



DATE: January 22, 2018

AGENDA ITEM # 7

**TO:** North County Library Authority Library (NCLA) Commission  
**FROM:** Jon Maginot, City Clerk/Assistant to the City Manager  
**SUBJECT:** Library Redevelopment Task Force update and next steps

### **RECOMMENDATION:**

Receive an update from the Library Redevelopment Task Force; appropriate \$50,000 for a Library Needs Assessment Update and a Library Feasibility Assessment, Site and Building Analysis (with two-thirds of the costs to be reimbursed to NCLA); authorize the Authority Administrator to enter into a Professional Services Agreement with Group 4 Architecture, Research and Planning, Inc. in an amount not to exceed \$15,000 (with two-thirds of costs to be paid by outside groups) for a Library Needs Assessment Update; and authorize the Authority Administrator to enter into a Professional Services Agreement with STRATAap in an amount not to exceed \$35,000 (with two-thirds of cost to be paid by outside groups) for a Library Feasibility Assessment, Site and Building Analysis

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### **BACKGROUND**

The Library Redevelopment Task Force was formed to begin preliminary exploration on the feasibility of redeveloping the main Library. Members of the Task Force include one representative each from NCLA, the Library Commission, Los Altos Library Endowment (LALE) and Friends of the Library (FOL).

At its meeting on December 19, 2017, the Task Force discussed an update of the 2008 Library Services and Space Needs Assessment and conducting an architectural feasibility of remodel/rebuild for the Main Library. Because of the limited nature of the work and the presumed minimal cost to conduct said work, staff reached out to a handful of consultants who could help the Task Force with both tasks.

### **DISCUSSION**

At its meeting on January 11, 2018, the Task Force received a report on the two tasks and recommended that NCLA enter into professional services agreements with Group 4 Architecture, Research and Planning, Inc. to conduct a Library Needs Assessment Update and STRATAap to conduct a Library Feasibility Assessment.

#### Needs Assessment update

A Library Needs Assessment was completed in 2008 outlining the needs for the two Los Altos Libraries, including service and space needs. The Assessment indicated that an additional 11,000 square feet was needed for the Main Library. The Task Force determined that a concise update to the



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## AGENDA REPORT

Assessment would help in determining if the Library still needs that much additional square footage. This work would then be coupled with the Feasibility Assessment to determine options and next steps in redevelopment of the Library.

The Task Force accepted a proposal from Group 4, an architecture firm with extensive experience in planning libraries. The proposed scope of services includes:

- Reviewing relevant documents and information including the 2008 Needs Assessment
- Two (2) meetings with the Task Force
- Conducting stakeholder interviews

The proposed timeline for this project is three months and the proposed cost is approximately \$14,000.

### Architectural Feasibility Study

Staff has received a proposal from STRATAap to conduct a Feasibility assessment for the Library facility. STRATAap has successfully conducted similar studies for other City of Los Altos facilities. The proposed study will look at three options:

1. A renovation of the Library to include an additional 11,000 square feet of space
2. A renovation of the Library to include an additional 8,000 square feet of space
3. A new facility on the same site of approximately 36,000 to 40,000 square feet

The proposed cost for this study is approximately \$34,000.

### Funding

Both LALE and FOL have agreed to pay for one-third of the costs for both studies. On January 11, 2018, the Task Force recommended that NCLA pay the remaining one-third of the costs. This would be an amount not to exceed \$17,000.

### Recommended actions

The Task Force recommends NCLA take the following actions:

1. Appropriate \$50,000 for a Library Needs Assessment Update and a Library Feasibility Assessment, Site and Building Analysis (with two-thirds of the costs to be reimbursed to NCLA)
2. Authorize the Authority Administrator to enter into a Professional Services Agreement with Group 4 Architecture, Research and Planning, Inc. in an amount not to exceed \$15,000 (with one-third of the costs to be paid by LALE and one-third of the costs to be paid by FOL) for a Library Needs Assessment Update, and
3. Authorize the Authority Administrator to enter into a Professional Services Agreement with STRATAap in an amount not to exceed \$35,000 (with one-third of the costs to be paid by



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## AGENDA REPORT

LALE and one-third of the costs to be paid by FOL) for a Library Feasibility Assessment, Site and Building Analysis

Attachments:

- A. Proposal from Group 4 for Library Needs Assessment Update
- B. Proposal from STRATAap for Library Feasibility Assessment



**G R O U P 4**

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05 January 2018

Jon Maginot, City Clerk/Assistant to the City Manager  
CITY OF LOS ALTOS  
1 N. San Antonio Road  
Los Altos CA 94022

Re: LOS ALTOS LIBRARY NEEDS ASSESSMENT UPDATE

Dear Mr. Maginot:

Thank you for inviting Group 4 Architecture, Research + Planning, Inc. (“Group 4”, “Consultant”), to submit a proposal to the City of Los Altos (“City”, “Client”) for services to update the library needs assessment for the Los Altos community.

**PROJECT UNDERSTANDING**

Library services for the Los Altos and Los Altos Hills communities are currently provided in two locations in Los Altos:

- The Los Altos Main Library – an approximately 28,000 square foot facility located in the City’s civic center; and
- The Woodland Branch Library – an approximately 4,600 square foot facility on Grant Road.

In 1985, the North County Library Authority (NCLA) was formed as a joint powers agency to plan, support, acquire, maintain, and operate libraries in Los Altos and Los Altos Hills. Services and programs at both the Main Library and Woodland Branch locations are provided by the Santa Clara County Library.

A 2008 *Library Services and Space Needs Assessment* by Page + Moris found that the community was inadequately served by these two facilities, which lack the space, facility, and infrastructure to support the community’s library needs. The Page + Moris study recommended that the Woodland Branch be renovated to support modern library programs and services, and that the Main Library be expanded in order to serve the growing community’s needs through 2030.

Although both of these libraries have remained in service over the past decade, no major renovation or expansion projects have yet been undertaken. In 2017, the NCLA established a Library Redevelopment Task Force (Task Force) to focus on the needs, architectural feasibility, and potential funding strategies for library improvements and expansion. An architectural firm has recently been commissioned to assess the architectural feasibility of expanding the Main Library on its current site at the civic center.

Now, the City of Los Altos wishes to engage the community in a dialogue about how its library needs and priorities may have changed over the past decade, and confirm the vision for library services and facilities in Los Altos for the future. The City envisions that the process will engage the Task Force as well as stakeholders and the community. The City

JONATHAN HARTMAN  
ARCHITECT

DAWN E. MERKES  
ARCHITECT

DAVID SCHNEE  
ARCHITECT

ANDREA GIFFORD  
ARCHITECT

CAROLYN CARLBERG  
ARCHITECT

GARY CHING  
ARCHITECT

JILL EYRES  
ARCHITECT

DANIEL LAROSSA  
ARCHITECT

WILLIAM LIM  
ARCHITECT

TERESA ROM  
ARCHITECT



envisions an efficient timeline for the process, with summary findings developed in the spring of 2018. Goals for the project include a clear statement of recommendations

### **SCOPE OF BASIC SERVICES**

This Basic Services proposal is for initial assessment and outreach services.

A Project Management Team (PMT) consisting of the City's designated project manager and Group 4's project manager will provide the day-to-day coordination and guidance of the project. Other representatives of the City and/or key stakeholder groups may be invited to participate in discussions of specific topics. The PMT will meet on a regular basis for on-going project coordination; PMT meetings may be held in person or via webconference as appropriate, depending on agenda and schedule considerations.

#### **1. Task 1. Analysis. We will:**

- 1.1. Facilitate a kickoff meeting with the PMT to confirm project goals and parameters, establish project systems and controls, and refine the schedule and participation plan.
- 1.2. Review available information and documents provided by the City, including without limitation the 2008 Page + Moris study, community demographics and population projections, findings of the Main Library expansion feasibility study, etc.
- 1.3. Facilitate Task Force Meeting #1 to confirm goals for the project, review community development and demographic changes over the past decade, and explore trends and best practices in library services and facilities.

#### **2. Task 2. Outreach. We will:**

- 2.1. Conduct one round of stakeholder and community engagement focused on priorities for library programs, services, and spaces. The City will be responsible for all communications and promotions for stakeholder and community outreach strategies. Events and strategies (to be confirmed with the PMT) will include:
  - 2.1.1. **Online survey.** We will prepare an online survey to collect community input. The City will publish, monitor, and compile results for the survey via the City's website / Peak Democracy platform.
  - 2.1.2. **Community Open House / Meeting.** We will prepare exhibits and facilitate an informal drop-in event in which community members can discuss and provide input on library needs and priorities. The open house will be directly followed by a more formal presentation and group discussion based on the same content. Community participants may attend either or both the open house and meeting, depending on their availability and interest. The City will arrange the venue, including refreshments for the meeting as appropriate.
  - 2.1.3. **Community Kiosks.** We will bring the exhibits from the open house to one (1) community location for up to three hours (e.g., the Main Library or a



location in downtown Los Altos) to expand awareness and opportunities for community members to participate and provide input. At the City’s option, we can provide duplicate exhibits for the City’s use to facilitate kiosks in other community locations.

- 2.2. Conduct up to four (4) interviews with stakeholder group representatives, such as the Santa Clara County Library, the NCLA, the Los Altos Library Endowment (LALE), the Friends of the Library of Los Altos (FOL), etc.

3. **Task 3 Summary.** We will:

- 3.1. Summarize stakeholder and community input and identify the top priorities for library programs and spaces, for review with the PMT.
- 3.2. Facilitate Task Force Meeting #2 to review the summary findings and community priorities, and explore the implications for library improvements and expansion.
- 3.3. Prepare a draft memorandum summarizing the process and findings for PMT review (digital format). Revise memorandum based on PMT comments and prepare final digital document. Quantity of printed copies will be based on available reimbursable expenses balance.

**COMPENSATION FOR BASIC SERVICES**

Compensation for Basic Services shall be on a lump sum basis for each Task listed below. Invoicing will be monthly and reflect the percentage of services completed.

Task	
1. Analysis	\$ 4,660
2. Outreach	\$ 9,130
3. Summary	\$ 4,850
Fees for Basic Services	\$18,640

Reimbursable project expenses, such as travel (e.g., mileage, tolls, parking), printing, binding, shipping and handling costs, special exhibits, and other expenses directly attributable to the project will be charged in addition to our fees. Project expenses will be billed at our cost plus 15%. We estimate the cost of Reimbursable Expenses associated with Basic Services at approximately \$1,350.

**PROJECT SCHEDULE**

We estimate that Basic Services will be completed in approximately three months. Extension of the project schedule may result in adjusted compensation.



**ADDITIONAL SERVICES**

In selecting Consultant, the City recognizes that the Consultant has the qualifications to provide full planning, architecture, and interior design services including conceptual design, schematic design, design development, construction documents, bidding, construction administration, and post-construction phase services. The City, at its discretion, may choose to amend this contract to add services to the Consultant's Scope of Services for Additional Compensation if mutually agreed to by the City and Consultant.

**TERMS AND CONDITIONS OF THE AGREEMENT**

This is the entire Agreement between the parties and there are no agreements, conditions, or representations between the parties except as expressed herein.

This Agreement may be terminated by either party upon seven days written notice should the other party fail substantially to perform in accordance with its terms through no fault of the party initiating the termination. The Agreement may be terminated by the Client upon written notice to the Consultant in the event that the project is abandoned.

With respect to the operation of Group 4 under this Agreement other than the performance of professional services, Group 4 shall indemnify, hold harmless, and defend the Client and its officers, directors, and employees from and against any and all claims, liabilities, damages, losses, and costs, including but not limited to reasonable attorney's fees and other costs of defense, attributable to personal injury, bodily injury, including death, or property damage, including loss of use thereof, and arising out of the negligence or willful misconduct of Group 4 or anyone for whom Group 4 is legally responsible, excepting the portion of those claims, damages, liabilities, losses, and costs caused by the Client's negligence or willful misconduct.

With respect to the performance of professional services under this Agreement, Group 4 shall indemnify, but shall have no obligation to defend, the Client, its officers, directors, and employees from and against liability for damages to the extent actually caused by the negligent errors or omissions of Group 4 or anyone for whom Group 4 is legally responsible. The Client shall indemnify, but shall have no obligation to defend, Group 4, its officers, directors, and employees from and against liability for damages to the extent actually caused by the negligent errors or omissions of the Client or anyone for whom the Client is legally responsible.

Notwithstanding any other provision of this Agreement, with respect to the performance of professional services under this Agreement, the Client agrees to limit its claims, if any, against Group 4 to the actual proceeds of Group 4's professional liability coverage required under this Agreement.

Group 4 will maintain in effect during the term of this Agreement insurance of the types and coverage (minimum limits) designated below:

General Liability (Comprehensive Form):	\$1,000,000 Combined Single Limit
Professional Liability:	\$1,000,000
Worker's Compensation:	Statutory Limit



Group 4's general liability insurance shall contain an endorsement naming the Client as an additional insured under Group 4's policy.

If a dispute arises out of or related to this Agreement, or the breach thereof, and if said dispute cannot be settled through direct discussions, the parties agree to first endeavor to settle this dispute in an amicable manner by mediation through mutually agreed to mediation service experienced in architectural services and construction matters.

**ACCEPTANCE**

A brief statement of Group 4's relevant qualifications and experience is attached to this letter. Please contact us if you have any questions about our proposal or qualifications. Following your review, please indicate your acceptance below by signing and sending an original copy to our office.

Sincerely,  
GROUP 4 ARCHITECTURE, RESEARCH + PLANNING, INC.

Dawn Merkes  
Principal

Agreed to by:  
CITY OF LOS ALTOS ("CLIENT")

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name, Title





## INTRODUCTION TO GROUP 4

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

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

Our staff includes planners, architects, interior designers, and technical and construction support specialists. We are active in professional organizations such as the PLA, CLA, OCLC, American Institute of Architects and the Environmental Design Research Association. Most of our professional staff are LEED accredited.

**Group 4 Architecture, Research + Planning, Inc.**  
211 Linden Avenue, South San Francisco, CA 94080  
(650) 871-0709 | [www.g4arch.com](http://www.g4arch.com)  
**Dawn Merkes**, Principal  
[dmerkes@g4arch.com](mailto:dmerkes@g4arch.com)

*"Their product is of incredible quality. Every time I talk with other libraries that need a master plan, I always recommend Group 4."*  
— Gerry Garzon, Director  
Oakland Public Library



*“Most other firms ask communities what they want. Group 4 asked what we value.”*  
 — Marie Alberry-Hawkins  
 City of San Jose

## LEADERSHIP IN LIBRARY PLANNING AND DESIGN

Group 4 is a national leader in the planning and design of public libraries and library systems, with more than three decades of experience on hundreds of library projects. We provide a full range of services to library systems, including:

- Systemwide planning for library services and facilities
- Site-specific pre-design services, such as needs assessments, feasibility studies, and programming
- Stakeholder and community communications and outreach
- Strategy and support for capital campaigns, including voter measures as well as fundraising/donor campaigns
- Design, construction phase, and post-occupancy architectural services
- Systemwide branding and design services, including UX design, FFE standards, etc.

Our library and system designs and plans are developed through an interactive process with the community as well as with library and local government staff. Library staff are thoroughly involved in developing an appropriate service delivery model and efficient staff workflow. Expert consultants join our team as needed to deliver products finely tuned to the singular profile, needs, and vision of each library client. The result has been many innovative, achievable plans and award-winning libraries crafted to serve their communities well into the future.

We are continually looking to the horizon of library services and facilities; our clear vision of the future of public libraries is an important reason why our library projects have been so successful.





## COLLABORATION AND ENGAGEMENT

All of Group 4's projects are enhanced by the input and insights of multiple user groups and many constituents with varying goals, needs, and perspectives. Creating a shared project vision is an essential goal – one that can be met through the use of a creative, extensive, and effectively-managed participatory process. During decades of working with communities to create highly functional, beautiful, and sustainable libraries, we have developed a distinctively interactive planning process that effectively incorporates staff and community input. The result of this process is a design unique to the library's place and embraced by its community. This participatory strategy generates a sense of ownership, pride, and lasting support.

Group 4 understands the importance of developing project goals and objectives early in the process with leaders, staff, and stakeholders. Our interactive process creates a shared vision and continues on to define the planning and design values that will not only shape the project, but also act as criteria for evaluating the success of various development strategies and design solutions. We understand the need to meet with community and stakeholder groups multiple times during this process to elicit input and build the confidence and support that are crucial for the success of public projects.

*"The Group 4 team did an amazing job adapting to our community and facilitating a process that not only resulted in unprecedented input from a diverse cross-section of our City, but also created a new model that we will follow for community outreach for all major projects going forward."*

— Councilmember  
Rick Kowalczyk  
City of Half Moon Bay



## POSITIONING PROJECTS FOR SUCCESS

Group 4 has excellent experience with helping clients develop realistic project budgets, successful funding strategies, and strong stakeholder and community support for project implementation.

- We support our clients in their **fundraising campaigns**. We supported the Walnut Creek Library Foundation in raising \$5 million toward the construction of a new library through the development of a donor recognition and naming program, and worked hand in hand with the Palo Alto Library Foundation and the City of Palo Alto to raise more than \$3 million for the new libraries and community center. In San Rafael, we supported the City in raising significant public and private funds for the renovation and expansion of the Pickleweed Park Community Center.
- We have helped clients prepare for **local ballot measures** to fund construction. Our Branch Facilities Master Plan for the San Jose Public Library and the associated outreach we conducted throughout the city laid the foundation for the community's approval of a \$212 million bond measure to fund the capital projects recommended in the plan. We assisted the City of Palo Alto build public support for a bond measure for capital funds to improve three libraries and a community center; in November 2008 the measure passed with nearly 70% voter support. Recent Group 4 projects to have received voter support include a new library and community center for the City of South San Francisco, and Measure S to fund systemwide library improvements in Santa Cruz County.
- We have an excellent record of developing **accurate project budgets**. From the very earliest phases of planning, we begin building a comprehensive budget that includes soft costs, FF&E, technology, public art, moving, and appropriate contingencies in addition to construction costs. The accuracy of our budgets is revealed when our projects are bid; most of our projects are bid well under the final engineering cost estimate.

## DAWN MERKES AIA LEED – PRINCIPAL

Dawn Merkes is an active proponent of user-based planning for public projects. The interactive planning process she helped Group 4 develop results in partnerships and facilities that meet user needs for decades to come. Given her strong communication skills and excellent public meeting facilitation abilities, it is no surprise that Dawn excels in working with communities and people to create a vision that ultimately leads to facilities that have a significant impact on people's daily lives.

### EDUCATION AND REGISTRATION

*Bachelor of Architecture*, Montana State University, Bozeman  
Registered Architect, State of California, C24206  
LEED Accredited Professional BD+C

### REPRESENTATIVE PROJECTS

- *Pacifica Library Needs Assessment + Feasibility Study*
- *San Jose Public Library Branch Facilities Master Plan*
- *El Cerrito Library Feasibility Study*
- *Palo Alto Libraries Needs Assessment*
- *Palo Alto Rinconada Library*
- *Palo Alto Mitchell Park Library + Community Center*
- *Walnut Creek Library*
- *Milpitas Public Library*
- *Woodside Library*
- *Elk Grove Library Needs Assessment*

## DAVID SCHNEE AIA LEED – PRINCIPAL

David Schnee is a recognized leader in the planning and design of innovative, technology-oriented, sustainable, and beautiful public architecture. His designs are as diverse as the clients he serves, reflecting and celebrating unique qualities of site, program, and community. In each project David combines space and light with a keen sensitivity to how people use and experience their environments.

### EDUCATION AND REGISTRATION

*Master of Architecture/City Planning*, UC Berkeley  
*Bachelor of Architecture*, Cornell University  
*Program in Environmental Design*, Harvard GSD  
Registered Architect, State of California, C27893  
LEED Accredited Professional BD+C

### REPRESENTATIVE PROJECTS

- *San Jose Public Library Branch Facilities Master Plan*
- *Santa Cruz Public Libraries Facilities Master Plan*
- *Dayton Metro Library Systemwide Capital Program*
- *Dayton Main Library*
- *Dayton Northwest Library*
- *Walnut Creek Library*
- *Milpitas Public Library*
- *San Lorenzo Library*
- *Santa Clara Central Park Library*
- *Scotts Valley Library*



Dawn Merkes



David Schnee



Andrea Gifford

#### ANDREA GIFFORD RA LEED – PRINCIPAL

Group 4 Director of Interiors Andrea Gifford works with clients and communities to create functional spaces, fluid circulation, and vibrant aesthetic design solutions. Andrea has developed interior designs for many award-winning projects, including the Palo Alto Mitchell Park Center, Walnut Creek Library, and San Lorenzo Library.

#### EDUCATION AND REGISTRATION

*Bachelor of Science, Architectural Studies, University of Illinois, Urbana-Champaign*

Registered Architect, State of California, C32830

LEED Accredited Professional ID+C

- *Palo Alto Rinconada Library*
- *Palo Alto Mitchell Park Library + Community Center*
- *Walnut Creek Library*
- *Dayton Main Library*
- *Dayton Northwest Library*
- *San Lorenzo Library*
- *Milpitas Public Library*
- *San Leandro Washington Manor Branch Library*
- *Woodside Library*
- *Anaheim Euclid + Sunkist Library Renovations*
- *Carlsbad Dove + Georgina Cole Library Renovations*
- *Chula Vista Otay Ranch Branch Library + Community Space*



Jill Eyres

#### JILL EYRES RA LEED – SENIOR ASSOCIATE

Jill Eyres specializes in pre-design services for public libraries, including long-range master planning, programming, and project scoping and budgeting. Jill's projects are characterized by clear and compelling recommendations that are easily communicated. Her recent projects include programming services for two libraries in Olathe, Kansas, and a 20-year multi-facility master plan for the Multnomah County Library.

#### EDUCATION AND REGISTRATION

*Master of Architecture, University of Illinois, Urbana-Champaign*

*Bachelor of Science, Architectural Studies, UI Urbana-Champaign*

Registered Architect, State of California, C30061

LEED Accredited Professional BD+C

#### REPRESENTATIVE PROJECTS

- *Santa Cruz Public Libraries Facilities Master Plan*
- *Olathe Public Library Master Plan*
- *Olathe Downtown + Indian Creek Library Programming*
- *Multnomah County Library Framework for Future Facilities*
- *Jefferson County (CO) Public Library Facilities Master Plan*
- *Alameda County Library Facilities Master Plan*
- *Johnson County (KS) Library Comprehensive Master Plan*
- *Spokane Public Library Future Service + Facilities Plan*
- *Houston Public Library Facilities Master Plan*
- *San Rafael Library Service + Facilities Vision Study*
- *Oakland Public Library New Models of Service Plan*
- *Salinas Library and Recreation Facilities Master Plan*



## PACIFICA LIBRARY NEEDS ASSESSMENT

Facing a growing population and unique geographic barriers, the City of Pacifica engaged Group 4 to develop community-approved recommendations for expanded services that fit within established budgets and operational constraints. We worked with the City and the Pacifica Library to update a 2011 library needs assessment (by Page & Moris), broadly engage a diverse cross section of residents and library stakeholders, and develop site strategies and project budgets that position needed library expansions for successful implementation.

Group 4 incorporated the feedback of over 1,000 community and stakeholder members through three rounds of engagement that included pop-up kiosks, workshops, open houses, and two online surveys. Input confirmed community needs of library services, and identified the locations best suited to accommodate one- and two-branch system options.

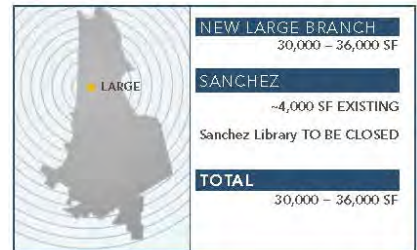
The Pacifica Library Foundation has been a strong partner throughout the library planning process, including multiple commissions with Group 4 over a period of several years.

This recent assessment follows up on Group 4's support of the City and Library in their outreach for the 2016 Measure N library bond ballot measure.



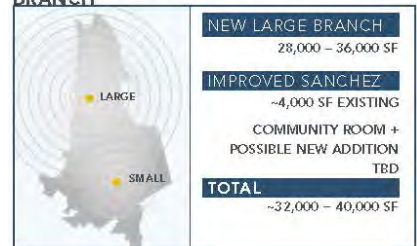
### STRATEGY A

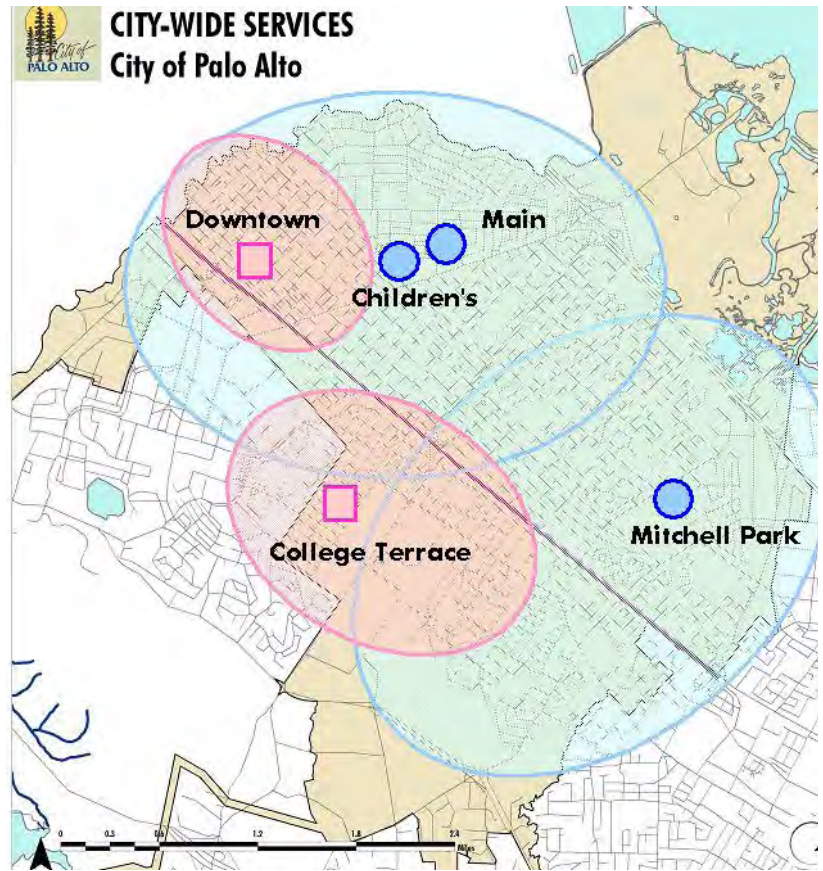
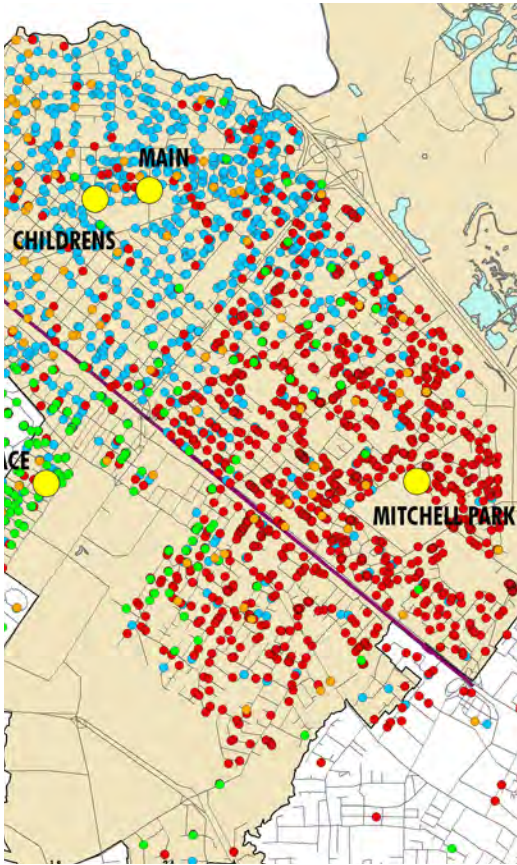
#### 1 LIBRARY – 1 LARGE BRANCH



### STRATEGY B

#### 2 LIBRARIES – 1 LARGE BRANCH+ 1 SMALL BRANCH





**PALO ALTO CITY LIBRARY  
CITYWIDE LIBRARY SPACE NEEDS ASSESSMENT**

The City of Palo Alto originally commissioned Group 4 to prepare a space needs study for the Mitchell Park Library – one of the city’s five library locations. Through this process, a need was identified to enhance the services of Palo Alto’s library system as a whole.

While Mitchell Park Library was identified as the branch with the greatest need, the desire to improve services systemwide resulted in an implementation plan that included all five branches. With the re-opening of the expanded Children’s Library and with upgrades at College Terrace already underway, the City commissioned Group 4 to assess needs at the Main, Downtown, and Mitchell Park locations. Group 4 looked broadly at community library needs and prepared a needs assessment, program, and schematic design for these three facilities.

Our work with the City, the Library, and the Palo Alto Library Foundation laid the groundwork for a successful \$72 million capital bond measure to fund five projects:

- A new 56,000 SF joint-use facility to replace small, separate library and community center facilities in Mitchell Park;
- Rehabilitation and expansion of Palo Alto’s historic 26,000 SF Main (Rinconada) Library;
- Renovation of the 9,000 SF Downtown Library; and
- Two temporary library facilities to ensure continuous service during construction of the three permanent projects.

**PROPOSAL OVERVIEW**

**What are the proposed improvements for each library?**

- Children’s: Renovated and expanded with City and private funds (September 2007)
- College Terrace: Major infrastructure upgrade is being funded by City (2007)
- Downtown: Interior remodeling and renovation; if bond measure passes
- Main: Renovation plus program and group work space; if bond measure passes
- Mitchell Park: New library and community center; if bond measure passes

**What is the proposal for Mitchell Park and Community Center?**

The existing library and community center will be replaced with a new two-story library featuring an auditorium and an adjoining two-story community center with a courtyard setting. The library will have a spacious children’s area, a computer training room, quiet reading area, a teen room, an informational language lab, and room for thousands more books. The community center will have a 300-person great room available for library programs and rentals, two kinds of classrooms, and the right spaces for the teen center.

**What is the proposal for Downtown Library?**

Downtown Library will have more space available to the public because the staff that processes new books and DVDs will move to the new Mitchell Park Library. The Downtown Library plan includes reconfiguring the interior and a substantial electrical and lighting upgrade plus new, accessible bathroom facilities.

**What is the proposal for Main Library?**

Main Library requires substantial renovation work to add air conditioning and bring the heating, lighting and electrical systems up to today’s standards. The proposal also adds a program room at Main to provide a 100-person space for library and group events. In addition, available space under the north and south eaves would be converted into four group study rooms.

**What are the benefits of a new Mitchell Park library and expanded downtown library?**

- Space for 70,000 more books and DVDs, increasing the City’s total collection by 25 percent
- Space for people to sit comfortably, work together, and browse the shelves
- Space for programs such as author lectures, book club meetings, computer workshops, library tutoring, and group events
- Functioning air-efficient lighting, heating, and cooling systems

**FAQ FALL 2009**

**“We voted for the Library Bond measure in 2006 and will vote for the library again in 2009.”**  
—Rachel and Edson Bell, residents of Palo Alto for 17 years

**“Having come from San Francisco four years ago, we were impressed and disappointed that Palo Alto libraries could not compare to the nearby best libraries in San Francisco. We specifically came to Palo Alto for its value on family and education and want to see what it can do to accommodate our commitment to living, learning for all Palo Alto.”**  
—Linda Long

**REFERENCE**

Monique Ziesenhenn, Library Director,  
City of Palo Alto  
270 Forest Avenue, Palo Alto, CA 94301  
monique.ziesenhenn@cityofpaloalto.org  
(650) 329-2403





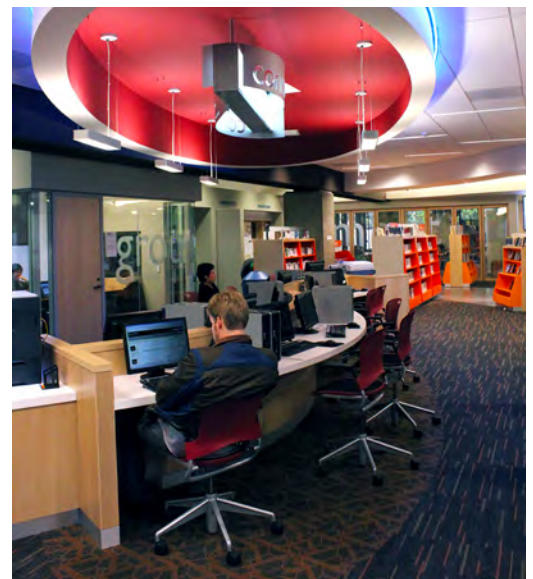
## PALO ALTO CITY LIBRARY SYSTEMWIDE SERVICE + CX DESIGN

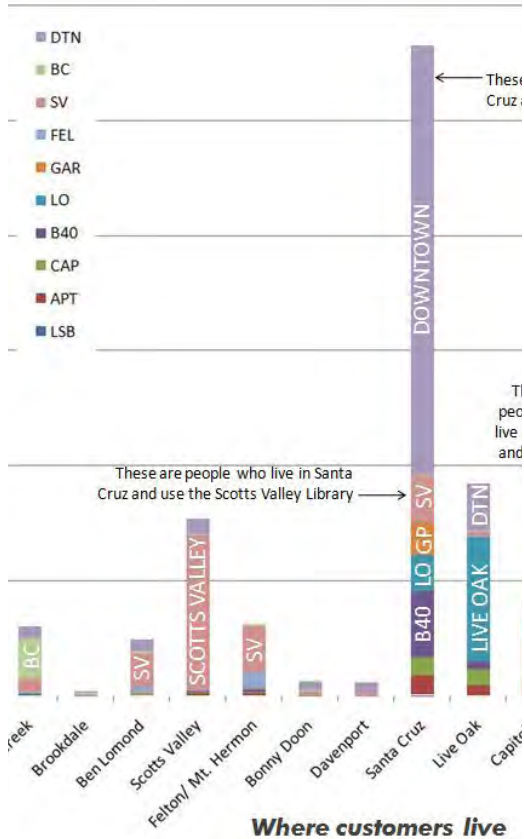
This coordinated effort included the following system-level elements focused on renewing the customer experience, service model enhancements, and significant operational improvements:

- Leveraging partnerships to greatly enhance public service, such as the joint library/community center model at Mitchell Park;
- Moving Technical Services and other back-of-house staff functions out of the Downtown and Rinconada locations to unlock space for technology and collaborative work/study;
- Enhancing the organization and display of materials for improved merchandising and accessibility;
- Increasing opportunities for self-directed service through graphics/signage, wayfinding strategies, and technology improvements; and
- A standard, customizable palette of interior finishes and furnishings to simplify inventory and facilitate ongoing maintenance.

All projects were completed within the capital program budget. Since their completion, the three libraries have earned local and national distinctions for design, operations, and sustainable performance:

- *Library Journal New Landmark Library – Mitchell Park Center*
- *SCBJ Public/Civic Project Award Finalist – Mitchell Park Center*
- *AIASF Merit Award – Rinconada Library*
- *CPF Preservation Award Winner, Contextual Infill – Rinconada*
- *LEED Platinum – Mitchell Park Center*
- *LEED Silver – Rinconada Library; Downtown Library*





### SANTA CRUZ PUBLIC LIBRARIES FACILITIES MASTER PLAN

Group 4 was commissioned by the Santa Cruz Public Libraries to develop a strategic master plan for facilities to meet the current and future needs of the diverse communities in Santa Cruz County. Group 4 worked with staff and local stakeholders throughout the county to assess existing library facilities, confirm community needs, and identify implementable strategies for developing modern, sustainable libraries that can support a 21st century library service model.

To facilitate community-specific partnerships and project implementation strategies, the master plan recommended three tiers of facility improvements:

- **Maintain**, where deferred maintenance and proactive life-cycle renewal could preserve current facility inventory;
- **Gain**, for service model projects to improve the Library's ability to efficiently deliver modern library programs, services, and technology to the community; and
- **Attain**, to expand projects at select locations and build capacity to serve the County's growing population.

This Facilities Master Plan led to the successful passage of the \$67 million bond Measure S in June 2016.



#### REFERENCE

Teresa Landers, fmr. Director,  
 Santa Cruz County Libraries  
 teresa.landerson@gmail.com  
 (831) 345-4099



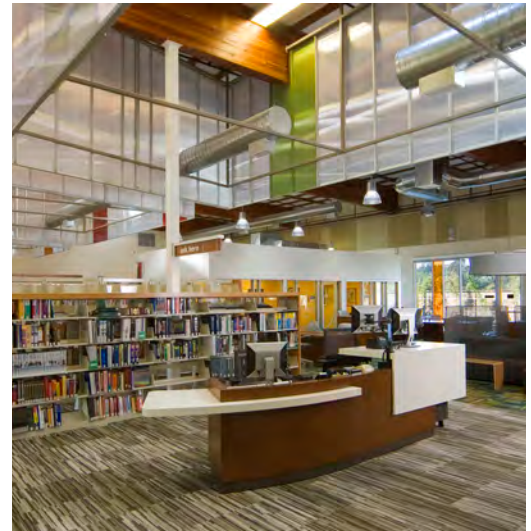
**SANTA CRUZ PUBLIC LIBRARIES  
SCOTTS VALLEY LIBRARY**

*Award of Merit, IESNA National*

The 23,000 SF adaptive reuse of a roller rink presented a new home for Scotts Valley Library, incorporating an updated service model and quadrupling the space of its predecessor. The new library includes spaces for different user groups, a multi-purpose gathering space, meeting rooms, efficient operational spaces, and an outdoor terrace.

Work on the rink’s conversion included a comprehensive interior refurbishment and replacement of mechanical systems. The building’s expansive, columnless interior lent itself to fluidity between spaces, while meeting room “pavilions” would divide and define uses. A series of large skylights punch through the roof, beneath which suspended polycarbonate “lanterns” diffuse daylight throughout the space. The roller rink’s raised platform and booth seating inspired the teen space.

The new Scotts Valley Library is the first civic project in the city’s new town center redevelopment district, and has become a catalyst for further development.





**DAYTON METRO LIBRARY  
SYSTEMWIDE SERVICE + OPERATIONS DESIGN  
VISION**

In 2012, the citizens of Dayton, Ohio, approved a \$187 million capital program to improve all 18 of its library facilities. Dayton Metro Library initiated the program by hiring Group 4 to develop a systemwide operations and customer experience design program for implementation in each library systemwide.

Group 4 worked with DML staff to develop:

- an innovative new approach to customer service emphasizing collaborative work and creative spaces as well as space for partner organizations within the library;
- a comprehensive systemwide “brand” that, in addition to signage, included a palette of exterior materials, interior finishes, and furniture; and
- a new Operations Center that improved materials intake, processing, and distribution systemwide.

DML selected Group 4 to be the library design lead for all five Phase 1 and two of the Phase 2 projects in its citywide capital program.



**REFERENCE**

Tim Kambitsch Executive Director,  
Dayton Metro Library  
215 E. Third Street, Dayton, OH 45402  
tkambitsch@daytonmetrolibrary.org  
(937) 463-2665



## DAYTON METRO LIBRARY NORTHWEST LIBRARY

*AIA Dayton Focus On Design Award  
LEED Gold*

A, 30,000 SF new library consolidates three locations to support an economically vulnerable, demographically diverse area of Dayton. The Northwest Library showcases DML's new people-focused service model, creating a sense of spaciousness and comfort for patrons. An axial, high bay indoor "main street" lined with clerestory windows brings light into the central space and organizes dedicated user spaces into distinct, acoustically separated zones while maintaining clear sight lines for library staff. The robust programmatic offerings include two Opportunity Spaces for utilization by local organizations for cultural exhibitions and community services.

Since its 2016 completion, the Northwest Library has been subject of extraordinary praise from the community. It has accepted a role as "the heart of the community," according to a local school board member, whose community has been "brought to life."

Northwest Library was awarded LEED Gold through its extensive passive energy strategies, community connectivity, abundance of natural daylighting, and solar shading.

*With Ruetschle Architects.*





### OLATHE PUBLIC LIBRARY MASTER PLAN OLATHE LIBRARIES PROGRAMMING

Ranked by the US Census Bureau as one of the top 25 fastest-growing communities in the country, Olathe, Kansas, has a century-long tradition of high quality library service. In 2012, the City of Olathe commissioned Group 4 to develop a new master plan to meet the community's current and projected needs within available resources. Using a data-driven process, Group 4 developed recommendations that build on the successes of OPL's current system model by expanding its existing facilities into "destination libraries" that can serve the entire community within OPL's current operating budget.

The process built strong leadership, stakeholder, and community support for plan implementation. At the heart of the stakeholder engagement process was Group 4's signature Strategic Vision Workshop, a day-long event that brought together key leaders, partners, and community members to develop a shared vision of OPL's role in the community's vibrant future. The plan identified that the Library should more than double in size by expanding or rebuilding its two existing facilities, Downtown and Indian Creek.

OPL subsequently commissioned Group 4, with Gould Evans, to develop a Strategic Building Program to refine the respective building programs, construction scope and budget, and support development of funding and implementation strategies. The project engaged nearly 3,000 community members, City leaders, Library staff, and stakeholders, who envisioned the library as a community-wide destination for learning, collaboration, discovery, and innovation. The program balanced the distribution of spaces between OPL's two locations and revised Master Plan recommendations following the flooding of Indian Creek Library and the City's acquisition of a new, and much larger, location.



### OLATHE INDIAN CREEK LIBRARY

In early 2016, the Indian Creek Library suffered flooding from a broken water main. Instead of undergoing expensive repairs to a facility already too small to reuse, the City of Olathe acquired a vacant, 68,000 former grocery store for adaptation into the new Indian Creek Library, with space enough to accommodate the Library's vision for expanded, enriched community service. This turn of events created an opportunity to evenly balance library services between OPL's two locations, and established Indian Creek as the first project of the Library's intended facility expansion and renovation program.

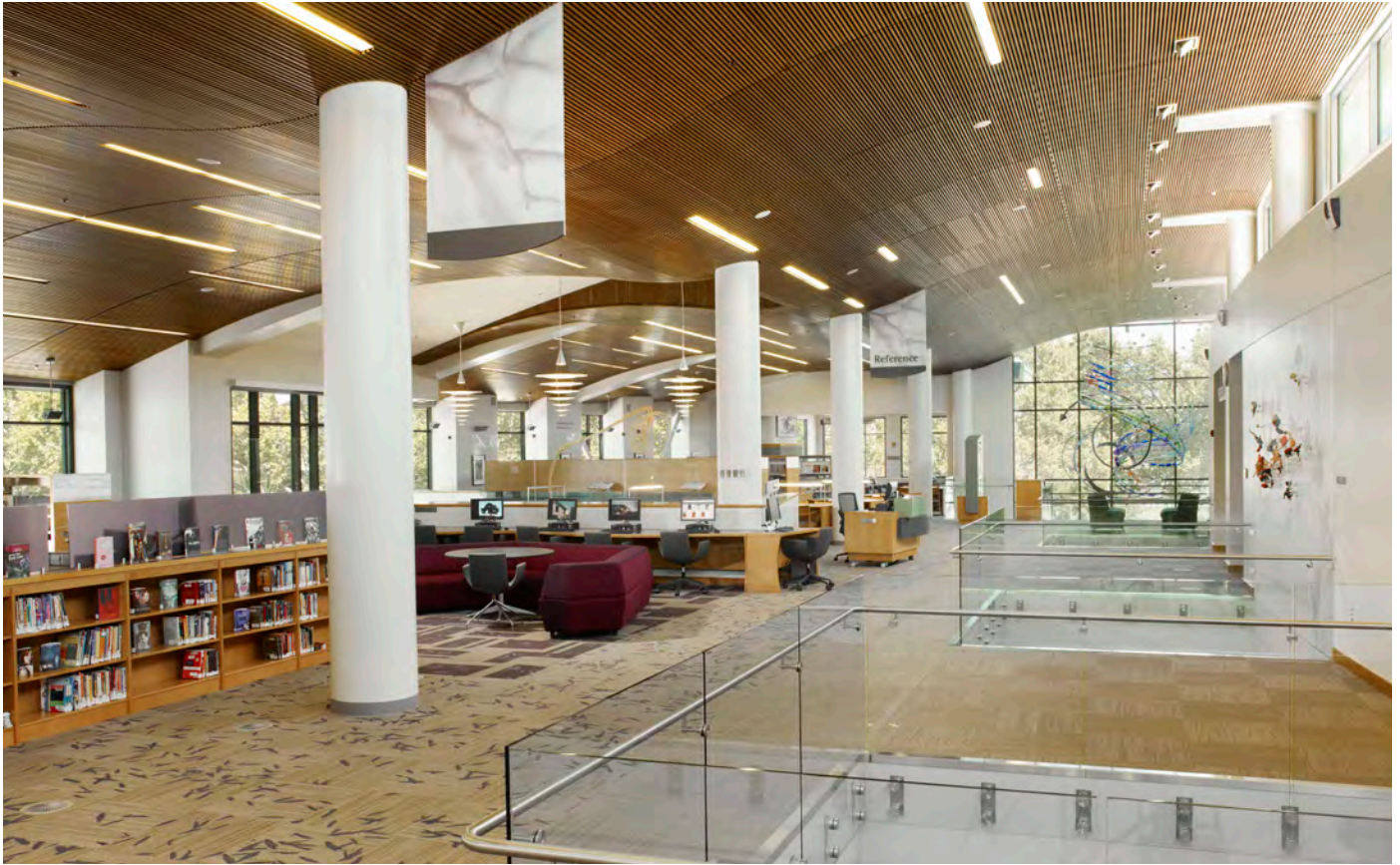
Group 4 is working with Kansas City based Gould Evans to develop architectural plans that incorporated prior project phases into this new space. A rich program of spaces and experiential interventions transform the one-time grocery store into a vibrant community destination and nation-leading library facility.

The project is currently in Schematic Design.



### REFERENCE

Emily Baker, Director,  
Olathe Public Library  
201 E. Park Street, Olathe, KS 66061  
ebaker@olatheks.org  
(913) 971-6880



## WALNUT CREEK LIBRARY

CoD+A Award – Institutional Category  
LEED-NC Gold



### REFERENCE

Lorie Tinfow  
City Manager, City of Benicia  
(Formerly with City of Walnut Creek)  
250 East L Street, Benicia, CA 94510  
ltinfow@ci.benicia.ca.us  
(707) 746-4200

The former 9,900 SF Walnut Creek Library was located in Civic Park, the site of many treasured community facilities and park resources. Walnut Creek's population has grown significantly since the library opened in 1961, with expectations of reaching 71,000 by 2020.

Before hiring Group 4, the City had already completed a needs assessment, building program, and conceptual design as part of a State Office of Library Construction grant application that, despite an "outstanding" rating, did not receive funding. The lengthy planning process subsequently stalled multiple times as the community debated about the size, location, and even the basic need for a new library at all.

Selected through a highly competitive process, the City commissioned Group 4 to move the project forward. We initiated a comprehensive public participation and communications plan designed to build support for the concept of a new library and create momentum towards implementation. We worked closely with the Library Foundation to develop and support its successful campaign to raise \$5 million for FF&E. With a new foundation of community support, the design process moved forward smoothly.

The new library now serves as a crossroads for the community, connecting sensitively with its civic center and commercial downtown context as well as with the park, and allowing passage to any destination through a materials marketplace and other program spaces tailored to the city's needs.





January 03, 2018

Susanna Chan  
Director of Public Works  
City of Los Altos  
One North San Antonio Road  
Los Altos, California 94022

Reference: Main Library Feasibility assessment, Site and Building Analysis  
Subject: *Proposal for Architectural & Engineering Services*

Dear Susanna:

We are pleased to provide the following proposal for an assessment of the existing Main Library Facility and a comparison of reuse and expansion of the existing facility with a new facility as discussed in the Library Services and Space Needs Assessment from May, 2008.

The proposal focuses solely on how to best house the new program for the Library as developed in the Needs Assessment. Our study will consider the following:

1. Major renovation of the existing Library facility to house 11,000 square feet of new added program space.
2. Major renovation of the existing Library facility to house 8,000 square feet of new added program
3. Re-Build a new facility on the same site including options for future expansion to house the entire desired program. Estimated building size to be 36-40 thousand square feet.

STRATA alp will provide all Architectural and Engineering services to ascertain probable project costs and site development as well as demolition of existing facilities.

**Scope of Work:**

- Review space requirements for entire facility.
- Prepare a modified area summary (functional program) based on the existing space needs document of May 2008.
- Review all existing plans.
- Analyze existing conceptual plans for expanded facility.
- Assess existing building with emphasis on compliance with current code, especially accessibility, seismic, electrical, and mechanical requirements.
- Review possible construction cost for – renovation/expansion & new construction.
- Review site conditions at existing facility including accessibility, and public and

emergency vehicle access.

- Update cost analysis for expanded facility on existing site for the 3 scenarios.
  - Renovation/expansion of the existing facility
  - The new construction costs for total program,

- Meet with Public Works staff:

Project kick-off meeting – TBD

Progress meeting – TBD if needed.

Presentation of findings, recommendations and final options.

Attend City Council meeting to address comments and questions by Council.

**Project deliverables:**

- Overview and summary of project
- Functional program summary
- Summary of structural and MEP systems including recommendations for all Options.
- Conceptual building program diagrams for Options (maximizing the use of existing study) including primary circulation and access compliance
- Cost analysis for new facility (including demo and alternate service costs) in comparison to renovation costs.

*Note: The existing Library and Space Needs Assessment, May 2008 and the Facility Condition Assessment, October 2016 Studies will be utilized for the assessment.*

**Assumptions:**

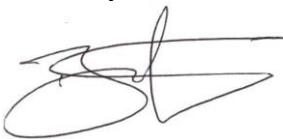
- Includes all Architectural, Structural, Electrical, Mechanical, Plumbing Engineering assessment required to complete the study.
- Does not include hazardous materials assessment.
- Does not include civil or soils engineering.
- Printing included.
- Travel Included.

**Compensation:**

STRATAap proposes to provide the work above for the fee of \$34,106.

Please contact STRATAap at (707) 935-7944, if you have any questions regarding this proposal, or would like to discuss your project further.

Sincerely,



Bennett Martin  
Principal

PO Box 1207  
Sonoma, CA 95476

T 707.935.7944

F 707.935.6618

[www.STRATAap.com](http://www.STRATAap.com)



HOURLY RATES AND REIMBURSABLES as of January 1, 2018

Principal		\$210.00 Per hour
Senior Associate		\$185.00 Per hour
Project Manager		\$165.00 Per hour
Project Architect		\$165.00 Per hour
Construction Administrator		\$165.00 Per hour
Job Captain		\$125.00 Per hour
Intermediate Architect		\$90.00 Per hour
Designer		\$75.00 Per hour
Draftsman		\$75.00 Per hour
Clerical		\$55.00 Per hour
Reimbursables:		
In-house plots	24"x36"	\$3.75 each
	30"x42"	\$5.50 each
In-house photo copying		
Letter size		\$0.10 each
Large format		\$1.75 each
Blueprinting/Reproduction		Invoice plus 15%
Travel with prior approval		
Vehicle mileage		\$0.55 per mile.
Out of area		Direct cost plus 15%
Miscellaneous expenses		Invoice plus 15%

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