assesses the department mission statement, projects future science enrollment at each college and the Science Department, performs programming and utilization evaluations of the existing 81,000 SF Keck Science Building, and determines space needs for a new 80,000 to 90,000 SF building on an adjacent site. Key components consider flexible, technology-rich Active Learning Classrooms, teaching and research labs, collaborative learning and study spaces and casual group gathering spaces, each emphasizing Keck’s mission for multidisciplinary, interdisciplinary curriculum opportunities.

**RELEVANCE / SIMILARITY TO PROJECT**

- **COLLABORATION BETWEEN MULTIPLE ORGANIZATIONS**
- **HIGH SUSTAINABILITY GOALS**
- **SCIENCE PRECINCT WITHIN 3 OVERALL CAMPUS PLANS**
4. SPECIFIC APPROACH FOR ACCOMPLISHING THE SCOPE OF DESIRED SERVICES

BALANCED PRIORITIES

Balancing vital programmatic, physical, capital, and environmental priorities is always a challenge. We approach each project’s objectives – from improving campus circulation systems, conceptualizing development options, identifying land uses, or linking open spaces – through systems thinking. Systems-thinking facilitates individuals or teams of people to see complex entities as a whole, rather than through the lens of a specific sub-system. Bringing all points of view to the table at the same time allows us to share rationale between our disciplines and cross-reference ideas into a whole-systems strategy. This approach allows us to more efficiently and effectively understand the implications of a proposal, share it with stakeholders, and proceed with recommendations that are considered from all angles and are credible, buildable, and marketable. Both process and product represent not just a plan, but a conceptual base that is interrelated and unified to project goals. From this point of view, our conclusions in the form of strategies, guidelines, and policies are inherently holistic and fully synthesized. They become a framework that provides guidance for future development with enough flexibility for evolution over time.

Our methodology, refined for your proposed scope of work, provides a proven structure for the planning process. This enables a logical progression of analysis, options and solutions, allowing for a continual process of creative thinking, evaluation and modification while incorporating data driven decision-making based on solid metrics established by study and assessment of financial and physical factors and documented objectives.

To help achieve your goals we will use an Integrated Design Approach in which interdisciplinary collaboration is at the core of all project work, starting at its inception. This proven process fosters a team culture that integrates all disciplines that contribute to a successful and comprehensive master plan. We communicate early and often with each other, and with you, our client, instead of the traditional method of working separately in discipline “silos”. We work concurrently and iteratively, bringing all voices to the table at every project stage to ensure decisions are made holistically as the work progresses.

On the next two pages we have included a high level “workplan” for our planning process, followed by a detailed narrative of our recommended approach for accomplishing each item in the section “Scope of Specific Desired Services,” as requested on Page 19 of the RFP. Our workplan and approach will be further refined in collaboration with CCSF once the scope of work for the master plan is validated.
Phase 1

COMMUNITY INVOLVEMENT IN THE FACILITIES MASTER PLANNING PROCESS

The HGA team is committed to helping stakeholders understand the implications their choices have on campus. We use collaborative workshops to involve stakeholders from all aspects of university life. We understand that while committee members are comfortable within their own specific areas, they might not easily relate to the ins and outs of other arenas.

We see our role as diplomats making sure that everyone has a voice at the table, and knowing that every idea needs to be heard. We understand that every decision will be made with a hidden calculation of “How will this affect me?” We focus on capabilities and priorities instead of square footage.

Retaining the culture of a campus is one of this team’s highest priorities. Whether it’s a broad aesthetic theme or a global vision for the future, we reflect the ideals, personality and character of an institution through design.

TASK 1.1 > To this end, we will need your help, as no one knows the culture of the campus better, and understanding of the culture and values of City College of San Francisco will be at the heart of making places that are well used and memorable. We will help you tell us through visioning sessions and focus groups and work with you to develop the community involvement process.

COMMUNITY INVOLVEMENT SESSIONS

These sessions will engage the designated stakeholder and client groups noted in the RFP in a discussion designed to understand the range of economic, growth, academic and other issues facing the College over the next 10 years and to establish high-level goals for the Master Plan and our use of observed and acquired data to substantiate decision making. It allows everyone the opportunity to answer the question “This project will be a success if...” Through Phase 1, HGA will act as an enthusiastic facilitator in the kick-off of the project, ensuring that all stakeholders’ participation is valued and laying the groundwork for open and insightful conversation.

While we place heavy emphasis on understanding community needs and concerns in Phase 1, our process incorporates consensus building and stakeholder feedback at all phases of the project. At each phase, the team will provide updates and summarize the project’s progress, respond to stakeholder comments, and report on important milestones. These sessions will establish a mutual understanding of the process, desired outcomes and ensure that expectations are aligned, while providing an opportunity for review and comment on the work, and build consensus through the planning process. Together, we will agree upon the schedule, presentation materials and methodology, and appropriate participants for the sessions.
EXPERIENTIAL WORKSHOP We will also address the more qualitative aspects of campus life in a workshop, building our understanding of what spatial and sensory relationships are viewed as positive and worthwhile.

OTHER OUTREACH + ENGAGEMENT TOOLS We will also address the more qualitative aspects of campus life in a workshop, building our understanding of what spatial and sensory relationships are viewed as positive and worthwhile.

- INTERACTIVE PROJECT WEBSITES that inform and collect comments
- “POP-UP” CAMPUS DESIGN - These active or live exhibits, events and temporary installations increase awareness and allow people to experience some of the changes to come. Beyond one day events, they can test infrastructure modification, and become a catalyst for implementation.

3-D IMMERSIVE GAME - designed as part of the master planning process. Player comments and decisions are fed back to the urban design team to inform design interventions. Through assuming the role of a virtual resident or visitor, participants pursue a task or mission that considers the future of the campus. The game becomes an introduction and information source about City College of San Francisco after the planning process.

We suggest that Phases 1 and 2 do occur concurrently; Phase 1 representing the qualitative aspects of project due diligence while Phase 2 represents the quantitative information about campus facilities. Together they become the foundation for the Planning Principles of Phase 3 and the design work of Phase 4.
Phase 2

The work in this phase is a highly collaborative process between the core design team and our sub-consultants and represents a series of parallel, related studies that consider all the College’s properties. Each of the subjects noted below will be considered as it contributes to a campus system, and analyzed in line with our systems approach to planning.

**DUE DILIGENCE**

Through Phase 2, we will identify the base information and empirical data necessary for the planning to proceed so that responses and solutions during the process directly respond to our analysis of acquired and observed data (financial, academic, programmatic, regulatory and physical). This will ensure that planning solutions are pragmatic responses to the identified opportunities, needs and constraints.

**TASK 2.2** > Colliers will examine facilities not directly related to the District’s core educational mission and evaluates real estate management options.

**TASK 2.3** > LSA, Sandis, Integral and Sextant examine the current state of safety, security, noise and other environmental issues.
As we develop an environment that supports the College mission, it will be a framework that is easily maintained functionally as well as physically. Our team understands that the ultimate success of the CCSF Facilities Master Plan will be determined in part by the appropriate, creative and effective utilization of all its resources, while preserving the best aspects of its existing character.

Rather than rigidly determining the future of the campus, the plan should provide a long-range framework that is flexible and capable of evolution in response to the dynamics of experience, changing needs and market potentials over the anticipated period of development. It must provide this in relationship to the fiscal realities of the time and take into account the financial capacity to realize the projects proposed.

Through the Utilization/Demand Analysis of Phase 2 of the planning process, we will assess existing facilities and take the pulse of utilization for every open space, roadway, energy and water use and so on throughout the campus. This planning effort must be diligent in establishing a framework through which monies can be used in the most effective and efficient manner possible to remain competitive, as well as meet the demands of the next century.

In addition, we believe that a high level of utilization of resources extends to planning for a highly sustainable future. All members of the HGA team firmly support deeply embedded sustainability in all our work, and it will be wholly integrated into the master planning study. The very nature of planning must be re-examined to achieve an energy-efficient campus. For example, as nearly 40% of carbon emissions are attributed to the design, construction and operation of buildings, a path to energy reduction must consider materiality, mechanical systems and dynamic envelope design besides solar orientation and run-off control. We bring the experience of long commitment and achievement of environmentally friendly campuses and academic facilities to the table.


Water management is a particularly critical aspect of planning in California. Our team believes water and storm water management, as all aspects of energy efficiency or generation on campus, can become more than an engineering solution. It can become synonymous with landscape design on campus, and as a learning lab and educational exhibit for students and visitors alike.

Last, but very importantly, will be planning for an adaptable data communications infrastructure. The presence of digital media in all aspects of academic life requires a highly reliable, interconnected network. The College of the Desert Master Plan includes the definition of just such a system, connecting campus buildings with a string, redundant fiber optic network of multi-mode and single mode fiber and high performance copper. The campus distributes cable, satellite and wireless data networks throughout.

Integral and HGA’s sustainability specialists will study the utility and energy infrastructure with Charles Jackson evaluating the condition of the buildings themselves. Basis will provide cost estimates for remediation based on the evaluations from this task. Conclusions from this study, combined with information from the FUSION database, will provide the basis for on-going tracking of building and infrastructure conditions and performance.
In addition, during this phase, the core master planning team at HGA will complete a comprehensive site analysis that considers other aspects of the campus such as the following:

- **DISTRICT CONTEXT**
- **ADJACENT NEIGHBORHOODS**
- **ADJACENT/NEIGHBORHOOD DESTINATIONS AND AMENITIES**
- **VEHICULAR CIRCULATION AND ACCESS**
- **PEDESTRIAN NETWORKS**
- **ZONING AND OTHER REGULATORY CONSTRAINTS**
- **LAND USE**
- **LIFESTYLE**
- **VIEWS AND LANDMARKS, SOUND AND SMELL**
- **ENVIRONMENTAL MAPPING - TEMPERATURE AND PRECIPITATION, HUMIDITY AND SOLAR RADIATION, SOLAR ORIENTATION AND AIR QUALITY, WIND**
- **LANDSCAPE AND OPEN SPACE**
- **SIGNIFICANT PLANT SPECIES**

We understand these aspects typically as part of a number of systems that influence the physical disposition of every campus. At the end of this phase, we will have a solid baseline from which to plan for the future. All building and site conditions will be understood as Assets, Opportunities, Constraints or Challenges. A Program defining use, size, key relationships and synergies will be established based on projections for future facility needs and tailored to the goals of the EMP. We are ready for Phase 3.

**PLANNING FOR SEISMIC AND EXTREME WEATHER EVENTS**

Beyond personal safety, preventative measures and facility loss, this would include measures to protect vivarium and research assets. Our team will coordinate with existing seismic and extreme weather event planning at CCSF as we develop the Facilities Master Plan.

**TASK 2.5 >** This planning effort must be diligent in establishing a framework through which monies can be used in the most effective and efficient manner possible to remain competitive, as well as meet the demands of the next century. Often times the most cost effective way for our clients to meet the growing demand for space is to measure the effectiveness with which their space is being used.

FPC will document current facility utilization and identify programmatic needs and space projections for future campus enhancements concurrently with Sextant’s study of the Information System Infrastructure and our analysis of ADA compliance. Beyond the buildings themselves, our team will take the pulse of utilization for every open space throughout the campus. We use analytical tools to determine current as well as projected future spatial requirements and measure the viability of proposed alternatives. Our modeling techniques analyze your current and proposed campus, and convey the results in simple graphic form.

We suggest that Task 3.2 from Phase 3 be addressed in this phase, in concert with the projections and programming. This will ensure that all analysis and recommendations of facility needs are completed with the EMP 2014-2020 goals in mind.

**TASK 2.6 >** Sandis Traffic Planning will assess parking, both public and private transportation, servicing, bicycling and other mobility conditions and needs.

**TASK 2.7 >** Joint Venture Partnerships, both current and potential, will be studied by Colliers to understand the financial benefits and fit between potential partners and CCSF facilities, current and proposed.
A SAMPLE OF SYSTEMS THINKING RESULTS: EXPERIENTIAL SYSTEMS

Experiential Key Issues

- Creating a strong identity for the Gonzaga University campus, with an emphasis on community gathering spaces and connection with nature is a guiding principle for the Master Plan Update.
- Preserving and enhancing positive views and experiences, while addressing negative ones is a primary goal of the Master Plan.
- Improving connections and views between areas of campus that are currently isolated or separated from the campus core.
- Creating memorable places that foster interaction and engagement.
- Preserving and highlighting views of the river, Downtown Spokane and campus landmarks.
- Opening views into the campus from surrounding streets.
- Creating a clear identifiable entry onto campus.
LOS ARBOLES | MIXED-USE DISTRICT OFFICE CAMPUS | Guadalajara, Mexico (Celine Larkin while at Prior Firm)
ISSUES + OPTIONS

We believe this is a very important, indeed critical, phase of the master planning process. The Planning Principles are the overarching ethos the Master Plan should aspire to. They articulate how success will be measured. The Goals represent targets for the physical plan related to each Principle. Strategies are recommendations for achieving the Goals and attaining the Principle. As such, they summarize a guiding direction for the synthesized master plan options to be explored in Phase 4.

PLANNING PRINCIPLES

The Planning Principles and their attendant Goals and Strategies will be developed from a merging of the comments voiced in the community engagement sessions of Phase 1 and the observed assets, opportunities, constraints and challenges on campus of Phase 2.

To achieve consensus and confirmation of the Planning Principles, we propose an interactive workshop with the key decision makers for this project wherein potential Principles derived from Phase 1 and 2 are considered, modified, and prioritized. The Principles, Goals and Strategies can then be presented to other stakeholders for further comment in preparation for the master plan proposals of Phase 4.

As mentioned in the Phase 2, Task 2.5 approach, we propose that Task 3.2 be integrated into Phase 2.

PART 1: THE FACILITIES MASTER PLAN

Our team understands that the ultimate success of the City College of San Francisco Facilities Master Plan will be determined in part by the appropriate, creative and effective utilization of all its resources, while preserving the best aspects of its existing character. Rather than rigidly determining the future of the campus, the plan should provide a long-range framework that is flexible and capable of evolution in response to the dynamics of experience, changing needs and market potentials over the anticipated period of development. It must provide this in relationship to the fiscal realities of the time and take into account the financial capacity to realize the projects proposed.

Based on the findings of Phases 1, 2 and 3, we will demonstrate alternative means of achieving the adopted Planning Principles. The studies prepared during this phase will illustrate a strong financial and conceptual basis for development as well as physical form. They will be explored through the expertise of all the disciplines our team represents. For example, the proposals will consider sustainability, especially the key issues of carbon neutrality and sustainable water management, and be preliminarily tested for energy consumption.

Our explorations will be narrowed down to three options for the overall master plan. The options will further be tested by stakeholder groups in a workshop setting. Through this evaluation process, a preferred direction emerges, and a final scheme is developed and documented for review (TASK 4.7).
LEVERAGE THE BEST OF WHAT EXISTS

TASKS 4.1 + 4.2 > As our approach to master planning is holistic and integrated, both Tasks 4.1 and 4.2 will be considered as they best achieve the Planning Principles and strategic goals, and in balance with program needs, building condition, sustainability targets, circulation systems and so one, in short, all campus systems.

DEEPLY EMBEDDED SUSTAINABILITY

TASK 4.3 + 4.4 > Sustainability is a core value at HGA, and all members of the HGA team firmly support deeply embedded sustainability in all our work. For too many sustainability is the syrup poured onto a project after it is developed hoping to make it green afterward. At HGA sustainability is part of the mix included at the beginning of the design recipe.

In consideration of CEQA amendment AB 32, the path to reduced carbon CCSF operations by 2020 will be wholly integrated into the master planning study. The very nature of planning must be re-examined to achieve this goal, and it can be the beginning of a phased plan for an ultimately carbon neutral and NetZero campus. For example, as nearly 40% of carbon emissions are attributed to the design, construction and operation of buildings, a path to reduced carbon must consider materiality, mechanical systems and dynamic envelope design besides solar orientation and run-off control. We bring the experience of long commitment and achievement of carbon neutral and Net Zero or Zero-Plus campuses and academic facilities to the table to meet all levels of sustainability targets.

We consider three core principles for holistic sustainability: Human Experience, Best Value and Target Performance. Our approach to sustainability goes beyond achieving zero-net energy or a reduced carbon target: it is based on ideas that focus on what can be produced rather than just reduced in consumption. For CCSF we will establish target performance and resource budgets for five key areas: Energy, Carbon, Water, Waste and Materials. This approach induces a change in conventional thinking and will help you achieve your project goals.

HUMAN EXPERIENCE: Means to design learning experiences that improve human comfort, and an interactive learning culture.
TARGET PERFORMANCE: Establish and implement a Five-Zero plan for energy, carbon, water, waste and materials which align with your project goals and vision. First, project specific energy, water and material resources will be identified. Opportunities for using solar, wind and the earth as passive energy sources will be identified to establish a starting point for the integrated collaboration process to use the extensive knowledge base of our interdisciplinary design team. HGA and Integral have experience on projects, big and small, doing energy modeling. We have specialists that focus on this work using the most robust and cutting edge software in the industry.

BEST VALUE: Our integrated team will consider first cost and life cycle value, including material durability and resource use reduction. The goal is to minimize total cost of ownership, while considering maintenance of operations, durability, flexibility, resilience and resource use.

We see campus safety as part of comfort in human experience, along with creating an environment that contributes to human health and well-being. We understand addressing transportation, parking and mobility in general as key to carbon reduction. Our approach therefore addresses Task 4.4 together with Task 4.3 as a collaborative effort especially between our traffic planners and sustainability experts.

Some strategies CCSF may consider to further its sustainability goals include:

1. Energy: setting an energy target of 35 EUI or lower will help advance design thinking and innovation. We’ll look at passive systems such as daylight with advance controls, LED lighting and natural ventilation systems that are integrated with mechanical systems. This potentially allows for improved system efficiency and user control. Adding a monitoring system of sub-meters and displays allows building managers to see where the energy is being used and building occupants to understand the connection between their building use and energy consumption. This includes the proper commissioning and operation which helps create potential for reduced operating costs, environmental improvements and improved human experience.

2. Carbon: calculate the avoided carbon from energy use but also evaluate materials for total carbon footprint. Create a climate action plan and resiliency plan to help further reduce carbon footprint and plan for potential disruption.

3. Water: Total water balance plan including site water and building water. Landscape irrigation is one of the highest water consumers.

4. Waste: Adopt a near zero waste policy for construction and then continue that into operations.

5. Materials: Specify materials that avoid chemical of concern, employ bio mimicry principles and work toward eliminating toxins.

Through our integrated design process and consideration for the environment, we will track and seek to minimize potential environmental impacts. As the final Master Plan design develops, our team can begin to work with the City of San Francisco to determine the level of CEQA and NEPA environmental assessment.

TASK 4.5 > As the plan progresses, both Basis and Colliers will work alongside the design team to provide cost estimates and financial guidance to the proposed design alternatives.

TASK 4.6 > An implementation plan will be developed for the final Master Plan. It will include two proposed phasing plans: one a proposed construction scenario, the other a proposed funding plan. Both will evolve from the combined work of the previous tasks in this phase. These plans will become the basis for preparing the Facilities Bond Measures of Phase 5.

TASK 4.8 > As part of the Facilities Master Plan, we will develop a Facilities Design Guide to inform and direct future developments on the San Francisco City College campuses. This Design Guide will include, and work in concert with, several existing documents produced by the District, including District Standards, Sustainable Design Guidelines and Specifications, and BIM Standards for Autodesk Revit Families and Libraries. The Guide will also work in conjunction with the Master Specifications to be produced as a part of the Master Plan. As the Master Plan is likely to be implemented over a period of many years, the Design Guide will support continuity of planning approach, construction quality, and design aesthetic. The Design Guide and its collective documents will specifically address and set expectations for the topics of the Design Process, Approach to Context, Open Space, Building Access and Parking, Landscape Design, and Building Design – including Exterior Shell, Interior Fit-Out, Building Systems (Electrical, HVAC, Plumbing), Room Types, Furniture and Equipment Standards.
**Phase 5**

**ADOPTION AND IMPLEMENTATION**

**TASK 5.1** > Colliers will lead this effort for our team, working with the Facilities Master Plan Committee, Board of Trustees/Special Trustee and outside experts to refine and confirm a prioritized list and the timeframe for bonding, based on the proposed phasing plans from Phase 4.

**TASK 5.2** > As noted in Phase 4, we will track and seek to minimize potential environmental impacts in the design of the Facilities Master Plan. Through the Due Diligence and Analysis of Phase 2, we will have a good idea of the thresholds for environmental action and will have determined the presence and limits of site features that must be protected. As the final Master Plan develops, our team can begin to work with the City of San Francisco to determine the expected level of CEQA and NEPA environmental assessment and review.

LSA will take the lead for our team in crafting the response and submission of materials for the formal determination of review status, and follow through with subsequent actions.

LSA also recommends that plan development and environmental review occur concurrently to the extent feasible. This will allow for greater flexibility in the design of proposed facilities and provide the opportunity to avoid or minimize potentially significant environmental effects. For instance, known resources could be incorporated into facility designs if reconnaissance surveys are conducted early in the process of plan development. LSA will proactively work with the project team to ensure that environmental mitigation measures are integrated with the planning process. This approach, which will require close and clear coordination among the project team, and will help to ensure that environmental documentation, on a plan and project-specific level, is completed as expeditiously as possible.

**TASK 5.3** > The final Facilities Master Plan will be amended according to the results of both Task 5.1 and 5.2, and presented to the Board for final approval.
5. DETAILED SCHEDULE AND THE ABILITY TO MEET PROPOSED MILESTONES

PROJECT MANAGEMENT PHILOSOPHY - AN INTEGRATED TEAM

HGA’s approach to project management is rooted in the idea that innovation comes most successfully from the true collaboration of people with the right set of complimentary talents and expertise pertaining to the task at hand, who fully comprehend the benefits of a tightly-integrated team that works closely together for the life of the project. To do this, we utilize a methodology known as an Integrated Process. This technique has proven time and time again to be a powerful guiding force for the work effort, encouraging innovation, optimizing solutions, maximizing program flexibility, and ensuring adherence to the project schedule.

The Integrated Process informs all aspects of the work, and serves as a guiding force for all phases of the project. HGA’s project management methodology employs an ask-listen-respond cycle, which allows for continuous validation by the owner and users, and brings the work effort closer to its goals with each iteration throughout the Space Utilization Survey process. We work closely with user groups, addressing wants and needs but also prioritizing and managing expectations.

COMMUNICATION

The Integrated Process is based upon trust and the need for direct open communication between all members of the integrated team. The project manager’s job is to facilitate this communication, acting as the operational nucleus for the work process. Our fundamental objective is to provide the university, the administration, users and PMT with the highest quality of service in a collaborative, efficient and cost-effective manner.

The success of this program is based on ongoing communication and timely responsiveness throughout the project, which involves:

- **ESTABLISHING THE GOALS AND VISION EARLY IN THE PROCESS**
- **PRIORITIZING THE GOALS AND VISION**
- **BUILDING CONSENSUS THROUGH A LISTEN-AND-LEAD PROCESS**
- **CLEAR DEFINITION OF SCOPE, BUDGET, SCHEDULE AND DELIVERABLES**
- **VALIDATING ALL DECISIONS AGAINST THE PROJECT GOALS**
- **CONDUCTING AN INFORMED CYCLE OF MEETINGS WITH USER GROUPS, ADMINISTRATION, AND THE PROJECT MANAGEMENT TEAM.**

SCHEDULE OVERSIGHT

A project schedule will be established early in the project, and should correspond with the budget and survey parameters. A Pull Schedule is developed by working from a target date backwards to define the cadence of project milestones. Buy-in, commitment and trust are enhanced through the broad-based process of developing a Pull Schedule.

Team workshops are scheduled at regular intervals for the disciplines to align the optimal solutions into the ideal whole work product. This process provides integrated solutions that meet the needs of the client, and emphasizes the need to manage the project process through responsibility-based planning and control, not a tasked-based system.

Job progress and project schedule are fixed agenda items for all progress meetings. During these meetings, the progress of each discipline will be discussed in order to facilitate coordination, eliminate obstacles, and determine additional resources that may be required throughout the course of the project. Monitoring the schedule provides both the CCSF and the design team with the ability to adjust work efforts as the survey proceeds within the overall time frame to keep the project on schedule.
### DETAILED SCHEDULE

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| PHASE 4 | TASK 4.1, 4.2, 4.3, 4.4, 4.6 + 4.6A Evaluate Master Plan Options | | | | | | | | | | | | | | |
| PHASE 4 | TASK 4.5 Cost Benefit Analysis | | | | | | | | | | | | | | |
| PHASE 4 | TASK 4.7 + 4.7A (formerly Task 5.1) | | | | | | | | | | | | | | |
| PHASE 5 | TASK 5.1 | | | | | | | | | | | | | | |

- **Vision Statement**
- **Utilization + Space Needs Projection Draft Report**
- **Draft Analysis Report**
- **Complete Revised Phase 1 + 2 + 3 Report**
- **Presentation to the Board of Trustees**
- **Principles, Goals + Strategies**
- **Workshop with Board of Trustees**
- **Client Team Review Workshop to Evaluate Master Plan Options**
- **Refine Preferred Options**
6. MANAGING AND CONTROLLING PLANNING / DESIGN COSTS

MANAGEMENT

Successful project management is based upon trust and the need for direct open communication between all members of the integrated master planning team and you, our client. The project manager’s job is to facilitate this communication, acting as the operational nucleus for the work process. Our fundamental objective is to provide the College and its stakeholders with the highest quality of service in a collaborative, efficient and cost-effective manner. The success of this program is based on ongoing communication and timely responsiveness throughout the project, which involves:

- Establishing the goals and vision early in the process
- Prioritizing the goals and vision
- Building consensus through a listen-and-lead process
- Clear definition of scope, budget, schedule and deliverables
- Validating all decisions against the project goals and constraints, including financial

Conducting an informed cycle of meetings with client representatives, user groups, administration, and the Master Developer

AFFORDABILITY

HGA’s Integrated Design Process is a powerful tool for designing complex projects; it is a well-developed and sophisticated process which brings together a myriad of design professionals and best utilizes their respective expertise to navigate through the numerous agencies and requirements associated with the master planning process. The power of HGA’s interdisciplinary team collaboration lies in its expert personnel, technological proficiency and proven process applications, as well as placing an emphasis on design team continuity through the life of a project.

This is an iterative process, visiting issues serially at stages of greater depth and development through the development of the final planning document. To create an environment that leverages technology and infrastructure and to create cutting edge learning environments to meet market-place needs in a highly sustainable context means balancing vital programmatic, physical, capital, and environmental priorities.

Key to this sequence is cost estimating and coordination with the pro forma goals of the College and CCSF’s budgetary constraints. We are experienced with this interaction and believe it achieves implementable plans we can all stand behind.

Systems-thinking facilitates individuals or teams of people to see complex entities as a whole, rather than through the lens of a specific sub-system. Bringing all points of view to the table at the same time allows us to share rationale between our disciplines and cross-reference ideas into a whole-systems strategy.

Our Work Plan as outlined in Section 4 provides a proven structure for the planning process. This enables a logical progression of analysis, options and solutions, allowing for a continual process of creative thinking, evaluation and modification while incorporating data driven decision making based on solid metrics established by study and assessment of financial and physical factors and documented objectives. Our highly collaborative process incorporates consensus building and stakeholder feedback at all phases of the project.

Throughout the duration of the project, our team will employ a variety of communication and outreach methods as well as a quality control plan.

RESPONSIVENESS TO PROJECT REQUIREMENTS

The HGA team benefits from successful prior working relationships with California Higher Education System, especially at the College level. We understand the College structure and organization and are familiar with working with multiple stakeholders to build consensus. We bring a strong understanding of the physical planning procedures and with the FUSION database. All of the key members of HGA team are available throughout the work effort. It is a long established policy of HGA to maintain the key personnel on a project from inception through its completion, and this policy applies to all our consultants. Based in HGA’s San Francisco office, the team will be easily accessible to the CCSF campus.
CASE STUDY

Gonzaga University

Over the past 125 years, Gonzaga University has expanded from a small historic core into a 120 acre campus comprised of over 120 buildings. The growth, made possible through both new construction and the ad-hoc acquisition and renovation of nearby older buildings, had created new challenges for the University. Changing technologies and teaching methods, increasing student population, and aging and/or inadequate facilities were issues that Gonzaga recognized and sought to address with their Campus Master Plan Update. The revision would also be a vital tool to help guide campus growth and expansion in a thoughtful and deliberate manner over the next ten years.

PURPOSE

The Master Plan Update represents both the culmination of a two-year planning process and the starting point for the future development of the campus. Its purpose is to provide a framework for campus development in the next decade that physically manifests and supports the University’s Mission and Educational Master Plan, and the goals and aspirations identified through a collaborative visioning process, and distilled into a set of Planning Principles which guided the development of the Master Plan.

THE PLANNING PROCESS

The planning process was completed in three phases.

**PHASE 1**

**GOAL:** A substantial exploration of the needs, wishes and perceptions of the Gonzaga community
- Completed an analysis of the existing conditions on campus and review of the previous Campus Master Plan document
- Adopted Guiding Principles for the Master Plan Update
- Facilitated focus group sessions with representatives from students, faculty, staff, administrators and representatives from the City of Spokane and the surrounding Logan neighborhood

**PHASE 2**

**GOAL:** Program identification and quantification of the physical components for the Master Plan Update
- Completed a quantitative and qualitative analysis of existing facilities and real estate portfolio
- Projected a development program that accommodated changes in educational delivery and responded to the expected growth over the next decade
- Resulted from continued information gathering sessions with the campus community regarding specific program, facility and lifestyle needs or concerns

**PHASE 3**

**GOAL:** Develop the final Campus Master Plan Update through the exploration of several alternative approaches
- Initial analysis of the development scenarios were evaluated by the University with the input of campus leaders and administrators
- Development scenarios were narrowed down to three options
- Selected options were finally integrated into the final master plan

* Personal experience of Celine Larkin
<table>
<thead>
<tr>
<th>PHASE 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>VISIONING WORKSHOP WITH TEAM &amp; STAKEHOLDERS</td>
</tr>
<tr>
<td>CAMPUS SITE TOURS AND ANALYSIS</td>
</tr>
<tr>
<td>STAKEHOLDER FOCUS GROUPS &amp; INTERVIEWS</td>
</tr>
<tr>
<td>ECO-CHARRETTE</td>
</tr>
<tr>
<td>CLIENT WORKSHOPS</td>
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<table>
<thead>
<tr>
<th>PHASE 2</th>
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<tbody>
<tr>
<td>SURVEYS &amp; INTERVIEWS WITH UNIVERSITY CONSTITUENCIES</td>
</tr>
<tr>
<td>CLIENT WORKSHOPS &amp; REVIEWS</td>
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</tbody>
</table>

<table>
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<tr>
<th>PHASE 3</th>
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</thead>
<tbody>
<tr>
<td>DEVELOPMENT SCENARIO</td>
</tr>
<tr>
<td>PRESENTATIONS/WORKSHOPS</td>
</tr>
<tr>
<td>CLIENT WORKSHOPS &amp; REVIEWS</td>
</tr>
</tbody>
</table>

**ENGAGING STAKEHOLDERS**

*AN ITERATIVE PROCESS WHICH OCCURRED THROUGH-OUT ALL THREE PHASES OF PLANNING*

The Planning Process formally began with an initial visioning session. Twenty-four attendees, including three trustees, the President of the University, and representatives at a leadership level from all aspects of campus life participated in the planning team-led sessions.

Next, the planning team returned to Gonzaga to explore campus issues further. Over two days and four sessions, more than 40 members of the University community, including many who attended the previous Vision Workshop, and representatives from the neighborhood met to share ideas. The findings from these sessions were integrated with previous findings into the analysis, providing a comprehensive review of existing site conditions and identified assets, opportunities, constraints and challenges for future development.

Throughout all phases of the planning process, the participation and input of faculty, staff and administrators was essential. In no place was their engagement more critical than in creating a set of planning principles to guide the planning process.
CASE STUDY

SETTING GUIDING PRINCIPLES

REVEALING THE STAKEHOLDER’S “CORE VALUES” AND UNDERSTANDING “WHAT DOES SUCCESS LOOK LIKE?”

The Master Plan Update was envisioned as a framework for campus development in order to support the goals and aspirations of the University. The planning principles, also referred to as “Guiding Principles”, were formalized early in the process through open, facilitated forums with various stakeholders. Supporting the University’s overall mission [shown on right], the guiding principles included:

- INCORPORATING SUSTAINABILITY AND PRINCIPLES OF STEWARDSHIP DERIVED FROM THE CATHOLIC JESUIT TRADITION
- BUILDING A CAMPUS THAT MEETS TODAY’S AND TOMORROW’S TEACHING STYLES AND TECHNOLOGY
- CREATING A PLACE THAT NURTURES THE GONZAGA COMMUNITY, WITH A FOCUS ON OPEN SPACE
- IMPROVING CAMPUS FACILITIES AND INFRASTRUCTURE TO STAY COMPETITIVE, ADDRESS CHANGING DEMOGRAPHICS AND ENSURE FISCAL SUSTAINABILITY
- MAINTAINING A STRONG, OPEN AND COLLABORATIVE RELATIONSHIP WITH THE LOGAN NEIGHBORHOOD, UNIVERSITY DISTRICT, AND THE CITY OF SPOKANE

“Alignment with the Catholic, Jesuit mission and the Strategic Plan goals is critical to the development and success of the Design Principles for the Campus Master Plan Update.

- Goal One: To commit every area of the University to the reflective engagement of her Jesuit, Catholic, and humanistic Mission ideals.
- Goal Two: To educate and transform quality students in an enriched academic environment.
- Goal Three: To deepen the engagement of the entire university in the development of the whole person.
- Goal Four: To increase diversity and affirm the value of human difference.
- Goal Five: To develop men and women for a more just and humane global community.
- Goal Six: To secure the financial future of the University.
- Goal Seven: To foster the tradition of lifelong relationships with alumni, our friends, and the broader community.”

AREAS OF CONCERN INCLUDED:  A The University’s Front Door  B A Walkable Campus  C Recreational Space  D Sustainability and Environmental Stewardship  E New Development  F Community Gathering Space
SYSTEMS THINKING
A PROCESS THAT BRINGS INTERRELATED POINTS OF VIEW TO THE TABLE AT THE SAME TIME

The Master Plan was studied and designed through systems thinking. Systems-thinking focuses our interdisciplinary team on understanding complex entities as a whole, emphasizing how all campus sub-systems influence each other, and defining optimization of each system through this lens. Bringing all points of view to the table at the same time allows us to share rationale between our disciplines and cross-reference ideas into a whole-systems strategy. Through this, we can more efficiently and effectively understand the implications of a proposal, share it with stakeholders, and proceed with recommendations that are considered from all angles and are credible, buildable, and affordable.

Both process and product represent not just a plan, but a conceptual base that is interrelated and unified to serve the established Guiding Principles for the project. From this basis, our conclusions in the form of strategies, guidelines, and policies are inherently holistic and fully synthesized. They become a framework that provides guidance for future development with enough flexibility for evolution over time.

The systems studied for the Gonzaga University Master Plan Update 2013 were as follows:

<table>
<thead>
<tr>
<th>SYSTEM NAME</th>
<th>DESCRIPTION</th>
<th>ISSUES/CONSIDERATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiential</td>
<td>The perception of everyday academic, social, and personal campus life, including views, sound, safety, smell, valued and memorable places, safety, comfort and convenience</td>
<td>Lifestyle, Landmarks, Views, Smell, Sound, Safety</td>
</tr>
<tr>
<td>Systems</td>
<td>[Illustration Shown Above]</td>
<td></td>
</tr>
<tr>
<td>Mobility</td>
<td>Vehicular, pedestrian, bicycle and alternative transport circulation, service and parking, universal accessibility, and emergency access on campus and connections to the surrounding city and region</td>
<td>Vehicular Pedestrian, Bicycle, Alternative Transport, Public Transport, parking, Service Access, Emergency Access, Universal Accessibility</td>
</tr>
<tr>
<td>Sustainability</td>
<td>All current campus sustainability programs, as well as fiscal sustainability strategies, making the campus a living laboratory and making sustainability part of Gonzaga’s brand</td>
<td>Low Maintenance Plant Materials, Renewable Energy Potential, Natural Ventilation, Net Zero or Zero Plus Strategy, Low Carbon Mobility, Solar Orientation, Campus, Farming, Composting, Recycling and Waste Management, On-site Stormwater Management, Greywater and Rainwater Capture</td>
</tr>
</tbody>
</table>
INTERPRETING THE FINDINGS

**A SAMPLE OF SYSTEMS THINKING RESULTS: EXPERIENTIAL SYSTEMS**

This example illustrates the perception of everyday academic, social, and personal campus life. After overlapping the Lifestyle, Views, Smells & Sounds, and Safety & Security responses derived from focus groups, the team was able to recognize if places were valued or found wanting, and why, from the campus constituency’s point of view. For example, the top left corner of the campus map shows multiple locations where stakeholders expressed “Negative Experiences”. By examining the composite illustration, the team concluded that this could be attributed to lack of positive views, landmarks, high noise levels and a perceived absence of security.

**Experiential Key Issues**

- Creating a strong identity for the Gonzaga University campus, with an emphasis on community gathering spaces and connection with nature is a guiding principle for the Master Plan Update
- Preserving and enhancing positive views and experiences, while addressing negative ones is a primary goal of the Master Plan
- Improving connections and views between areas of campus that are currently isolated or separated from the campus core
- Creating memorable places that foster interaction and engagement
- Preserving and highlighting views of the river, Downtown Spokane and campus landmarks
- Opening views into the campus from surrounding streets
- Creating a clear identifiable entry onto campus
THE PROGRAM

An essential piece of the Gonzaga University Campus Master Plan Update was the identification of the physical components that would support and facilitate the University’s goals for many years to come. The purpose of the program was to provide a quantitative and qualitative analysis of Gonzaga University’s existing real estate portfolio, project the physical facilities needed to accommodate changes in educational pedagogy and offerings and the institutional growth for 10-15 years to come.

SUPPLY AND DEMAND APPROACH

A QUALITATIVE AND QUANTITATIVE ACCOUNTING OF SPACE NEEDS

The character and quantity of Gonzaga’s existing holdings were evaluated using supply and demand analysis. “Supply” consists of land and buildings, but also considers utilization, physical condition, local market conditions and regulatory considerations that affect capacity and value. “Demand” reflects what is needed or desired going forward. The Program represents a process that evaluated, recommended, and prioritized the “gap” between supply and demand, as illustrated below.

THE PROGRAM REPORT

A PROGRAM THAT SUPPORTS THE GUIDING PRINCIPLES, NOT JUST THE NUMBERS

The program document was divided into four parts:

- **INTRODUCTION:** Provides an overview of the goals and baseline assumptions, derived from the information gathered, that drive the program
- **SUPPLY ANALYSIS:** Provides a quantitative and qualitative investigation of the University’s existing facilities supply
- **DEMAND ANALYSIS:** Identifies major trends and demand drivers that will affect the physical facilities needed to accommodate the future of the institution
- **GAP ANALYSIS AND RECOMMENDATIONS:** Quantifies the difference between the current supply of academic, admin, residential and recreation space and the anticipated future demand, and presents approaches for bridging this gap

PHASE II: PROGRAM REPORT

![Diagram of projected demand minus existing supply equals projected gap]

**PROJECTED DEMAND — EXISTING SUPPLY = PROJECTED GAP**

PHASE III: UPDATED CAMPUS MASTER PLAN

![Diagram of existing supply minus demolitions/renovations plus additions equals final program]

**EXISTING SUPPLY — DEMOS/RENOVATIONS + ADDITIONS = FINAL PROGRAM**
Identifying and translating the goals and aspirations of the University into a concise set of SF requirements and tangible recommendations required a comprehensive information-gathering and consensus-building process with administrators, faculty, staff and students. Numerous data sets related to student demographics, curricula, facilities condition reports, and facilities utilization were analyzed, and along with surveys, interviews, and direct observation, inform the report. This became the basis for the proposed Master Plan build out.

**SUMMARY OF PROJECTED NEED:**

**TABLE 0.1 Summary of Projected Need**

<table>
<thead>
<tr>
<th>Type of Facility</th>
<th>Units Needed</th>
<th>Gross Square Feet (GSF) per Unit</th>
<th>Projected Need</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic &amp; Administrative Facilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic / Administrative Space</td>
<td>VARIES</td>
<td>VARIES</td>
<td>141,600 SF</td>
</tr>
<tr>
<td>Classrooms</td>
<td>11 CLASSROOMS</td>
<td>1,400 GSF</td>
<td>15,400 SF</td>
</tr>
<tr>
<td>Labs</td>
<td>12 LABS</td>
<td>2,400 GSF</td>
<td>28,800 SF</td>
</tr>
<tr>
<td>Offices</td>
<td>124 OFFICES</td>
<td>220 GSF</td>
<td>27,300 SF</td>
</tr>
<tr>
<td>Collaborative Space (Group Study Areas, Project Spaces, Student Lounges etc.)</td>
<td>VARIES</td>
<td>VARIES</td>
<td>24,100 SF</td>
</tr>
<tr>
<td>Performing Arts Space</td>
<td>VARIES</td>
<td>VARIES</td>
<td>46,000 SF</td>
</tr>
<tr>
<td><strong>Residential &amp; Student Life Facilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Space</td>
<td>1,260 BEDS</td>
<td>VARIES</td>
<td>399,800 SF</td>
</tr>
<tr>
<td>Undergraduate Dormitories</td>
<td>795 BEDS</td>
<td>250 GSF</td>
<td>198,800 SF</td>
</tr>
<tr>
<td>Undergraduate Apartments</td>
<td>315 BEDS</td>
<td>400 GSF</td>
<td>126,800 SF</td>
</tr>
<tr>
<td>Graduate Apartments</td>
<td>100 BEDS</td>
<td>500 GSF</td>
<td>50,000 SF</td>
</tr>
<tr>
<td>Married Student Apartments</td>
<td>50 BEDS</td>
<td>500 GSF</td>
<td>25,000 SF</td>
</tr>
<tr>
<td><strong>Student Life Space</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletic &amp; Recreational Facilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletic Facilities (including Student Athlete Center/ Hall of Fame)</td>
<td>VARIES</td>
<td>VARIES</td>
<td>16,400 SF</td>
</tr>
<tr>
<td>Number of Outdoor Athletic Fields</td>
<td>1 FIELD</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Other Facilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Space (Maintenance, Support, Religious etc.)</td>
<td>VARIES</td>
<td>VARIES</td>
<td>21,000 SF</td>
</tr>
<tr>
<td>Parking Facilities</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Total Number of Parking Spaces</td>
<td>NONE</td>
<td>350 GSF</td>
<td>NONE</td>
</tr>
<tr>
<td>Campus Total</td>
<td></td>
<td></td>
<td>595,900 SF</td>
</tr>
</tbody>
</table>

141,600
Additional Academic and Administrative Square-Footage Needed

1,260
Approximate Additional Resident Beds Needed

“The projected need is the amount of space that must be built or remodeled in order to meet the current and future needs of the University. It includes the ‘gap’ between projected demand for space and the existing supply, as well as the existing facilities that require major renovation or replacement.”
THE MASTER PLAN

The Master Plan created a campus to meet the University’s current and future needs with state-of-the-art facilities, adequate space, increased efficiency and greater flexibility. Most importantly, the updated plan will serve as a guide to implementing campus growth and expansion in a thoughtful and deliberate manner into the future.

In order to improve campus facilities and meet the projected demand for space, the development program balanced the preservation and renovation of existing facilities with the selective demolition of appropriate buildings to accommodate the construction of key new facilities.

“In total, less than ten percent of the existing academic and administrative facilities were identified to be demolished and replaced, and all buildings with recognized historic assets were preserved and maintained.”

PRIMARY IDEAS & FINAL ILLUSTRATIVE PLAN

PRIMARY IDEAS

THOUGHTFUL ORGANIZATION OF THE MASTER PLAN

The Master Plan’s structure utilized three primary ideas:

- CAMPUS PRECINCTS
- PRIMARY OPEN SPACES AND MAJOR CONNECTIONS
- SECONDARY COURTS AND COURTYARDS.

This structure was created to clarify functionality across the campus, as well as to reflect and support important relationships between programs, facilities and users. The Master Plan identified four primary open spaces which ultimately defined the eight new precincts. Academic and administrative functions are mainly located in the central campus, while a mix of housing and services at the campus edge form a transitional zone that mediates between the institutional character of the campus core and the residential feel of the surrounding neighborhood. The four primary open spaces are also linked by major cross-campus connections, each enhanced by ancillary courtyards around which individual buildings are organized.
PRECINCTS

CLARIFYING FUNCTIONALITY ACROSS THE CAMPUS

Campus buildings, programs and open space were organized into eight precincts [see map on left], each with its own distinct character. The precincts reflect and support important adjacencies between associated disciplines. The Academic Core [see illustration below] functions as the heart of the campus. A narrative and detailed illustrations of the completed build-out was created for each of the eight precincts.
EMBRACING THE GUIDING PRINCIPLES
SUPPORTING THE UNIVERSITY’S OVERALL MISSION

The information that was gathered from various stakeholders and campus tours and synthesized using “systems thinking” culminated in the creation of implementation strategies for achieving each principle and their corresponding goals. This was accomplished by continually responding to the guiding principles, formalized early in the process, from information gathering, to the interpretation of the data, to the compilation of the final report. For example, Principle 2 places a new emphasis on the quality and sustainability of environmental stewardship, with particular focus on “creating a place that fosters community, reflects Jesuit values, and sustains the traditions and legacy of the University”. This principle was specifically addressed in the updated plan and sample illustrations have been included here.

The University, which has previously expanded on an “ad hoc” basis, now has a comprehensive framework for growth which will create a stronger visual identity, well-defined boundaries and a clear organizing structure for future development, all while remaining true to the goals and aspirations of the University.

**Principle 2**

The Master Plan enhances the quality and sustainability of the environment through the application of principles of stewardship derived from the Catholic Jesuit tradition.
PROPOSER’S REFERENCES RFP# 047

Provide a minimum of three (3) references of plans of organizations of a similar size and nature were performed within the past three (3) years.

**Proposer’s Name:** HGA Architects & Engineers

**Company Name:** College of the Desert  
**Contact Name:** Dr. Edwin Deas  
**Address:** 43-500 Monterey Ave  
**Phone Number:** 960-773-2592  
**Fax Number:** N/A  
**Project scope and milestones:** West Valley Campus Master Plan: HGA performed master planning, programming, and design of a 119-acre self-sustaining campus for the College of the Desert.

**Company Name:** Los Angeles Community College District  
**Contact Name:** Daynard Tullis  
**Address:** 515 S. Flower Street  
**Phone Number:** 213-593-8470  
**Fax Number:** N/A  
**Project scope and milestones:** Harbor College Sciences Complex: This design-build project using tenets of Integrated Project Delivery includes “smart” classrooms, offices, lecture halls, and labs for physics, chemistry, life sciences, and family and consumer studies. The project is seeking LEED® Platinum and Net Zero Energy.

**Company Name:** Los Rios Community College District  
**Contact Name:** Dave Clinchy  
**Address:** 3753 Bradview Drive  
**Phone Number:** 916-856-3409  
**Fax Number:** 916-563-3456  
**Project scope and milestones:** American River College Fine Arts Modernization and Expansion (Ph 1&2): The 27,648 SF Phase 1 included the renovation of the 360-seat theater. The 26,586 SF Phase 2 added instruction space and nearly doubled the Fine Arts Building.
HGA Architects & Engineers
170 Maiden Lane, 5th Floor
415-814-6910

San Francisco, CA 94108

INSTRUCTIONS (1) Check box indicating type of business entity and provide taxpayer identification number.
(2) Check box indicating resident or nonresident (See reverse for additional information).
(3) Check one or more VENDOR ACTIVITY boxes specifying vendor activity type.
(4) Check box indicating VENDOR TYPE (See reverse for additional information).

<table>
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<th>VENDOR TYPE RESIDENCY STATUS</th>
<th>VENDOR ACTIVITY</th>
</tr>
</thead>
<tbody>
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<td>SERVICES (NON-MEDICAL)</td>
</tr>
<tr>
<td>Resident - Qualified to do business in CA, Permanent place of business in CA</td>
<td></td>
</tr>
<tr>
<td>Non-Resident (See Reverse)</td>
<td></td>
</tr>
<tr>
<td>INDIVIDUAL/SOLE PROPRIETOR (Enter Social Security Account Number or N.I.T. Number)</td>
<td></td>
</tr>
<tr>
<td>Resident</td>
<td></td>
</tr>
<tr>
<td>Non-Resident (See Reverse)</td>
<td></td>
</tr>
<tr>
<td>PARTNERSHIP (Enter Federal Employer Identification Number)</td>
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<tr>
<td>Resident</td>
<td></td>
</tr>
<tr>
<td>Non-Resident (See Reverse)</td>
<td></td>
</tr>
<tr>
<td>ESTATE OR TRUST (Enter Federal Employer Identification Number)</td>
<td></td>
</tr>
<tr>
<td>Resident (Estate) - Decedent was a CA resident at the time of death</td>
<td></td>
</tr>
<tr>
<td>Resident (Trust) - At least one trustee is a CA resident</td>
<td></td>
</tr>
<tr>
<td>Non-Resident (See Reverse)</td>
<td></td>
</tr>
</tbody>
</table>

I hereby certify under penalty of perjury that the information provided on this document is true and correct.
If my residency status should change, I will promptly inform you.

Authorized Vendor Representative Name: Kaveh Amirdelfan
Signature: [Signature]
Date: 05/08/15
Telephone/FAX Number: 310-493-0570 (Mobile)

*ADDITIONALLY, PLEASE PROVIDE VENDOR'S BUSINESS STATIONARY OR BUSINESS CARD WITH THIS FORM.
DRUG-FREE WORKPLACE CERTIFICATION RFP 047

I, Kaveh Amirdelfan, am the Principal of HGA Architects & Engineers. I declare, state and certify to all of the following:

I am authorized to certify, and do certify, on behalf of Supplier that a drug free workplace will be provided by Supplier by doing all of the following:

Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in Supplier’s workplace and specifying actions which will be taken against employees for violation of the prohibition;

Establishing a drug-free awareness program to inform employees about all of the following:

(i) The dangers of drug abuse in the workplace;
(ii) Supplier’s policy of maintaining a drug-free workplace;
(iii) The availability of drug counseling, rehabilitation and employee-assistance programs; and
(iv) The penalties that may be imposed upon employees for drug abuse violations;

Requiring that each employee engaged in the performance of the Contract be given a copy of the statement required by subdivision (A), above, and that as a condition of employment by Supplier in connection with the Work of the Contract, the employee agrees to abide by the terms of the statement. Supplier agrees to fulfill and discharge all of Supplier’s obligations under the terms and requirements of California Government Code §8355 by, in the form of an affidavit certification, publishing a statement notifying employees concerning: (a) the prohibition of any controlled substance in the workplace, (b) establishing a drug-free awareness program, and (c) requiring that each employee engaged in the performance of the Work of the Contract be given a copy of the statement required by California Government Code §8355(a) and requiring that the employee agree to abide by the terms of that statement.
Supplier and I understand that if the District determines that Supplier has either: (a) made a false certification herein, or (b) violated this certification by failing to carry out and to implement the requirements of California Government Code §8355, the Contract awarded herein is subject to termination, suspension of payments, or both. Supplier and I further understand that, should Supplier violate the terms of the Drug-Free Workplace Act of 1990, Supplier may be subject to debarment in accordance with the provisions of California Government Code §§8350, et seq.
Supplier and I acknowledge that Supplier and I are aware of the provisions of California Government Code §§8350, et seq. and hereby certify that Supplier and I will adhere to, fulfill, satisfy and discharge all provisions of and obligations under the Drug-Free Workplace Act of 1990.
I declare under penalty of perjury under the laws of the State of California that all of the foregoing is true and correct.

Executed at ___________ , this 8th day of ____________, 20__.

____________________________ (City and State)
Kaveh Amirdelfan (Signature)
____________________________ (Printed Name)
STATE OF CALIFORNIA
COUNTY OF Los Angeles

I, Kaveh Amirdelfan, being first duly sworn, deposes and says that I am
(Typed or Printed Name)
the Principal of HGA Architects & Engineers, the party submitting
>Title
(Bidder Name)

the foregoing Bid Proposal ("the Bidder"). In connection with the foregoing Bid Proposal, the
undersigned declares, states and certifies that:
1. The Bid Proposal is not made in the interest of or on behalf of, any undisclosed person, partnership,
company, association, organization or corporation.

2. The Bid Proposal is genuine and not collusive or sham.

3. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham
bid, and has not directly or indirectly colluded, conspired, connived, or agreed with any other bidder or
anyone else to put in sham bid, or to retain from bidding.

4. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or
conference with anyone to fix the bid price, or that of any other bidder, or to fix any overhead, profit or
cost element of the bid price or that of any other bidder, or to secure any advantage against the public
body awarding the contract or of anyone interested in the proposed contract.

5. All statements contained in the Bid Proposal and related documents are true.

6. The bidder has not, directly or indirectly, submitted the bid price or any breakdown thereof, or the
contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to
any person, corporation, partnership, company, association, organization, bid depository, or to any
member or agent thereof to effectuate a collusive or sham bid.

Executed this 8th day of May, 2015 at Santa Monica, CA 90405
(City, County and State)

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and
correct.

HGA Architects & Engineers Name
170 Maiden Lane, 5th Floor Address
San Francisco, CA 94108
(415) 814-6910 Direct: 310-493-0570 (mobile)

(Signature)
RFP # 047

Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion — as per Federal OMB Circular A-110 Executive Order 12549 and 12689

By signing and submitting this proposal, the prospective contractor is providing the certification set out below:

1. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective contractor knowingly rendered an erroneous certification, in addition to other remedies available to the federal government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

2. The prospective contractor certifies that it has not and will not provide any gratuities to any agency elected or appointed official, employee, representative, or consultant in connection with the award or administration of the contract that is expected to result from this solicitation.

3. The prospective contractor shall provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective contractor learns that its certification was erroneous when submitted or had become erroneous by reason of changed circumstances.

4. The terms “covered transaction,” “debarred,” “suspended,” “ineligible,” “lower tier covered transaction,” “participant,” “person,” “primary covered transaction,” “principle,” “proposal,” and “voluntarily excluded,” as used in this clause, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to whom this proposal is submitted for assistance in obtaining a copy of those regulations.

5. The prospective contractor agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.

6. The prospective contractor further agrees by submitting this proposal that it will include this clause title, “Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion — Lower Tier Covered Transaction,” without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment under 48 CFR Part 9, Subpart 9.4, suspended, ineligible, or voluntarily excluded from covered transactions, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. A participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-procurement Programs.

8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under Paragraph 4 of these instructions, if a participant in a
covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

10. The prospective contractor certifies, by submission of this proposal, that neither it nor its principals, nor its prospective subcontractors are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

11. Where the prospective contractor is unable to certify to any of the statements in this certification, such prospective contractor shall attach an explanation to this proposal.

Signature: ____________________________________________

Typed or Printed Name: Kaveh Amirdelfan

Title: Principal

Organization: HGA Architects & Engineers

Date: 05/8/15
7. FEE BREAKDOWN BY PHASE

As requested, our fee breakdown is provided in a separate sealed envelope.