

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
ACTION AGENDA SUMMARY

DEPT: Chief Executive Office

BOARD AGENDA # *B-5

Urgent

Routine

AGENDA DATE August 25, 2015

CEO Concurs with Recommendation YES NO
(Information Attached)

4/5 Vote Required YES NO

SUBJECT:

Approval to Select and Award a Professional Services Agreement to Dreyfuss & Blackford Architects of Sacramento, California for the Community Services Facility Service Delivery and Facility Planning Project; and Related Actions

STAFF RECOMMENDATIONS:

1. Approve the award of a professional services agreement for operations analysis and facility programming to Dreyfuss & Blackford Architects of Sacramento, California, as a result of a Request for Proposals process for the Community Services Facility Service Delivery and Facility Planning Project in an amount not to exceed \$357,050.
2. Authorize the Project Manager to issue Notices to Proceed to Dreyfuss & Blackford to initiate the operations analysis and facility programming services, contingent upon proper receipt of an executed Agreement and certificates of insurance.

(Continued on Page 2)

FISCAL IMPACT:

In the Fiscal Year 2013-2014 Adopted Proposed Budget, the Board of Supervisors approved funding to develop a long-term Master Plan Analysis and Strategy for the Community Services Facility (CSF). An Interim Facility Plan for the CSF including facility alterations, furnishings for the relocation of Women, Infant and Children (WIC) Program to the first floor of the CSF and a lease agreement for Community Services Agency (CSA) Staff Development Training Office space at 275 Third Street, Turlock, California were additionally approved by the Board of Supervisors.

(Continued on Page 2)

BOARD ACTION AS FOLLOWS:

No. 2015-401

On motion of Supervisor Monteith, Seconded by Supervisor O'Brien

and approved by the following vote,

Ayes: Supervisors: O'Brien, Chiesa, Monteith, DeMartini, and Chairman Withrow

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1) X Approved as recommended

2) _____ Denied

3) _____ Approved as amended

4) _____ Other:

MOTION:



ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

STAFF RECOMMENDATIONS: (Continued)

3. Direct the Auditor-Controller to increase appropriations in the amount of \$357,050 through an operating transfer out from the Community Services Agency-Programs Services and Support budget into the Chief Executive Office Plant Acquisition budget as outlined in the Budget Journal form.
4. Authorize the Project Manager to negotiate and sign contracts, work authorizations and purchase orders necessary for the Project as long as they are within the project budget.
5. Authorize the Project Manager to negotiate and sign change orders up to \$25,000, consistent with the County's Change Order Policy, as long as they are within the previously approved project budget.

FISCAL IMPACT: (Continued)

The Chief Executive Office, Capital Projects and the departments located at the Community Services Facility (CSF) – Community Services Agency (CSA), Department of Child Support Services (DCSS), Health Services Agency's Women, Infants and Children's Nutrition Programs (WIC) and Alliance Worknet (AW) – jointly issued a Request for Qualifications/Proposals seeking an expert to develop a Service Delivery and Facility Plan, which will ultimately lead to a Facility Master Plan for the CSF Departments through year 2035.

The Project Manager recommends approval of a professional services agreement to perform an operations analysis and facility programming effort to Dreyfuss & Blackford Architects of Sacramento, California for an amount not to exceed \$357,050. The agreement includes the necessary work to analyze existing operations, service delivery improvements, analysis of location and adjacency functions and create phasing plans, a master plan and cost projections with an end result to improve the efficiency and effectiveness of the CSF Departments in delivering key social services programs to County clients. Additionally, the effort will include a physical security evaluation and planning effort to ensure the safety and security of County staff and clients in this heavily used facility.

The costs of this planning project is recommended to be funded by the CSF Departments based on their respective occupied square footage of the CSF and shall be reimbursed by State funds in the amount of \$349,156. Total County share based on Community Services Agency General Fund allocation of 2.9% is \$7,894 and is already budgeted.

With today's action, the Project Manager seeks Board of Supervisors approval to increase appropriations in the amount of \$357,050 within the Chief Executive Office -

Approval to Select and Award a Professional Services Agreement to Dreyfuss & Blackford Architects of Sacramento, California for the Community Services Facility Service Delivery and Facility Planning Project; and Related Actions
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Plant Acquisition budget to establish the programming phase of the project as outlined in the sources and uses chart below:

Estimated Programming Phase Sources	Recommended 8.18.15	Amount
County General Fund Allocation FY 15/16	\$	7,894
State	\$	349,156
Total Sources	\$	357,050

Estimated Programming Phase Uses	Recommended 8.25.15	Amount
Operations and Facility Planning Consultant	\$	357,050
Total Uses	\$	357,050

As the project progresses, all major project decisions will be brought back to the Board of Supervisors at each phase of the project for consideration, review and approval.

DISCUSSION:

The Community Services Facility (CSF) construction was originally completed in 1994. The CSF is currently occupied by the Community Services Agency (CSA), Department of Child Support Services (DCSS), Women, Infants and Children’s Nutrition Programs (WIC) and Alliance Worknet (AW) within 250,000 square feet. Approximately 1,200 employees are located at the CSF serving over 200,000 clients annually. Recent service delivery analysis in Community Services Agency (CSA) key programs have shown upward trends in the number of clients being served within the County, nearly doubling in clientele served in the last decade.

By 2012, the CSF building was fully occupied and there was no further room for growth. In September 2012, the Health Services Agency’s Women, Infants and Children’s (WIC) program located at the CSF was seeking to relocate outside of the CSF upon Board approval to execute the lease. An Interim Facility Plan for the CSF was developed and further approved by the Board on July 16, 2013. The plan provided additional space for the CSA by approving the 5,000 square foot file room located at CSF to be converted to office space providing approximately 45 workstations and six office spaces. The plan also approved a lease for property located in Turlock for CSA to create an off-campus staff development/training location. With the staff move to Turlock, the Special Investigation Unit move to the former file room, and some additional CSA staff relocations within the building, WIC was able to move into a larger space on the first floor. However, while these improvements and staff moves were an interim solution and provided for immediate space need, they did not provide for any future growth.

In Spring 2015, the Chief Executive Office and CSF Departments jointly issued a Request for Qualifications/Proposals seeking an expert to develop a Service Delivery and Facility Program, which will ultimately lead to a Master Plan for the CSF Departments through year 2035.

The Project

The effort includes the identification, evaluation and development of an Operational Service Delivery Plan and Facility Master Plan for the Community Services Facility (CSF) Agencies, Departments and Divisions located at the site including the Community Services Agency (CSA), Department of Child Support Services (DCSS), Women, Infants and Children's Nutrition Programs (WIC) and Alliance Worknet (AW).

Significant changes in program service delivery requirements have occurred since the CSF was originally programmed, constructed and occupied in 1994. Original CSF facility design does not meet the operational needs of current program designs, mandates, and technology advancements at the current level. The CSF is at capacity for current staffing levels and client load, which has impacted the operations of the Departments in delivering the key social services programs from this location. Reconfiguration of spaces has allowed service delivery expansions in recent years with impacts to the lack of conference rooms, meeting spaces, training areas and storage space for supplies. Customer and employee parking is impacted. Additional concerns related to physical security and safety protocols for customers and employees have also become a factor in the ever changing public services safety environment.

The goal of the Operational Service Delivery Plan component of the project is to increase access for County clients through improvements in infrastructure, technology and other best practices. Project outcomes will be forward thinking with a 20 year outlook on operations, thereby requiring the analysis of future trends and impacts on customer demands and the likely impact of future economic change on County agencies and Departments located at the CSF.

To better improve efficiency and effectiveness, the project will incorporate an assessment of all CSF related Department leased facilities, evaluation of program mandates, staffing processes, confidentiality and document control processes and research best practices improvements for delivery of these key social services programs.

The Facility Program and Master Plan will allow the County to receive recommendations to determine the optimum location and adjacency functions, including centralization and decentralization of CSF programs. Estimates of facility or other system improvements needs by function and type of space needed over time and by location will be developed and compared with the estimated/forecasted needs within existing space resources with projected needs to year 2035. An evaluation of parking needs, inventory and other site requirements will also be forward looking through year 2035.

Expert Selection

On February 12, 2015, staff issued a Request for Qualifications/Proposals (RFQ/P) for an operations analyst and facility programmer for the Community Services Facility

Service Delivery and Facility Planning Project. Staff made considerable effort to market the planning project including contacting nationwide consulting firms specializing in social services delivery analysis and facility programming. On March 6, 2015, the Project Manager hosted a Pre-Proposal Conference attended by six regional operations consulting and architectural firms.

On March 16, 2015, the County received one Proposal package from Dreyfuss & Blackford Architects of Sacramento, California. The Proposal was first evaluated on a comparative, competitive, qualification basis, based upon the RFQ/RFP's submittal requirements, including the experience, organization and qualifications of the firm and individuals proposed. Specific evaluation criteria included:

- The ability, capacity, and skill of the Respondent and its subconsultants to perform the Professional Services Agreement and perform the Services;
- The type of Services needed by the County in light of the nature of the project and budgetary issues;
- The ability of the Respondent to effectuate the Services within the time specified, without delay;
- The character, integrity, reputation, judgment, experience, and efficiency of the Respondent; and
- Whether the Proposer has satisfactorily performed similar Services on similar projects in occupied facilities.

Following the extensive evaluation of the Proposal conducted by the County's Project Evaluation Team comprised of staff from Chief Executive Office Capital Projects and CSF Departments, the Respondent was invited to participate in a Selection Interview.

Next Recommended Steps

Approve the award of a professional services agreement for operations analysis and facility programming to Dreyfuss & Blackford Architects of Sacramento, California, as a result of a Request for Proposals process for the Community Services Facility Service Delivery and Facility Planning Project for an amount not to exceed \$357,050.

A Selection Team comprised of the Chief Executive Office and CSF Departments held multiple interviews with the Respondent and its subconsultants to verify scope of the project, proposed approach and specific consulting specialties contained in the Proposal. The Selection Team, in coordination with the Project Manager, is recommending the Board of Supervisors approve the selection and award of an agreement with Dreyfuss & Blackford Architects for the Community Services Facility Service Delivery and Facility Planning Project.

Dreyfus & Blackford Architects is partnering with MK Think of San Francisco, California to jointly conduct an operations and facility planning effort. Additionally, Dreyfus & Blackford Architects has provided a physical security specialty consultant, Guidepost Solutions of Oakland, California to provide professional physical security evaluation and planning services.

Schedule

With approval of this action, the Project Team will coordinate with the consultant team to begin the Operational Service Delivery and Facility Planning project. It is anticipated the Operational Service Delivery analysis component of the work will be completed by early 2016 with the Project Team returning to the Board of Supervisors for review and approval of the final Facility Program and Master Plan in Summer 2016.

Updates on work will be shared at key intervals with the Board of Supervisors' Capital Facilities Committee.

POLICY ISSUES:

These actions support the Board's priorities to provide Efficient Delivery of Public Services, a Health Community and Effective Partnerships by supporting the analysis and future planning for co-located partners at the CSF to provide mandated services critical to meeting the needs of families in our community.

STAFFING IMPACTS:

Existing Chief Executive Office, Capital Projects, CSA, DCSS, HSA-WIC and AW staff are available to support this planning effort.

CONTACT PERSON:

Patricia Hill Thomas, Chief Operations Officer. Telephone: (209) 525-6333

Database
Balance Type
Data Access Set

FMSDBPRD.CO.STANISLAUS.CA.US.PROD
Budget
County of Stanislaus

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DO NOT CHANGE

Ledger
Budget
Category
Source

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Currency
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Journal Description
Journal Reference
Organization
Chart Of Accounts

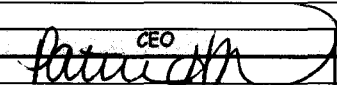
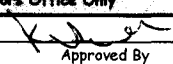
Text CSF MASTER PLAN
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List - Text Stanislaus Budget Org
Accounting Flexfield

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Dept	Account (3 char)	GL Project (7 char)	Location (6 char)	Misc. (6 char)	Other (5 char)	Debit incr appropriations decr est revenue * Number	Credit decr appropriations incr est revenue * Number	Line Description
	0100	0016031	63430	0003151	000000	000000	357,050.00	Inc Plant Acq Design Consultant
	0100	0016031	46600	0003151	000000	000000	357,050.00	Inc Plant Acq Operating Trans In
	1631	0045701	85850	0003151	000000	000000	357,050.00	Inc CSA Operating Transfer Out
	1631	0045701	63430	0000000	000000	000000	357,050.00	Dec CSA Design Consultants
							714,100.00	714,100.00

Totals: 714,100.00 714,100.00
Tip: This is not the end of the Template. Unprotect the sheet and insert as many rows as needed.

Explanation: Establish Community Services Facility (CSF) Master Planning Budget in Plant Acquisitions and Operating Transfer In/Out from CSA

Requesting Department		Data Entry		Auditors Office Only	
Dan Wirtz		Keyed by		Prepared By	
Prepared by	Supervisor's Approval	Date	Date	Date	Approved By
8/19/2015	8/20/15				
Date	Date	Date	Date	Date	Date

**AGREEMENT
FOR
PROFESSIONAL SERVICES**

This **Professional Services Agreement** is made and entered into by and between the **County of Stanislaus (County)** and Dreyfuss & Blackford Architects, whose address is 3540 Folsom Boulevard, Sacramento, California 95816 (**Consultant**), on _____, 2015 (Agreement).

Introduction

WHEREAS, County has a need for professional services relating to the Operations Analysis, Service Delivery Planning and Facility Programming for the **Community Services Facility Service Delivery and Facility Planning Project**; and

WHEREAS, Consultant is specially trained, experienced and competent to perform and has agreed to provide such services;

NOW, THEREFORE, in consideration of the mutual promises, covenants, terms and conditions hereinafter contained, the parties hereby agree as follows:

Terms and Conditions

1. Scope of Work

1.1 Consultant shall furnish to County upon execution of this Agreement and receipt of County's written authorization to proceed, those services and work set forth in **Exhibit A (Scope of Work)** which is attached hereto and, by this reference, made a part hereof. The following are Consultant's key personnel under this Agreement:

- John C. Webre, Principal In Charge, Dreyfuss & Blackford Architects
- Courtney Golden, Project Manager, Dreyfuss & Blackford Architects
- Jason Silva, Facility Planner, Dreyfuss & Blackford Architects
- Courtney Johnson, Associate Programmer, Dreyfuss & Blackford Architects
- Sherry Mack, Space Planner, Dreyfuss & Blackford Architects
- Nate Goore, Business Analyst, MK Think
- Evelyn Lee, Operations Analyst, MK Think
- Nicolas Miller, Assessment and Master Plan Principal, Guidepost Solutions
- Jordan Johnson, Assessment and Master Plan Leader, Guidepost Solutions
- Thomas Smith, Assessment and Master Plan Leadership Support, Guidepost Solutions
- Frank Fernandez, Cost Planner, Cumming Corporation

2. Schedule. Services and work provided by Consultant shall be performed in a timely manner as directed by the Project Manager and in accordance with the schedule of work set forth in **Exhibit B (Schedule)**.

3. Term

3.1 The term of this Agreement shall be from the date of approval of this Agreement until completion of the agreed-upon services unless sooner terminated as provided below.

3.2 Should Consultant default in the performance of this Agreement or materially breach any of its provisions, or become insolvent, County, at its option, may terminate this Agreement by giving fifteen (15) days written notification to Consultant, provided that Consultant does not cure the default during that period.

3.3 County may terminate this agreement for its convenience upon ten (10) days prior written notice. Termination of this Agreement shall not affect County's obligation to pay for all services actually performed by Consultant in accordance with the terms of this Agreement.

3.4 At the option of the County, this Agreement may terminate on the occurrence of (a) bankruptcy or insolvency of Consultant, or (b) sale of Consultant's business.

3.5 County may terminate this Agreement at any time if any key personnel are no longer available to provide services under this Agreement, and if Consultant does not find a replacement satisfactory to County within ten (10) days.

3.6 All warranties, indemnities and guarantees shall survive expiration or termination of this Agreement.

4. Ownership of Records. All documents, drawings and written work product prepared or produced by Consultant under this Agreement, including without limitation electronic data files, are the property of County, provided that any use of such work for any purposes other than those provided in this Agreement shall be without risk or liability to Consultant.

5. Compliance with Laws and Regulations

5.1 Consultant shall provide services and work under this Agreement consistent with the requirements and standards established by applicable federal, state and local laws, ordinances, regulations and resolutions. Consultant represents and warrants that it will perform its work in accordance with generally accepted industry standards and practices for the profession or professions that are used in performance of this Agreement and that are in effect at the time of performance of this Agreement.

5.2 Consultant acknowledges and agrees that it is responsible to ensure the program it provides comports with the requirements of applicable statutory and case law.

6. Use of Subconsultants. If Consultant deems it appropriate to employ a subconsultant in connection with the performance of Services under this Agreement, Consultant will so advise County and seek County's prior approval of such retention. Any subconsultant retained by Consultant will be the agent of Consultant, and not County.

7. Facilities and Equipment. Consultant shall provide such office space, other workspace, supplies, office and other equipment, vehicles, reference materials and telephone service as is necessary for Consultant to provide all Services under this Agreement. Consultant, not County, has the sole responsibility for paying all costs and expenses incurred by Consultant in providing and maintaining such items.

8. Consideration

8.1 Consultant shall be compensated for Services performed. Total compensation shall not exceed Three Hundred Nineteen Thousand, One Hundred Sixty Dollars (\$319,160.00) Dollars including an amount not to exceed \$10,000.00 for printing and travel ("**Total Compensation**") for performance of the scope of work and services described in Exhibit A to this Agreement entitled "**Scope of Work.**" County's Project Manager may request that Contractor provide additional services beyond the scope of work described in Exhibit A, which additional services may include an analysis of physical security services or other services further described in Exhibit E. A not to exceed allowance of up to Thirty Seven Thousand, Eight Hundred Ninety Dollars (\$37,890.00) is hereby included in this Agreement for these optional purposes, and if such option is exercised the Total Compensation shall not exceed Three Hundred Fifty Seven Thousand, Fifty Dollars (\$357,050.00). Consultant shall provide such optional services only upon receipt of County's written authorization to proceed with the additional work.

8.2 Rates on Billing Rate Schedule shall remain fixed throughout Agreement term.

8.3 Except as expressly provided in this Agreement, Consultant shall not be entitled to nor receive from County any additional consideration, compensation, salary, wages or other type of remuneration for services rendered under this Agreement, including, but not limited to, meals, lodging, transportation, drawings, renderings or mockups. Specifically, Consultant shall not be entitled by virtue of this Agreement to consideration in the form of overtime, health insurance benefits, retirement benefits, disability retirement benefits, sick leave, vacation time, paid holidays or other paid leaves of absence of any type or kind whatsoever.

8.4 The Consultant shall provide the County with a monthly statement, as services warrant, of fees earned and costs incurred for services provided during the billing period, which the County shall pay in full within thirty (30) days of the date each invoice is approved by the County. Consultant shall submit monthly statements for Basic and any Additional Services rendered and for Reimbursable Expenses incurred in a format acceptable to the County. The statements shall be based on Consultant's estimate of the proportion of completion of its services set forth above in Section 8.1, utilizing the Consultant's required work schedule organized by task (**See Exhibit C, Fee Sheet**). The statement will generally describe the services performed, the applicable rate or rates, the basis for the calculation of fees, and the balance of funds available under this Agreement, after subtracting amounts paid to date. All statements for Services provided shall be forwarded in the same manner and to the same person and address that is provided for service of notices herein

8.5 County will not withhold any Federal or State income taxes or Social Security tax from any payments made by County to Consultant under this Agreement. Payment of all taxes and other assessments on such sums is the sole responsibility of Consultant. County has no responsibility or liability for payment of Consultant's taxes or assessments.

9. Representatives. Each party shall designate a representative, authorized to act on the party's behalf with respect to this Agreement. Consultant hereby designates John Webre, Principal In Charge as Project Manager. Owner hereby designates Patricia Hill Thomas, Chief Operations Officer as Project Manager. The parties or such authorized representatives shall render required decisions promptly, to avoid unreasonable delay in the progress of Consultant's services. Each party may delegate all or some of its representative's role and function to some other representative.

10. Required Licenses, Certificates and Permits. Any licenses, certificates or permits required by the federal, state, county or municipal governments for Consultant to provide the services and work described in Exhibit A must be procured by Consultant and be valid at the time Consultant enters into this Agreement. Further, during the term of this Agreement, Consultant must maintain such licenses, certificates and permits in full force and effect. Licenses, certificates and permits may include but are not limited to driver's licenses, professional licenses or certificates and business licenses.

11. Insurance

11.1 Consultant shall take out, and maintain during the life of this Agreement, insurance policies with coverage at least as broad as follows:

11.1.1 **General Liability Insurance.** General Liability Insurance covering bodily injury, personal injury, property damage, products and completed operations with limits of no less than One Million Dollars (\$1,000,000) combined single limit per incident or occurrence for bodily injury including personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to any act or omission by Consultant under this Agreement or the general aggregate limit shall be twice the required occurrence limit.

11.1.2 **Professional Liability Insurance.** Professional errors and omissions (malpractice) liability insurance with limits of no less than One Million Dollars (\$1,000,000) per claim and aggregate. If the policy is a "claims made" policy, such professional liability

insurance shall be continued for a period of no less than one year following completion of the Consultant's Services under this Agreement.

11.1.3 **Automobile Liability Insurance.** If Consultant or Consultant's Board, officers, employees, agents, representatives or subconsultants utilize a motor vehicle in performing any of the Services under this Agreement, owned/non-owned automobile liability insurance providing combined single limits covering bodily injury and property damage liability with limits of no less than One Million Dollars (\$1,000,000) per incident or occurrence.

11.1.4 **Workers' Compensation Insurance.** Workers' Compensation insurance as required by the California Labor Code. In signing this contract, the Consultant certifies under section 1861 of the Labor Code that the Consultant is aware of the provisions of section 3700 of the Labor Code which requires every employer to be insured against liability for workmen's compensation or to undertake self-insurance in accordance with the provisions of that code, and that Consultant will comply with such provisions before commencing the performance of the Services under this Agreement.

11.2 **Deductibles.** Any deductibles, self-insured retentions or named insureds must be declared in writing and approved by County. At the option of County, either: (a) the insurer shall reduce or eliminate such deductibles, self-insured retentions or named insureds, or (b) Consultant shall provide a bond, cash, letter of credit, guaranty or other security satisfactory to the County guaranteeing payment of the self-insured retention or deductible and payment of any and all costs, losses, related investigations, claim administration and defense expenses.

11.3 **Additional Insured / Waiver of Subrogation.** The Consultant shall include County, its officers, directors, officials, agents, employees and volunteers as Additional Insureds under the General Liability and Auto policies, and shall supply specific endorsements for same. The Additional Insured endorsement under the General Liability policy will be the Additional Insured – Owners, Lessees or Contractors – Scheduled Person or Organization ISO Form CG2010 with the current applicable revision date. It is acceptable that the Additional Insured endorsement to provide "where required by written contract." Consultant shall obtain a specific endorsement to its workers' compensation insurance policy waiving all rights of subrogation against the County, its officers, directors, officials, agents, and employees.

11.4 **Consultant's Insurance is Primary.** Consultant's insurance coverage shall be primary insurance regarding County and County's Board, officers, directors, officials, agents, employees, and volunteers. Any insurance or self-insurance maintained by County or County's Board, officers, directors, officials, employees and volunteers shall be excess of Consultant's insurance and shall not contribute with Consultant's insurance.

11.5 **Miscellaneous.** Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the County or its Board, officers, directors, officials and employees. Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

11.6 **Notice to be Provided if Insurance is Cancelled.** Each insurance policy required by this section shall be endorsed to state that coverage shall not be canceled by either party except after thirty (30) days' prior written notice has been given to County. Consultant shall promptly notify, or cause the insurance carrier to promptly notify, County of any change in the insurance policy or policies required under this Agreement, including, without limitation, any reduction in coverage or in limits of the required policy or policies.

11.7 **Minimum Rating Requirements.** Insurance shall be placed with California admitted insurers (licensed to do business in California) and (except for Worker's Compensation) with a current rating by Best's Key Rating Guide of no less than A-:VII.

11.8 **Subconsultants Shall Maintain Same Levels of Insurance.** Consultant shall require all of its subconsultants to maintain the same types and minimum amounts of insurance stated herein, or shall include all subconsultants as additional insureds under its insurance policies.

11.9 **Certificates of Insurance.** At least ten (10) days prior to the date Consultant begins performing its obligations under this Agreement, Consultant shall furnish County with certificates of insurance, and with original endorsements, showing coverage required by this Agreement, including, without limitation, those that verify coverage for subcontractors of Consultant. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements shall be received and, in County's sole and absolute discretion, approved by County. County reserves the right to require complete copies of all required insurance policies and endorsements, at any time.

11.10 **No Limitation of Liability.** The limits of insurance described herein shall not limit the liability of the Consultant and Consultant's officers, employees, agents, representatives or subcontractors.

12. Indemnification

12.1 **Indemnification.** To the fullest extent allowed by law, Consultant shall defend, indemnify, and hold harmless County and its officers, directors, agents, employees, volunteers and representatives from and against any and all claims, suits, actions, losses, injuries, damages or expenses of every name, kind, and description, including litigation costs and reasonable attorney's fees incurred, which are founded upon, arise out of, pertain to, or relate to, directly or indirectly, in whole or in part, the negligent performance of this Agreement by Consultant, or the gross negligence or willful misconduct of Consultant, its officers, agents, employees, volunteers, representatives, contractors and subcontractors, except Consultant shall have no obligation to defend, indemnify or hold harmless County or other indemnitees for the County's sole negligence, active negligence or willful misconduct.

12.2 **Duty to Defend.** Consultant's obligation to defend, indemnify and hold harmless County and other indemnitees is not limited to or restricted by any requirements in this Agreement for Consultant to procure or maintain insurance. Consultant shall provide legal counsel reasonably acceptable to the County.

12.3 **Subconsultants.** Consultant shall include in all agreements with its subconsultants the insurance, defense, indemnity and hold harmless provisions identical to the provisions in this section.

12.4 **Duty to Cooperate.** Each party shall notify the other party immediately in writing of any claim or damage related to activities performed under this Agreement. The parties shall cooperate with each other in the investigation and disposition of any claim arising out of the activities under this Agreement. Specifically, Consultant shall take all steps necessary to assist County in the defense of any claim brought by a third party relating to the Consultant's work under this Agreement.

12.5 **Patent Rights.** Consultant represents that professional services provided by Consultant pursuant to this Agreement does not infringe on any other copyrighted work. Consultant shall defend, indemnify and hold harmless the County from all loss, cost, damage, expense, liability or claims, including attorneys' fees, court costs, litigation expenses and expert consultant or witness fees, that may at any time arise for any infringement of the patent rights, copyright, trade secret, trade name, trademark, service mark or any other proprietary right of any person or persons in consequence of the use by the County of any articles or services supplied under this agreement.

13. Independent Contractor.

13.1 Consultant shall at all times be deemed an independent contractor wholly responsible for the manner in which it performs the work under this Agreement, and is fully liable for the acts and omissions of its employees, subconsultants and agents. Under no circumstances shall this Agreement or any Work Order be construed as creating an employment, agency, joint venture or partnership relationship between County and Consultant, and no such relationship shall be implied from performance of this Agreement. Terms in this

Agreement (if any) referring to direction from County shall be construed as providing for direction as to policy and the result of Services only, and not as to means and methods by which such a result is obtained. Consultant shall pay all taxes (including California sales and use taxes) levied upon this Agreement, all Work Orders, or the Services and/or goods delivered pursuant hereto.

13.2 If in performing this Agreement Consultant utilizes any third persons, they shall be entirely and exclusively under the direction, supervision and control of Consultant. All terms of employment including hours, wages, working conditions, discipline, hiring and discharging, or any other term of employment or requirements of law, shall be determined by Consultant. Consultant shall indemnify and hold County harmless from any and all claims that may be made against County based upon any contention by any third party that an employer-employee relationship exists by reason of this Agreement.

13.3 Consultant, by virtue of this Agreement, has no authority to bind or incur any obligation on behalf of County. Except as expressly provided in Exhibit A, Consultant has no authority or responsibility to exercise any rights or power vested in County.

14. Records and Audit.

14.1 Consultant shall prepare and maintain all writings, documents and records prepared or compiled in connection with the performance of this Agreement for a minimum of four (4) years from the termination or completion of this Agreement. This includes any handwriting, typewriting, printing, photostatic, photographing and every other means of recording upon any tangible thing, any form of communication or representation including letters, words, pictures, sounds or symbols or any combination thereof.

14.2 Any authorized representative of County shall have access to any writings, documents and records for audit, evaluation, examination, excerpts and transcripts during the period such records are to be maintained by Consultant. Further, County has the right at all reasonable times to audit, inspect or otherwise evaluate the Services performed or being performed under this Agreement.

15. Nondiscrimination. Consultant and its officers, employees, agents, representatives, subcontractors and subconsultants shall not unlawfully discriminate in violation of any federal, state or local law, rule or regulation against any employee, applicant for employment or person receiving services under this Agreement because of race, religion, color, national origin, ancestry, physical or mental handicap, medical condition (including genetic characteristics), marital status, age, political affiliation, sexual orientation, or sex. Consultant and its officers, employees, agents, representatives or subcontractors shall comply with all applicable Federal, State and local laws and regulations related to non-discrimination and equal opportunity, including without limitation County's nondiscrimination policy; the Fair Employment and Housing Act (Government Code sections 12900 et seq.); California Labor Code sections 1101, 1102 and 1102.1; the Federal Civil Rights Act of 1964 (P.L. 88-352), as amended; and all applicable regulations promulgated in the California Code of Regulations or the Code of Federal Regulations.

16. Assignment. This is an agreement for the personal services of Consultant. County has relied upon the skills, knowledge, experience and training of Consultant and its associates and employees as an inducement to enter into this Agreement. Consultant shall not assign or subcontract this Agreement without the express written consent of County. Further, Consultant shall not assign any monies due or to become due under this Agreement without the prior written consent of County. County shall not assign its rights under this Agreement without Consultant's express written consent, which consent shall not be unreasonably withheld.

17. Waivers. Either party's waiver of any breach, or the omission or failure of either party, at any time, to enforce any right reserved to it, or to require strict performance of any provision of this Agreement, shall not be a waiver of any other right to which any party is entitled, and shall not in any way affect, limit, modify or waive that party's right thereafter to enforce or compel compliance with any provision hereof. This Agreement may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed by County and Consultant.

18. Notices.

Any notice, communication, amendment, addition or deletion to this Agreement, including change of address of either party during the term of this Agreement, which Consultant or County shall be required or may desire to make shall be in writing and provided by hand delivery, registered or certified mail, return receipt requested, or by overnight courier or delivery service with signature required, as provide below. Notices shall be effective: upon receipt if hand delivered; upon receipt if delivered by overnight courier or delivery service on a regular business day; and three (3) business days after mailing by registered or certified mail, return receipt requested:

To County: County of Stanislaus
ATTN: Patricia Hill Thomas
Chief Executive Office
1010 10th Street, Suite 6800
Modesto, CA 95354
(209) 525-6333 (phone)
(209) 525-4385 (fax)

To Consultant: Dreyfuss & Blackford Architects
John C. Webre, Principal In Charge
3540 Folsom Boulevard
Sacramento, CA 95816
(916) 453-1234 (phone)
(916) 435-1236 (fax)

19. Conflict of Interest. Consultant represents and warrants that it presently has no interest, and shall not have any interest, direct or indirect, which would conflict in any manner with the performance of services required under this Agreement. Without limitation, Consultant represents that Consultant has no present, and will have no future conflict of interest between providing County services hereunder and any interest Consultant may presently have, or will have in the future, with respect to any other person or entity which has any interest adverse or potentially adverse to County, as determined in the reasonable judgment of County.

20. Confidentiality. Any information, whether proprietary or not, made known to or discovered by Consultant during the performance of or in connection with this Agreement for County, will be kept confidential and not be disclosed to any other person. Consultant will immediately notify County in writing if it is requested to disclose any information made known to or discovered by during the performance of or in connection with this Agreement. These conflict of interest, confidentiality and future service provisions and limitations shall remain fully effective indefinitely after termination of services to County hereunder.

21. Severability. If any portion of this Agreement or application thereof to any person or circumstance shall be declared invalid by a court of competent jurisdiction or if it is found in contravention of any federal, state or county statute, ordinance or regulation the remaining provisions of this Agreement or the application thereof shall not be invalidated thereby and shall remain in full force and effect to the extent that the provisions of this Agreement are severable.

22. Amendment. This Agreement may be modified, amended, changed, added to or subtracted from by the mutual consent of the parties hereto if such amendment or change is in written form and executed with the same formalities as this Agreement and attached to the original Agreement to maintain continuity.

23. Entire Agreement. This Agreement supersedes any and all other agreements, either oral or in writing, between any of the parties herein with respect to the subject matter hereof and contains all the agreements between the parties with respect to such matter. Each party acknowledges that no representations, inducements, promises or agreements, oral or otherwise, have been made by any party, or

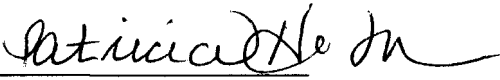
anyone acting on behalf of any party which are not embodied herein, and that no other agreement, statement or promise not contained in this Agreement shall be valid or binding.

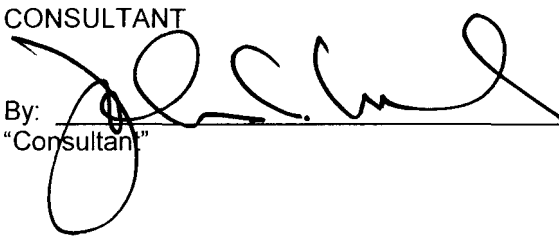
24. Construction. Headings or captions to the provisions of this Agreement are solely for the convenience of the parties, are not part of this Agreement, and shall not be used to interpret or determine the validity of this Agreement. Any ambiguity in this Agreement shall not be construed against the drafter, but rather the terms and provisions hereof shall be given a reasonable interpretation as if both parties had in fact drafted this Agreement.

25. Governing Law and Venue. This Agreement shall be deemed to be made under, and shall be governed by and construed in accordance with, the internal laws of the State of California. Any action brought to enforce the terms or provisions of this Agreement shall have venue in the County of Stanislaus, State of California.

IN WITNESS WHEREOF, the parties have executed this Agreement on the day and year first herein above written.

COUNTY OF STANISLAUS

By: 
Patricia Hill Thomas
Chief Operations Officer/
Assistant Executive Officer

CONSULTANT
By: 
"Consultant"

APPROVED AS TO FORM:

By: 
John P. Doering,
County Counsel

SCOPE OF WORK

The County of Stanislaus (**County**) is seeking a highly qualified Operations Analyst and Facility Programming Consultant (**Consultant**) to serve as the County's Operations Analyst and Programmer for the Community Services Facility Service Delivery Plan and Facility Planning Project in Modesto, California (the **Project**). The Project includes identification, evaluation and development of an Operational Service Delivery Plan and Facility Master Plan for the Community Services Facility, and the respective County Agencies, Departments and Divisions located at the site including the Community Services Agency (CSA), Department of Child Support Services (DCSS), Women, Infants and Children's Nutrition Programs (WIC) and Alliance Worknet. The Operational Service Delivery Plan will analyze and focus on Agency business operations and service delivery to the community.

The County is seeking a professional, or team of professionals, to conduct a comprehensive and sequential two (2)-part process which 1) produces an Operational Service Delivery Plan for the Agencies listed in this RFP, and 2) produces a Facility Master Plan for the Community Services Facility to address the needs of the community given the various factors contained within the Operational Program and Service Delivery Plan. The County seeks a process that acknowledges the relationship that exists between the functions of the Operational Program and Service Delivery Plan and Facility Master Planning efforts, which will deliver a comprehensive service plan for use by the County.

This effort will identify trends to anticipate change in the method for providing core social services provided to County residents, and opportunities to enhance service delivery to its customers. The project goals include, but are not limited to: increasing access to Agency clients through improvements of site infrastructure, technology and other best practices; increasing operational efficiencies; opportunities for service delivery enhancement and guiding facility development.

Objective: Forward Thinking

This County's intention is to ultimately develop a plan to accommodate future needs of the central social service functions that is responsive to changes in the methods and practices for delivery of these programs to County clients over the next twenty (20) years. Significant changes in the volume and type of services, and how those services are delivered to customers has occurred in the recent past – notably by use of public electronic application and access, benefit delivery and training options. These and other changes have resulted in a modification in the types of jobs conducted by staff at the County's central offices for social service functions: fewer "in person" interviews are envisioned and a greater volume of monitoring, processing, and accounting of client caseload occurs by staff via electronic interface and record keeping.

For a Facilities Master Plan for the central social services offices to be effective, consideration of these changes in the business operations model must be considered. Once those impacts are identified, the Facilities Master Plan should provide an overview analysis of the physical workspace needs as described later in this section.

Purpose

Growth in the demand for social services and the resulting increased staffing needs at Community Services Facility, and its respective Agencies and Departments require Stanislaus County to evaluate needs for new facilities; however, the volatility of workload and funding cycles for these programs must be considered in order to effectively develop long-term solutions for efficient delivery of services.

The purpose of this analysis is to evaluate business needs and operational strategies to deliver services to County customers and the community. The Consultant and the County will use this evaluation to formulate a facilities strategy in response to the business needs. Business and operations planning has a direct impact on an organization's real estate assets and needs.

The purpose of the Facilities Plan, therefore, is to develop a flexible and implementable plan based on the specific and unique considerations of the County Agency and Department business.

Specific project goals include, but are not limited to: increasing access to Agency clients through improvements of site infrastructure, technology and other best practices; increasing operational efficiencies; and opportunities for service delivery enhancement and guiding facility development. The plans should focus on both short range outcomes and long range outcomes of up to twenty (20) years into the future.

The County may, in its discretion request additional services beyond the Scope of Work (Exhibit A), to include physical security services or other services identified by the Project Manager. The County is interested in more fully evaluating the physical security concerns for this facility through an accredited physical security consultant, more fully detailed in Exhibit E. Additionally, the County, during the course of this project, may request specific services not envisioned in the Scope of Work (Exhibit A), at the discretion of the County Project Manager. A not-to-exceed allowance of up to \$37,890 is hereby included in this Agreement for these purposes, subject to a written authorization to proceed with the work by the Project Manager.

Phase 1: Analyze Service Trends and Delivery Methods to Develop Operational Opportunities for Effective and Efficient Service Delivery Strategies in the Future.

The objective of this analysis is to consider future trends and impacts of customer demand and operational efficiency opportunities. Historical analysis is helpful to understand the past impact of demand on service delivery; however, potential changes in operations and service delivery strategies are the desired outcome of this effort. At a minimum, this study should address the following basic questions for the respective County Departments and Divisions located at the site, including the Community Services Agency (CSA), Department of Child Support Services (DCSS), Women, Infants and Children's Nutrition Programs (WIC) and Alliance Worknet (collectively, "Agencies and Departments"):

- ***What would the likely impact of economic change (for better or worse) be on the operational (programs and staffing) of the Agencies and Departments?*** What tactics would best address such fluctuations in workload in the future – automation, regionalization of services vs. centralization, etc.?
- ***What operational and service delivery improvements could the Agencies and Departments make at its current workload level to enhance service delivery and efficiency?*** For example, what ability exists to utilize technology or alternate procedures to reduce needs for in-person interviews or visits? What regulatory hurdles prevent implementing these changes?
- ***What functions performed by the Agencies and Departments could be either centralized (at headquarters or remotely), or de-centralized to regional offices?*** Quantify the “trade-off” inherent in regionalization and increased customer access versus centralization and increased staffing/operational efficiency.
- ***What opportunities exist for the creation of partnership for the co-location of specific non-profit and community based organization services with the other County agencies and departments listed in the RFP?*** These may include veteran's services, employment services, and behavioral and mental health services.
- ***Within the Community Services Facility and various sites of the Agencies and Departments, how can the interface between the public seeking services and the various staff who see them be improved?*** For example, should reception or interview functions for one service be consolidated or physically collocated? Are the appropriate supporting functions within CSA *or* within other non-CSA departments accessible, physically or using technology? This analysis should consider functions of the departments currently located at the Community Services Facility and other key entities (County agencies, community partnerships, other government or private services.)

- ***What potential new functions could evolve that would help to address customer needs more efficiently?*** Would multi-agency, multi-discipline training or interactive remote video technologies be useful, for example? What measures could be taken to reduce the number of persons required to appear in person at the facilities of the Agencies and Departments? What best practices are available for social services program delivery?
- ***What new regulations or mandates will affect the operations of the Agencies and Departments?***
- ***What are the impacts to the facilities of the Agencies and Departments for addressing safety and security of employees and customers in the changing public facility security environment?***

Phase 2: Develop a Facilities Master Plan for Social Service Functions

The Facilities Master Plan should:

- 1) Analyze the projected business needs for the Community Services Agency, Alliance WorkNet, Child Support Services and Health Services Agency (Women, Infants and Children Program);
- 2) Determine the optimum locational and adjacency of functions, centralized versus de-centralized operations, benefits and costs associated with centralization or de-centralization options (such as impacts to public access, staff efficiency, etc.)
- 3) Estimate the facility needs by function and type of space needed (in terms of net/occupiable square feet) over time and by location;
- 4) Compare the estimated/forecasted needs with the existing space resources. This analysis should consider interior/occupiable space of the existing Community Services Facility with projected needs; total gross building area needs; parking needs and inventory and other site requirements;
- 5) Proposed options for resolution of needs within available building and site space options and future facility project needs.

The Facility Master Plan should also address physical security of staff and customers, operations and facilities; and secondary impacts of facility use including parking, public transportation needs; ancillary/supporting services (contract services, child care, and food services information).

Components of the Facilities Master Plan should include: regulatory analysis; infrastructure and transportation planning; amenities and support planning; security strategies; phasing plans; cost projections; and environmental design.

This Facilities Master Plan will determine the scope of repairs, modernization, upgrades, and/or new construction needed to serve the community. It will also assess the variety of Federal, State, and local funding sources and financing options available to the County and will import a prudent view of the scope of projects that may reasonably be accomplished with available funds.

Phase 1 Operational Services Delivery Plan is as follows:

This phase of the work will focus on Agency business operations and service delivery functions in order to:

- A. Increase access to Agency clients through improvements in infrastructure, technology and other best practices.

B. Increase operational efficiency.

The following will be included in the Phase 1 Operational Analysis:

- 1.1. Analyze existing operations. This analysis will be forward thinking with a 20-year (2035) on operations.
- 1.2. Analyze future trends and impacts on customer demands.
- 1.3. Analyze the likely impact of future economic change on Agencies and Departments.
- 1.4. Analyze and make recommendations for operational and service delivery improvements to meet current workload level, including utilization of technology or alternative procedures to reduce in-person interviews or visits.
- 1.5. Perform a regulatory review, both current and future, that may affect Agency implementation of service delivery improvements.
- 1.6. Analyze and quantify the regionalization and centralization models employed by the various Agencies and Departments and recommend enhancements to these models.
- 1.7. Perform an overview of opportunities relating to partnership and co-location of services between government and non-government agencies; examine best practices where appropriate.
- 1.8. Assess the viability of all leased facilities.
- 1.9. Evaluate impact of program mandates.
- 1.10. Evaluate staff processes, including remote worker and call center workers.
- 1.11. Evaluate confidentiality and document control processes.
- 1.12. Research and recommend best practices improvements.
- 1.13. Attend project coordination meetings.
- 1.14. Attend and present operational analysis study findings at one (1) Board of Supervisors meeting.

Phase 2 – Facilities Master Plan for the Social Services Functions.

- 2.1. Analyze the Business, Operation and Service Delivery needs addressed in Phase 1 – Operational Service Delivery Plan.
- 2.2. Determine the optimum location and adjacency functions, including centralization and decentralization.
- 2.3. Estimate facility needs by function and type of space needed over time and by location.
- 2.4. Compare the estimated/forecasted needs within existing space resources, with projected needs to year 2035 total gross building area.
- 2.5. Evaluate parking needs, inventory and other site requirements.
- 2.6. Evaluate access from public transportation.
- 2.7. Evaluate needs for supportive services such as contract services, child care and food services.
- 2.8. Provide phasing plans, cost projections and rendered site plan.

- 2.9. Assess safety and security of facilities for employees and customers.
- 2.10. Develop recommendations for safety protocols for evacuations and shelter in place scenarios.
- 2.11. Assess public space security needs, including parking lots and public lobby spaces.
- 2.12. Generally Assess Agency outstations and recommend improvements or co-location where possible.
- 2.13. Assess customer spaces, including lobby design, for improvements and future needs through year 2035.
- 2.14. Restructure interview room locations where required.
- 2.15. Recommend improvements to facility space used for training needs, including training rooms and seating.
- 2.16. Identify enhancement opportunities or unmet needs for conference and meeting rooms among the Agencies and Departments at CSF.
- 2.17. Attend project coordination meetings.
- 2.18. Attend and present master plan study findings at two (2) Board of Supervisor meetings.

Deliverables.

The Deliverables include:

- Perform data collection and analysis efforts described herein.
- Attend key weekly project coordination meetings with the Project Team in Modesto, CA and all other weekly project meetings during the course of the engagement either in person or via electronic communications (WebEx, for example), in addition to the Consultant's data collection and analysis efforts.
- Attend and present study findings and recommendations at three (3) Board of Supervisors meetings as directed by the Project Manager.
- Prepare and conduct presentations:
 - 1) to discuss operational analysis findings; and
 - 2) workshop to address business scenarios; and,
 - 3) facility options and alternatives; and,
 - 4) recommended findings and plan.
- Prepare a fifty percent (50%) completion progress draft report of the operational analysis and service delivery plan to review preliminary findings with the County. Provide data and narratives via electronic transmittal copy.
- Prepare a reproducible draft report of operational analysis and service delivery plan and provide one (1) bound copy and via electronic transmittal.
- Prepare a reproducible final report of operational analysis and service delivery plan and provide six (6) bound copies and via electronic transmittal.

- Prepare a reproducible draft report of facilities options and recommendations and provide one (1) bound copy and via electronic transmittal.
- Prepare a reproducible final report of facilities options and recommendations and provide six (6) bound copies and via electronic transmittal.
- Prepare a Probable Cost Estimate.
- Prepare a reproducible final report of Facilities Master Plan and provide six (6) bound copies and via electronic transmittal.

SCHEDULE

August 25, 2015	Board of Supervisors award of Agreement
August 26, 2015	Kick-Off Meeting with Consultant for Operational Service Delivery Plan and Facility Program Plan
October 30, 2015	Preliminary Analysis Finding Report Due
December 31, 2015	Draft Operational Service Delivery Report to County (+/- 120 calendar days from Notice to Proceed)
January 1 to January 15, 2016	County Comment Period (14 calendar days)
February 19, 2016	Final Operational Service Delivery Plan to County (+/- 30 calendar days)
May 20, 2016	Draft Program Report to County (+/- 90 calendar days from Final Operational Service Delivery Plan)
May 20 to June 3, 2016	County Comment Period (14 calendar days)
August 5, 2016	Final Facility Program Report to County (+/- 60 calendar days)
August 30, 2016	Final Presentation to and Approval by Board of Supervisors

**FEE SHEET
(TO BE ATTACHED)**

Dreyfuss & Blackford Architects

Stanislaus County - Service Delivery and Facility Planning Project

Fee Proposal
1/17/2014

Agreement for Professional Services for Operational Service Delivery and Facility Master Planning Between Stanislaus County and Dreyfuss & Blackford Architects

Fees Based on Tasks and Hours												
TASKS	PIC J. Webre \$200	PM C. Golden \$195	Proj. Prog C. Johnson \$165	Space Planner S. Mack \$175	Proj Planner J. Silva \$190	Op Analyst E. Lee \$195	Business Analyst N. Goore \$200	Strategist \$175	Data Analyst \$150	Cost Planner F. Fernandez \$190	Total Hours	Total Cost
1.1 Analyze Existing Operations	2	2	2	2	2	6	2	20	24		62	\$10,520
1.2 Future Trends						4	2	16	0		22	\$3,980
1.3 Impact of Future Economic Changes						6	2	16	0		24	\$4,370
1.4 Operational Service Delivery Improvements						10	2	16	24		52	\$8,750
1.5 Regulatory review						10	2	16	0		28	\$5,150
1.6 Regionalization and Centralization Models						10	4	8	24		46	\$7,750
1.7 Co-locations of Services						10	4	8	24		46	\$7,750
1.8 Leased Facilities						10	2	0	24		36	\$5,950
1.9 Program Mandates						10	4	32	12		58	\$10,150
1.10 Evaluate Staff Processes						16	4	24	32		76	\$12,920
1.11 Document Control Process						16	2	12	16		46	\$8,020
1.12 Best Practices						12	2	32	16		62	\$10,740
1.13 Project Coordination Meeting	24	36				12	2	16	0	8	98	\$18,880
1.14 Board of Supervisors Meeting						16	8	0	0		24	\$4,720
Hours	26	38	2	2	2	148	42	216	196	8	680	
Subtotal	\$5,200	\$7,410	\$330	\$350	\$380	\$28,860	\$8,400	\$37,800	\$29,400	\$1,520		\$119,650

Fees Based on Tasks and Hours

	PIC J. Webre	PM C. Golden	Proj. Prog C. Johnson	Space Planner S. Mack	Proj Planner J. Silva	Op Analyst E. Lee	Business Analyst N. Goore	Strategist	Data Analyst	Cost Planner F. Fernandez	Total	
2.1 Analyze Phase 1- Operational Service Delivery Plan	8	16	16	4	4						48	\$8,820
2.2 Optimum Location and Adjacency Functions	8	16	16		4						44	\$8,120
2.3 Estimate Facility Space Needs	8	48	40	16							112	\$20,360
2.4 Projected Needs to Year 2035		8	4								12	\$2,220
2.5 Parking Needs			8								8	\$1,320
2.6 Public Transportation			4								4	\$660
2.7 Supportive Services		4	8							45	57	\$10,650
2.8 Phasing Plans & Cost Projections	16	8	8	80	8						45	\$21,600
2.9 Security	4	16		8	8						36	\$6,840
2.10 Safety Protocols	4	8	8	8	8						36	\$6,600
2.11 Public Space Security Needs	4	8	8								20	\$3,680
2.12 Agency Outstations	4	16	16	8	8						52	\$9,480
2.13 Customer Spaces			8		4						12	\$2,080
2.14 Interview Room Locations			4	8	8						20	\$3,580
2.15 Training Needs			4	8	8						20	\$3,580
2.16 Meeting Rooms			4	8	8						20	\$3,580
2.17 Project Coordination Meeting	80	120	120	8	24						352	\$65,160
2.18 Board of Supervisors Meeting	16	16	16	4	8						60	\$11,180
Hours	152	284	292	160	100	0	0	0	0	45	1033	
Subtotal	\$30,400	\$55,380	\$48,180	\$28,000	\$19,000	\$0	\$0	\$0	\$0	\$8,550		\$189,510
Hours	178	322	294	162	102	148	42	216	196	53	1713	
Total	\$35,600	\$62,790	\$48,510	\$28,350	\$19,380	\$28,860	\$8,400	\$37,800	\$29,400	\$10,070		\$309,160
Reimbursable Expenses												
Printing	\$5,000.00											\$5,000.00
Travel	\$5,000.00											\$5,000.00

Last update 3/30/15

CONSULTANT STATEMENT OF QUALIFICATIONS

**COMMUNITY SERVICES FACILITY SERVICE DELIVERY & FACILITY PLANNING PROJECT
DATED MARCH 16, 2015**

(TO BE ATTACHED)

DREYFUSS & BLACKFORD



Statement of Qualifications for:

STANISLAUS
COUNTY

**Community Services Facility
Service Delivery & Facility
Planning Project**

16 March 2015

In Association with:

MKTHINK

 Printed on Recycled Paper

1: PROPOSAL SUMMARY

5.1.2 TITLE PAGE

Project Name

Stanislaus County
Operations Analyst and Facility Programmer for the
Community Services Facility Service Delivery and Facility
Planning Project - Modesto, California

Services Provided

Operations Analysis and Facility Programming

Proposal Submittal Date

March 16, 2015

Architect Name

Dreyfuss & Blackford Architects

Principal Place of Business

3540 Folsom Boulevard
Sacramento, CA 95816
Ph: (916) 453-1234
Fax: (916) 453-1236

Contact Information

John C. Webre, AIA
Principal in Charge, President
3540 Folsom Boulevard
Sacramento, CA 95816
Ph: (916) 453-1234
Fax: (916) 453-1236
jwebre@db-arch.com

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5.1.4 PROPOSAL ORGANIZATIONAL CHECKLIST

Exhibit G

PROPOSAL ORGANIZATION CHECKLIST

All forms are to be completed and any materials submitted with the proposal are to conform to the following specified format, pursuant to Section 5.1.1 of the RFP.

SECTION 1 Proposal Summary

- Title Page
- Proposal Organization Checklist, Exhibit G
- Transmittal Letter
- Executive Summary
- Consultant Qualifications and Experience
- Consultant Client References
- Subconsultants
- Proposed Approach
- Performance Criteria

SECTION 2 Financial Information

- Financial Statements
- Claims and litigation history
- Letter from insurance broker

SECTION 3 Response Forms

- Proposal Authorization, Exhibit H
- Acknowledgment of Addendum Form(s)
- Acceptance of Form of Professional Services Agreement, including any proposed modifications, Exhibit E

SECTION 4 Discretionary Supplemental Materials

- Explanation of relevancy of discretionary supplementary materials
- Supplementary materials

TELEPHONE 916 453 1234
FACSIMILE 916 435 1236

3540 FOLSOM BOULEVARD
SACRAMENTO, CALIFORNIA 95816-6699
DREYFUSSBLACKFORD.COM

DREYFUSSBLACKFORD

ARCHITECTS

16 March 2015

Patricia Hill Thomas
Project Manager/Chief Operations Officer
County of Stanislaus
1010 10th Street, Suite 6800
Modesto, California 95354

**Re: Stanislaus County
Community Services Facility Service Delivery
& Facility Planning Project**

Dear Ms. Hill,

We are very interested in your project. It will provide an innovative roadmap for Stanislaus County to deliver Social Services more effectively. This type of strategic evaluation is a hallmark of our work. Our team includes senior strategists, space planners, facility planners, programmers and cost planners with deep, relevant experience in operational analysis and facility master plans. This qualifications package describes the people who will do the work, from initial operational evaluation through strategic planning.

Dreyfuss & Blackford Architects, a California corporation, is one of the preeminent planning firms in Northern California. We have a strong track record of successful planning for California counties including Butte, Del Norte, El Dorado, Madera, Merced, Napa, Placer, Sacramento, San Joaquin, Shasta, Stanislaus and Sutter. Scope has varied from evaluation of existing resources to design of new government centers, always tailored to the specific needs of our client. We use efficient, effective methods to get to the heart of your concerns and deliver clear, actionable results.

The quality of our work is evidenced by the many clients who engage us for follow-on projects, year after year. We prize these long-term relationships and maintain them by delivering consistently excellent services. We bring many relevant examples of comparable planning studies, illustrating best practices from across the region. Key personnel on those recent projects have been proposed for this project as well. Staff includes Courtney McLeod Golden, AIA, LEED AP, NCARB as Project Manager/Programmer; Jason Silva, AIA, LEED AP will be the Designer/Facility Planner; Courtney Johnson is our Associate Programmer and Sherry Mack is our in-house Interior Designer/Space Planner. This collective team experience will serve the County well.

As the scope of this study is focused on providing a critical look at current operations and facilitating new strategies for delivering services to your customers, we look to our associate partner firm MKThink, a specialist in developing business strategies for public organizations. MKThink, a California corporation, will lead the Phase I Operational Analysis portion of the work, bringing creative operations strategies to the project and facilitating transformational ideas from County leadership. Leading this effort will be Operations Analyst, Evelyn Lee, LEED AP and Business Analyst Nate Goore. A list of principals for both firms is included in the next Section.

Our team is well-positioned to provide the specific services desired by Stanislaus County. We excel at comprehensive documentation of facility requirements and will deliver a valuable database the County can use for many years. We are experts in developing accurate evaluations of space and operational needs and formulating plans that integrate long-range Capital

4

PATTY HILL THOMAS
COMMUNITY SERVICES FACILITY SERVICE
DELIVERY & FACILITY PLANNING PROJECT

MARCH 16, 2015
PAGE 2

DREYFUSS & BLACKFORD ARCHITECTS

Outlay Plan budgets. Our experience in creating realistic schedules, logical phasing plans and accurate cost estimates will help us develop a budget plan that fits well with the County's Capital Outlay Plan, with increments to match funding capabilities. Above all, we are team players, working closely with staff, Administration and the Board of Supervisors to craft optimum solutions that are efficient, cost-effective and fully realizable.

I will be your contact and as President, I am authorized to obligate Dreyfuss & Blackford Architects contractually. Our intent is to enter into a Professional Services Agreement with Stanislaus County for the services as defined in the RFQ/P and Addenda. We look forward to your review. Please contact me for further information.

Very truly yours,



Dreyfuss & Blackford Architects

John C. Webre, AIA, President

T: (916) 453-1234 / F: (916) 453-1236

jwebre@db-arch.com

5.1.6 EXECUTIVE SUMMARY

We have assembled a team of professionals who are uniquely qualified to do this project. This project requires strategists and planners. The strategists should have the ability to evaluate existing operations, forecast future trends, identify existing technologies and recommend changes to existing organizational operations to make them more efficient for the County and accessible to their customers.

The planners should have the ability to evaluate the capacity of current facilities, forecast trends in the workplace, measure future space needs and identify changes and additions to facilities to make the agencies and departments work efficiently and effectively into the year 2035. This study should provide a thoughtful roadmap for the future of the Stanislaus County Community Services Facility.

Dreyfuss & Blackford Architects has specialized in County Facilities Planning for over 30 years. We have developed more than 25 needs assessment studies for counties and municipalities in the Central Valley. Our understanding of the needs of County agencies is based on our extensive experience. Many of the lessons learned that we bring to our projects are founded in the common effort of public agencies to work in a dynamic and changing environment. We are also deeply experienced in the needs of Social Services agencies. We have completed master plans for other County Social Service agencies including Madera and Merced Counties and are also very familiar with your organization, as we were the architects for the Stanislaus County Social Services Complex.

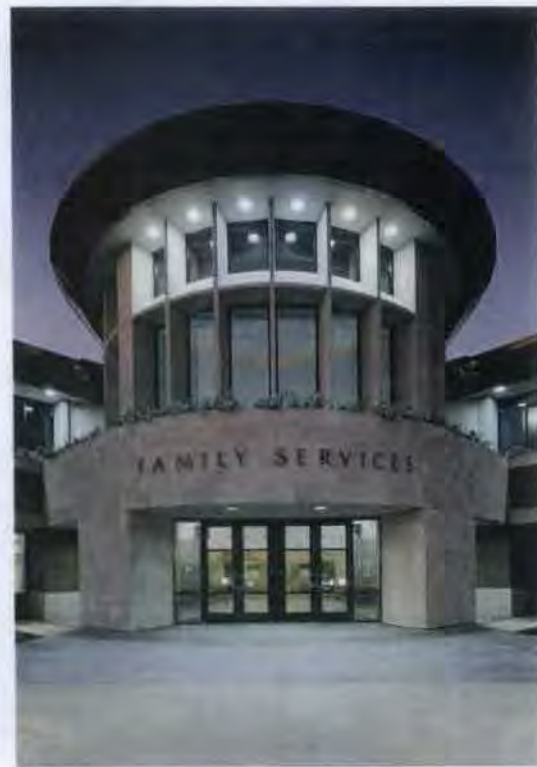
Dreyfuss & Blackford is a forward thinking firm that has remained at the forefront of innovations in the workplace. We are constantly incorporating thoughtful strategies and technology to improve workplace productivity and efficiency for our clients. We are currently working with the Sacramento Metropolitan Utility District (SMUD) in redefining their workplace, called SMUD 3.0. This will result in a much more nimble, innovative and connected organization.



We recognize that some of the best recommendations for operational strategies available to the County will most likely come from your own leadership. A skilled facilitator will help coax those ideas into the daylight. Some of the trends available in other industries can also be brought to the table.

For their ability to help form operational strategies through facilitation, we have included the unique talent of MKThink on our team. They are a multi-disciplinary team of urban planners, business strategists, designers and technologists. Their focus is the connection between buildings, technology, strategies and human performance. It is through this interdisciplinary method that untapped opportunities will be revealed. MKThink is ideally suited to facilitate the Phase 1 Operational Analysis of the study that will develop future strategies available to the County to meet the mission of the agencies and provide high impact to their customers.

We are a team of collaborators. This study will be successful and implementable if it comes from those who will implement it. We are the right team for Stanislaus County because you will be at the table all throughout the project. It will be a great roadmap...because it is yours.



5.1.7 CONSULTANT QUALIFICATIONS AND EXPERIENCE

Firm Bios

The team of Dreyfuss & Blackford Architects in association with MKThink is uniquely qualified to provide the innovative consulting services called for in the County's RFP/Q. Dreyfuss & Blackford has a long history of providing Counties with long-range facility master plans, many times focused on Social Service Agencies. MKThink is a firm of strategists who come from multiple disciplines centered around developing future thinking strategic options for its clients. Together, this team has the capacity to deliver an operational analysis with a facilities master plan that will serve Stanislaus County through 2035.

Our respective firm bios follow and additional information on MKThink can also be found in the subconsultant section.

Firm Background

Dreyfuss & Blackford Architects

Dreyfuss & Blackford Architects was founded in 1950 with a solid dedication to three fundamental principles:

- Provide the highest quality service to every client
- Create exceptional design and planning solutions
- Produce projects of lasting quality and value

Adherence to these principals is the basis of our success.

We are one of the largest architectural and planning firms in Northern California. We have received more than 100 awards for planning and design excellence, on projects ranging from master plans to museums; headquarters to international airports. Our reputation for planning and design excellence is second to none. We received the 2013 Firm Award from the American Institute of Architects California Council, the highest honor the State chapter can award.



Organizational History

Dreyfuss & Blackford Architects is a California corporation owned by six principals who are shareholders of the firm:

- John Webre, AIA
- Kristopher Barkley, AIA
- Gus Fischer, AIA, LEED AP
- Courtney McLeod Golden, AIA, LEED AP, NCARB
- Jason A. Silva, AIA, LEED AP
- Scott Shannon, AIA, ASHE

The firm is organized around a Board of Directors consisting of these six shareholders. The Board of Directors elects the officers who manage the firm.

Years in Business

Dreyfuss & Blackford Architects has been in continuous operation for 65 years. We offer a full range of planning and design services and have enjoyed a strong reputation in the community for creating timeless, lasting and functional projects.

The majority of our work - 70% +- is from previously satisfied clients who have experienced our dedication to providing high quality planning and design services.



Office Locations

Our firm's main office is located in Sacramento. All services will be performed from this office. The address is as follows:

3540 Folsom Boulevard
Sacramento, California 95816

Employees

Currently, Dreyfuss & Blackford Architects has a total of 32 employees. The breakdown is as follows:

- 15 Licensed Architects, 6 in process. Of those 15, 8 are LEED Accredited Professionals
- 3 Interior Designers, one Certified
- 1 BIM Manager
- 2 CADD Technicians
- 1 Art Director
- 1 Marketing Director
- 2 Administrative Support Staff
- 1 IT Technician

Longevity

Dreyfuss & Blackford Architects is an established Northern California firm. We are financially sound and well positioned to provide high-caliber professional planning and design services for many years to come. We feel our record of continuity is unequalled in the state, for three significant reasons:

Stability — Dreyfuss & Blackford Architects is now in its 65th year. Our professional staff has not changed size appreciably in over two decades, averaging between 28 and 35.

Client Base — More than 70 percent of our work is for repeat clients; clients who express their satisfaction by commissioning us again and again for subsequent projects.

Team Makeup — Our team for this project has been carefully assembled, and we have produced many successful design, planning and programming projects with these specific team members.

Client Base

We are a client-oriented firm, rather than project-oriented. Our practice is deeply rooted in public-sector work where we have cultivated relationships over a long period of time, not just on a single project. Our first priority is to provide the appropriate services for each client and project.

Historically, more than two thirds of our work has been with public, State-regulated and funded projects. We have worked with various cities, counties and state agencies throughout California and have ongoing relationships with these public entities spanning many years and many different project types.

A partial listing of our public works clients include:

- Counties of Butte, Calaveras, El Dorado, Madera, Napa, Placer, Sacramento, San Joaquin, Shasta, Stanislaus and Sutter
- Cities of Folsom, Redding, Sacramento, San Mateo and West Sacramento
- Turlock Irrigation District
- DMV
- Department of Education
- CalPERS
- Board of Equalization
- Department of Food and Agriculture
- California Highway Patrol
- Department of Consumer Affairs
- California State University System
- University of California System
- SMUD
- PG&E

Licenses

Individually and collectively, our team, including subconsultants, possesses all requisite licenses and accreditation for every facet for the work at hand. The individual licenses for each team member are outlined in the Organizational Chart on page 10 followed by detailed resumes for key personnel.

MKThink

Firm Background

MKThink is the IDEAS company for the built environment. They are a growing, mid-size firm with 40 employees. The firm integrates research, analysis, planning, design and technical services to provide thoughtful solutions to contemporary issues at the intersection of culture, architecture and the environment.

Committed to scientific research and analytic methods, MKThink embraces both quantitative and qualitative data. They approach each project through careful analysis of concrete data, community input and on-site investigations to develop thoughtful solutions for clients.

The results are profound, cost-effective strategies that enable buildings to be transformed from expensive liabilities into mission-aligned client assets.

Organizational History

MKThink, a California corporation, is owned by three principals who are shareholders of the firm:

Mark Miller, AIA, LEED AP
Steven Kelley, AIA
Nate Goore

Office Locations

MKThink's main office is located in San Francisco. All services will be performed from this office. The address is as follows:

1500 Sansome Street
San Francisco, CA 94111

Employees

Currently, MKThink has 40 employees including business strategists, designers, behaviorists, organizational developers, researchers, software engineers and urban planners who work together to create better learning, healing, community and workplace environments.

Longevity

MKThink is an established firm, now in their 14th year. They are multi-disciplinary team of entrepreneurs, designers and technologists. They see themselves as ethnographers, story tellers, analysts...visionaries. MKThink sees beyond organizational silos to the connections between buildings, systems, strategies and human performance. They are problem solvers and innovators who measure, manage and design transformation. Above all, they're "thinkers."

Client Base

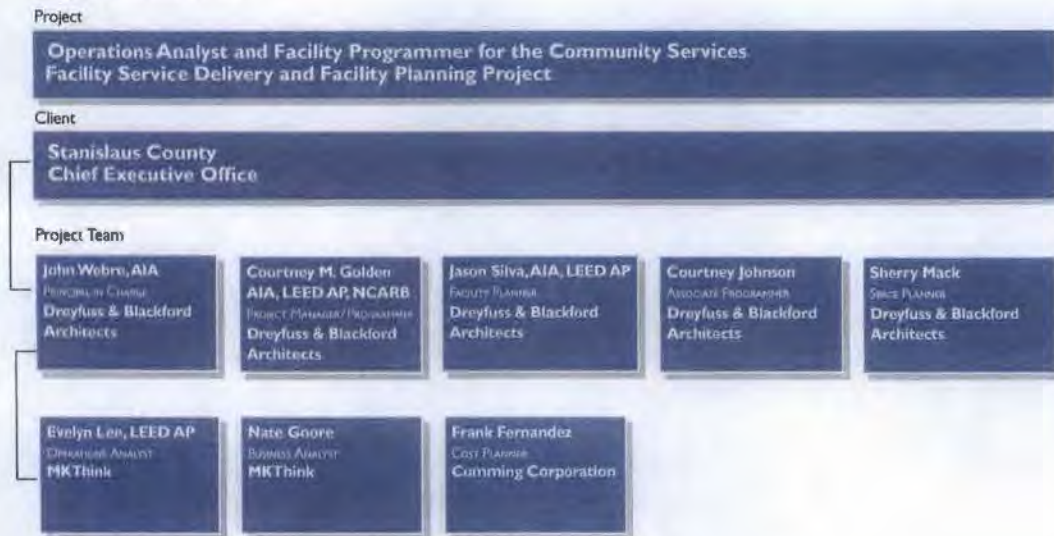
The firm partners with organizations to improve performance and foster growth. MKThink applies human-centered design research, proprietary data analytics and rigorous architectural discipline to solve performance-related business problems. Specifically, they conceive impactful, value-first environments that align each organization's critical assets – people, programs, mission and message.

MKThink designs these places and spaces to be highly responsive to a wide variety of essential organizational needs. They do this by leveraging spatial relationships and functional requirements to best optimize human and organizational performance. Their solutions are cost effective, high-performance environments.

A representative client list includes:

- City of Emeryville
- Emery Unified School District
- Golden Gate University
- Lucile Packard Children's Hospital
- Mozilla Corporation
- Oakland Unified School District
- San Francisco Zoo
- Santa Clara University
- Stanford University
- The Nature Conservancy
- Town School for Boys
- UC Hastings College of the Law
- Woodside Priory School
- YMCA Point Bonita/Presidio

Organizational Chart



Team Member Roles for Project

All key team members are senior professionals within their respective firms. Qualifications for the positions noted above are further detailed in our resumes that begin on page 11.

Principal in Charge — project oversight; ensures that the design team, consultants and client goals are well coordinated; maintains contractual and schedule continuity.

Project Manager/Programmer— manages the process and develops a countywide, macro-level program for all affected buildings and personnel. Develops recommendations for optimizing space utilization.

Operations Analyst— reviews current operations and through interviews and workshops, facilitates operational strategies to increase the County's effectiveness by leveraging technology in delivering Social Services to its customers.

Business Analyst— reviews current operations and through interviews and workshops, facilitates business strategies that can increase the County's effectiveness in delivering Social Services to its customers.

Facility Planner — develops future planning algorithms for expected levels of service to project future space needs.

Space Planner — reviews existing office utilization; develops one-line diagrams for optimization proposals.

Cost Planner — develops rough order of magnitude (ROM) budget planning in response to building inventory and evaluation, consistent with recommended building strategies.

Team Organization

We have assembled a highly skilled team well suited to the demands of this specialized project. The chart above shows the working relationships and responsibilities of participants. This is a team of firms and individuals who are tops in their respective fields. Stanislaus County can expect a cohesive, well-coordinated effort on this Operations Analysis and Facility Programming for the Community Services Facility Service Delivery and Facility Planning Project.

Responsiveness & Personnel Availability

With good communications and a clear planning framework, our team will be extremely flexible and responsive to the unique needs of this Stanislaus County project. We have demonstrated the capacity to produce multiple overlapping projects successfully and have expanded and reorganized our team to continually improve our project delivery. Improved accounting, workload forecasting and streamlined team organization will ensure that your project is skillfully handled accurately, efficiently and on time. All proposed personnel are available to begin on the project immediately if we are fortunate enough to be awarded the work.

Substitution of Personnel

We understand that substitution of named personnel will require the County's written approval and failure to obtain that approval within 15 days of the effective date of the substitution will result in financial penalties.

Detailed Resumes

John Webre, AIA

PRINCIPAL IN CHARGE

Dreyfuss & Blackford Architects



Education

Bachelor of Architecture, 1976
Tulane University, New Orleans, Louisiana

Masters of Business Administration, 1982
Southern Methodist University, Dallas, Texas

Registration

Registered Architect — State of California, #20883
Registered Architect — State of Louisiana

Experience

John has exceptional skills in project planning, design and management. He has led multi-faceted teams to success on large and complex projects, all with consistent design excellence and schedule and budget response. His coordination skills and faithful interpretation of design concepts have led to several AIA awards for design excellence, including the American Institute of Architects California Council 2013 Firm Award.

John has been with the firm since 1987 and as PIC, he is responsible for overall project coordination, direct interaction with clients and users, coordination with consultants and accountability for budget and schedule.

Years of Experience: 35 years

Duration of Employment with Firm: 28 years

Contact Information: 3540 Folsom Blvd.

Sacramento, CA 95816

T: (916) 453-1234 / F: (916) 435-1236

jwebre@db-arch.com

Project Experience

Three projects in the last three years:

Madera County East Campus Facility Master Plan

Madera, California

John was the PIC for this project which evaluated existing facilities and considered opportunities for new facilities within the 20-year Master Plan. The final plan included five-year increments of building, site and infrastructure improvements. More information can be found in 5.1.8.

Sacramento Municipal Utilities District (SMUD)

Headquarters Renovation

Sacramento, California

John is the PIC for the complete refurbishment of SMUD's headquarters building, including reshaping their workplace strategies and redefining many essential aspects of how SMUD will work. Please see 5.1.8 for more information.

Pacific Gas and Electric Company (PG&E)

Gas Operations Technical Training Center

Winters, California

John is the PIC for a new training center located on a 40-acre site. We orchestrated several intensive stakeholder planning workshops to promote full engagement in master plan development. Please see Section 5.1.8 for more information.

Additional relevant projects:

State of California

Capitol West End Complex Master Plan Study

Sacramento, California

Merced Co. Human Services Infrastructure Study

Merced, California

State of California DMV Master Plan Study

Sacramento, California

Calaveras County Facilities Program

San Andreas, California

Shasta County Facilities Master Plan

Redding, California

SMUD Facilities Master Plan

Sacramento, California

Placer County

Bill Santucci Justice Center Master Plan

Roseville, California

Courtney McLeod Golden, AIA, LEED AP, NCARB
PROJECT MANAGER/PROGRAMMER
Dreyfuss & Blackford Architects



Education

Bachelor of Architecture and Environmental Design, 1993
California Polytechnic, San Luis Obispo

Registration

Registered Architect — State of California, #32210
USGBC LEED Accredited Professional
Building Design & Construction
NCARB Certificate

Experience

Courtney is an exceptional Project Manager with a strong focus on programming. She has worked closely with many public agencies, boards and community groups building consensus and support for clients' projects through her collaborative approach.

Courtney's excellent programming, planning and investigative skills are invaluable. She can quickly and accurately assess staff and space needs, growth projections and spatial and functional requirements for optimum operations. She also has a passion for sustainable projects, managing much of the LEED Certification for CA ISO Headquarters.

Years of Experience: 22 years

Duration of Employment with Firm: 12 years

Contact Information: 3540 Folsom Blvd.

Sacramento, CA 95816

T: (916) 453-1234 / F: (916) 435-1236

cmgolden@db-arch.com

Project Experience

Three projects in the last three years.

Madera County East Campus Facility Master Plan Madera, California

Courtney was the PM/Programmer for this project which evaluated existing facilities and considered opportunities for new facilities within the 20-year Master Plan. The final plan showed five-year increments of building, site and infrastructure improvements. See Section 5.1.8 for details.

Pacific Gas and Electric Company (PG&E) **Gas Operations Technical Training Center** Winters, California

Courtney is the Programmer for a new training center. We orchestrated several intensive stakeholder planning workshops to promote full engagement in the master plan development. Please see 5.1.8 for more information.

Sacramento Municipal Utilities District (SMUD) **Headquarters Renovation**

Sacramento, California
Courtney is the Programmer for this project which focuses on the complete refurbishment of SMUD's headquarters building, including reshaping their workplace strategies and redefining many essential aspects of how SMUD will work. Please see 5.1.8 for more information.

Additional relevant projects:

Turlock Irrigation District Operations Complex **Programming/Schematic Design** Turlock, California

State of California **Capitol Area East End Complex, Block 225** **California Department of Education Evaluation** Sacramento, California

SMUD Facilities Master Plan Sacramento, California

California State University, Sacramento **University Union Expansion Feasibility Assessment** Sacramento, California

California ISO Headquarters & Operations Center Folsom, California

Powerhouse Science Center Sacramento, California

Jason Silva, AIA, LEED AP
FACILITY PLANNER
Dreyfuss & Blackford Architects



Education

Bachelor of Architecture, 1997
California Polytechnic State University
San Luis Obispo, California

Registration

Registered Architect — State of California, #28855
USGBC LEED Accredited Professional
Building Design & Construction

Experience

Jason brings innovation and creativity to his work while at the same time delivering solid design solutions that meet all program, budget and schedule requirements. He is an excellent listener and skillfully interprets client's needs and objectives, translating them into functional and highly creative solutions. Embracing an academic approach to the process of visioning a project, Jason continues to ask "what can be done to make it better?"

Years of Experience: 18 years

Duration of Employment with Firm: 14 years

Contact Information: 3540 Folsom Blvd.
Sacramento, CA 95816
T: (916) 453-1234 / F: (916) 435-1236
jsilva@db-arch.com

Project Experience

Three projects in the last three years:

Madera County East Campus Facility Master Plan

Madera, California

Jason was the Designer/Facility Planner for the evaluation of existing facilities and opportunities for new facilities within the 20-year Master Plan. The final plan showed five-year increments of building, site and infrastructure improvements. Please see Section 5.1.8 for more information.

Sacramento Municipal Utilities District (SMUD)

Headquarters Renovation

Sacramento, California

Jason is the Designer for this project which focuses on the complete refurbishment of SMUD's headquarters building, including reshaping their workplace strategies and redefining many essential aspects of how SMUD will work. Please see 5.1.8 for more information.

Pacific Gas and Electric Company (PG&E)

Gas Operations Technical Training Center

Winters, California

Jason is the Designer/Facility Planner for a new training center. We orchestrated several intensive stakeholder planning workshops to promote full engagement in master plan development. Please see 5.1.8 for more information.

Additional relevant projects:

California ISO Headquarters & Operations Center

Folsom, California

Powerhouse Science Center

Sacramento, California

Madera County Government Ctr. & Parking Garage

Madera, California

Vision Service Plan (VSP) VSP's The Shop

Sacramento, California

Placer County Animal Services Center

Auburn, California

California State University, Sacramento

Sacramento, California

Academic Information Resource Center

Hornet Bookstore & University Enterprises, Inc.

Napa Hall College of Continuing Education

Space and Science Center

Parking Structure 2 & 3

Courtney Johnson
ASSOCIATE PROGRAMMER
Dreyfuss & Blackford Architects



Education

Master of Architecture
Montana State University, Bozeman, 2008

Bachelor of Environmental Design
Montana State University, Bozeman, 2008

Experience

Courtney is well-versed in programming for public projects. Fresh off contributing to the development of the Madera County Campus Study, she would be a decided asset to your team.

Based on initial County of Madera goals and objectives, Courtney worked closely with all department heads involved in the project to establish metrics and inventory needs to inform the design/renovation of facilities.

Her extensive knowledge and background in recent County government facilities will benefit your project as she works with you to develop similar solutions.

Years of Experience: 15 years
Duration of Employment with Firm: 3 years
Prior Firms: Lionakis, Bechtel, Comma Q, LFI and Pearson Design Group
Contact Info: 3540 Folsom Blvd.
Sacramento, CA 95816
T: (916) 453-1234 / F: (916) 435-1236
cjohnson@db-arch.com

Project Experience

Three projects in the last three years!

Madera County East Campus Facility Master Plan Madera, California

Courtney was the Associate Planner/Programmer for the evaluation of existing facilities and opportunities for new facilities within the 20-year Master Plan. The final plan showed five-year increments of building, site and infrastructure improvements. Please see 5.1.8 for details.

City of Sacramento **Department of Utilities Space Utilization Report** Sacramento, California

Courtney was the Associate Programmer for space utilization evaluation of the Department of Utilities existing corporation yards and related administrative facilities, including office spaces.

Placer County **Animal Services Center**

Auburn, California
Courtney is the Project Architect for this project. Her responsibilities range from facility panning to construction documents.

Additional relevant projects

Studios for the Performing Arts at Fremont School Sacramento, California

Madera Co. Admin. Center Tenant Improvement Madera, California

St. Helena Hospital **Project Transform, Departmental Restacking** St. Helena, California

Yosemite Community College District * **Modesto Junior College, Patterson Center** Modesto, California

West Valley-Mission Community College District **Mission College *** **Main Bldg Replacement, Phase I** Santa Clara, California

San Joaquin Delta Community College Dist * **Delta College SHIMA Expansion** Stockton, California

**Work performed under prior association*

Sherry Mack
SPACE PLANNER
Dreyfuss & Blackford Architects



Education

Interior Design Major, 1989
California State University, San Jose

Associate of Arts in Liberal Arts, 1986
De Anza College, San Jose

Experience

Sherry is a Senior Interior Designer who has provided workplace strategy, space planning, programming, interior design and project management services to a wide range of clients for 27 years. She is a creative leader with strong schedule and budget management skills. Her solid experience ranges from moderate scale renovations to large corporate, institutional and government campuses. Her experience also includes working for Intel as an Assistant PM for large-scale projects, both domestic and international. Sherry's responsibilities included TI's, space planning, facilities expansion and move coordination.

Years of Experience: 27 years
Duration of Employment with Firm: 7 years
Prior Firms: McCandless & Associates and DTJ Design
Contact Info: 3540 Folsom Blvd.
Sacramento, CA 95816
T: (916) 453-1234 / F: (916) 435-1236
smack@db-arch.com

Project Experience

Three projects in the last three years:

SMUD Headquarters Renovation Programming & Project Phase Scheduling Sacramento, California

Sherry is the Interior Designer/Space Planner for this project which focuses on the complete refurbishment of SMUD's headquarters building, including reshaping their workplace strategies and redefining many essential aspects of how SMUD will work. Please see 5.1.8 for more information.

California ISO Headquarters & Operations Center Folsom, California

Sherry was the Interior Designer/Space Planner for this 275,000 SF headquarters project with a part of three interconnected wings specialized for their functions, including a multi-story office wing. She did all the programming and space planning for this award-winning project.

The Shop at VSP Sacramento, California

Sherry was the Space Planner for this project which leveraged the ability to prototype structures and spaces. This new space for Vision Service Plan allows staff to explore innovative workplace concepts using a forward thinking, cost-effective testing ground.

Additional relevant projects:

Madera County Administration Center TI Madera, California

PG&E Auburn Hydro Division Consolidation & Relocation Study Auburn, California

St. Helena Hospital Project Transform, Departmental Restacking St. Helena, California

UC Davis Health System Physical Medicine & Rehabilitation Renovation Sacramento, California

Intel Relocation* Santa Clara, California

Intel Arizona: Office, Laboratory & Cafeteria* Chandler, Arizona

**Work performed under prior association*

Evelyn Lee, LEED AP

OPERATIONS ANALYST

MKThink



Education

MBA and MPA, Sustainable Management
Presidio Graduate School, 2012 and 2011

Master of Architecture
Southern California Institute of Architecture

Bachelor of Architecture, Minor in Global Studies
Drury University, 2002

Registration

Registered Architect — State of California, #33901
USGBC LEED Accredited Professional
Building Design & Construction

Experience

Evelyn combines her architecture background with an integrative systems thinking approach resulting in environmentally, economically and socially responsible solutions. She has more than 10 years of experience leading multi-disciplinary teams on community-centric projects.

Years of Experience: 13 years

Duration of Employment with Firm: 2 years

Prior Firms: E|L Strategy & Communications, Public Architecture and Dougherty + Dougherty Architects

Contact Info: 1500 Sansome St.

San Francisco, CA 94111

T: (415) 321-8340 / F: (415) 288-3383

lee@mkthink.com

Project Experience

Three projects in the last three years:

**Arlington Public Schools
Utilization and Occupancy Study**

Arlington County, Virginia

Evelyn was the Operations Analyst for the utilization and occupancy study of multiple sites, including stakeholder engagement processes and strategic recommendations for implementation.

**University of California, Hastings College of Law
Long-term Strategy Development**

San Francisco, California

Evelyn was the Operations Analyst for the Long-term Strategy Development for this existing facility. The project included Planning, Programming and Architecture Implementation.

Alcatel Lucent

Smart Cities Motivators & Categorization Analysis

Various, Asia, Europe and US

Evelyn was the Operations Analyst, Primary Researcher and Co-author for Alcatel Lucent's Smart Cities Motivators and Categorization Analysis report which was reviewed internally to determine future business development opportunities.

Additional relevant projects:

Santa Clara University

Santa Clara, California

Strategic Planning, Stakeholder Engagement and Programming for the development of a new Benson Memorial Student Center.

Golden Gate University

San Francisco, California

Vision Development, Campus Programming, Space Planning and Phase Implementation.

The Nature Conservancy

San Francisco, California

Strategic Programming, Re-allocation/Relocation Space Assistance and Architecture Tenant Improvements for the current San Francisco Headquarters.

Newport Coast Community Center

Newport Beach, California

Community Stakeholder Engagement Facilitation and New Construction of 33,700 SF community center.

Nate Goore
BUSINESS ANALYST
MKThink



Education

Master of Architecture
Harvard University, 1990

Bachelor of Psychology
Cornell University, 1987

Experience

Nate has made a career of developing a workplace environments specialty that focuses on redesigning government, office, retail, service and production environments to optimize workflows and customer experience. His primary focus is on integrating business processes, technology and organizational changes with the physical environment to create lasting economic value. With input from key stakeholders and staff through interviews, town hall-type meetings and surveys, Nate guides the principles for the planning, layout, efficiency and look-and-feel of work environments.

Years of Experience: 25 years

Duration of Employment with Firm: 10 years

Contact Info: 1500 Sansome St.
San Francisco, CA 94111
T: (415) 720-3374 / F: (415) 288-3393
goore@mkthink.com

Project Experience

Three projects in the last three years.

DOW Agrosiences Kaumakani Campus Development

Kauai, Hawaii

Nate was the Business Analyst for turn-key master plan services for the Dow AgroSciences Kauai Project, a \$20M, five-building, 25-acre campus. Full-service efforts included early planning stages through construction and will include commissioning.

Oakland Unified School District

Oakland, California

Nate was the Business Analyst for the facilities asset management plan for the 487-acre, 95-site, six million SF District. Also provided strategic consulting services.

Santa Clara University Enrollment & Student Svcs.

Santa Clara, California

Nate was the Business Analyst for the planning/programming for enrollment/student services to integrate previously separated key student support departments. Through community/stakeholder engagement and extensive interviews, he determined how best to assemble in a new model; a "one stop shop" for student services.

Additional relevant projects:

Santa Clara University Master Plan

Santa Clara, California

Baseline assessment, strategic master planning and architectural implementation for 122-acre campus.

Arlington Public Schools

Arlington County, Virginia

Utilization and occupancy study of multiple sites, including stakeholder engagement processes and strategic recommendations for implementation.

Hawaii Department of Education

Assessment and Strategy

Honolulu, Hawaii

System-wide facilities assessment and strategic plan to improve space utilization, identify potential financial inefficiencies and accommodate future needs.

University of California, Berkeley School of Law

Berkeley, California

Strategic plan realignment, planning and programming for 300,000 SF, 880-student graduate school.

Frank Fernandez
COST PLANNER
Cumming Corporation



Education

Bachelor of Science, Building Construction
University of Florida

Experience

Frank has more than 20 years of experience in the construction industry having served as a Project Engineer, Senior Project Manager, Chief Estimator and Director of Pre-construction, Procurement and Purchasing. His understanding of every aspect of a project's development led to his role as Managing Director for Cumming.

Frank's professional background includes a variety of contract formats including Design Build, Integrated Form of Agreement, Integrated Project Delivery, Program Management, Lump Sum, CM Agency, CM at Risk and GMP contracts. His experience includes Public Sector, Corporate Commercial Campuses, Parking Garages, Mission Critical Facilities, Healthcare, Education and Courthouse projects, including operations complexes, office developments, transit yards, courthouses, intermodal centers and banks.

Years of Experience: 22 years

Duration of Employment with Firm: 1 month

Prior Firms: Capitol Construction Managers, Skanska USA Building, Inc. and Turner Construction Company

Contact Info: 2495 Natomas Park Dr., Ste. 640

Sacramento, CA 95833

T: (916) 660-9030 / F: (916) 660-9045

ffernandez@ccorpusa.com

Project Experience

Three projects in the last three years:

AC Transit Richmond Yard Reactivation Program*

Sacramento, California

Frank is providing cost management for this program currently underway to reopen this facility which includes roof parking, a maintenance area and a transportation operations area.

Stockton Courthouse Trial Court Facility

Stockton, California

Frank was the Director of Preconstruction responsible for Preconstruction Design Management and Budget Control of this \$193M project for the design, construction and commissioning of a new office building and site development for a 325,000 SF trial court facility.

B.F. Sisk Courthouse

Renovation from Federal to State Courthouse

Fresno, California

Frank was responsible for Budget Control and Cost Analysis for this \$54.9M existing five-story, 191,886 SF building renovation of the former federal courthouse into a state courthouse for the Administrative Offices of the Courts.

Additional relevant projects:

Turlock Irrigation District Palm Street Ops Complex*

Turlock, California

CalSTRS Phase II Office Complex and Parking Study

Sacramento, California

Atlanta Federal Reserve Bank

Offices, Museum, Visitor Center, Parking Garage

Atlanta, Georgia

United States Federal Courthouse

Offices, Administration, Courtrooms

Nashville, Tennessee

Sacramento City College

Rodda Hall 3rd Floor Renovation

Sacramento, California

Dignity Health, St. Elizabeth Community Hospital

Built Environment Improvements

Red Bluff, California

**Work performed with Dreyfuss & Blackford*

5.1 B. CONSULTANT CLIENT REFERENCES

The projects in this section are representative of recent relevant work - within the last three years - performed by our proposed team members. This collaboration on recent, "like" projects will serve the County well.

County of Madera East Campus Facility Master Plan Madera, California



a. RELEVANCE: This countywide master plan focused on the needs of social services. D&B developed a space program forecasting space requirements into 2034 and provided a blocking stacking diagram and cost estimate for their building to be situated on an 80-acre County Services site in Madera. **RESULT:** This centralized "one stop shop" creates efficiencies for the County that helped reduce operating costs.

DESCRIPTION: The foremost goal of the County of Madera is to effectively and efficiently provide high quality public services. County facilities play a large part in delivering those services and the County recognized that current facilities were not providing an adequate work environment, nor meeting the needs of expected growth. Dreyfuss & Blackford Architects was enlisted to evaluate existing facilities and consider opportunities for new facilities.

This Master Plan included two sites, 16 departments and 31 County facilities. Cumulatively, these facilities comprise approximately 183,231 square feet of space. We analyzed consolidating all buildings/departments to the centralized 80-acre site within 20-year Master Plan, showing five-year

increments of building, site and infrastructure improvements. The study included Program and Space Requirements to identify space needs and growth projections for new and renovated buildings, including a new Health & Social Services Building; Animal Services Facility; County Fire Station; Headquarters; Fleet Maintenance Shop; Agricultural Building; Hall of Justice Building; Juvenile Services Facility; General Services Building; Special Districts; and County Storage.

Client: County of Madera
Size: 183,231 Square Feet Total
Two Buildings, 80 Acres
Cost: \$243 Million
Completion: 2014

b. Reference: Luz Gonzalez, Capital Projects Manager
200 West Fourth Street, Madera, CA 94637
(559) 675-7703 ext. 2275
luz.gonzalez@co.madera.ca.gov

c. Key Staff: John Webre (PIC), Courtney McLeod Golden (PM/Programmer), Courtney Johnson (Assoc. Programmer), Jason Silva (Designer/Facility Planner)

SMUD Headquarters Renovation
Sacramento, California



a. RELEVANCE: This renovation project focused on leveraging the technology and officing practices of the future to meet the SMUD 3.0 mission of a "nimble, connected and innovative workforce". **RESULT:** Applying future trends in the workplace, our planning team was able to create new space standards for the client that provide more collaborative space and met the overall space constraints of an existing building.

DESCRIPTION: The SMUD Headquarters is truly a landmark of mid-century modern design. After 60 years of continuous use, SMUD has committed to a complete refurbishment of their headquarters building, which is on the National Register of Historic Places.

As part of this project, SMUD committed to reshaping their workplace strategies, employing many facets of the "workplace of the future". In this effort, we are redefining many essential aspects of how SMUD will work.

We will pare the building back to its steel structure, upgrading all dated materials and systems. Glazing, solar shades, precast concrete and Wayne Thiebaud's tile mural Water City will be carefully preserved. New efficient lighting, HVAC and data systems will be fully integrated to bring this iconic headquarters into the 21st century; an icon of the past will look to the future.



Client: Sacramento Municipal Utility District
Size: 165,000 Square Feet
Cost: \$41 Million
Completion: Ongoing

b. Reference: Doug Norwood, Project Director
6201 S Street, Sacramento, CA 95817
(916) 732-6623
doug.norwood@smud.org

c. Key Staff: John Webre (PIC), Courtney McLeod Golden (Programmer), Jason Silva (Designer), Sherry Mack (Designer/Space Planner)

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**Pacific Gas & Electric Company
Gas Operations Technical Training Center
Winters, California**



a. RELEVANCE: This operations training facility was master planned and programmed using the conclusions derived from an operational analysis. This project's planning was based on analysis of operations that used best practices and benchmarking from other facilities around the country as the basis of planning and programming decisions.

RESULT: This centralized training facility provides enormous efficiencies to PG&E in the training of employees.

DESCRIPTION: Following a disastrous pipeline explosion in 2010 that damaged the City of San Bruno, PG&E rigorously scrutinized all training and safety protocols for their gas operations. The outcome was a commitment to build a "best-in-class" training center that would provide realistic and hands-on gas operations training within a safe learning environment. Dreyfuss & Blackford was selected for the programming, master planning and design of the new training center located on a 40-acre site.

Starting with a matrix of 82 Training Tasks, we conducted interviews with over 60 "Subject Matter Experts" - seasoned staff and consultants deeply committed to quality and safety.

We orchestrated several intensive planning workshops with stakeholders to promote full stakeholder engagement in the development of the master plan. The new training facility will be a Center of Excellence for PG&E, incorporating best industry practices and technology-led instruction that will elevate the standards of pipeline safety to the highest levels in the United States.

Client: Pacific Gas & Electric Company
Size: 30 Acres
105,500 Square Feet
Cost: \$77 Million
Completion: Ongoing

b. Reference: Tom Crowley, Program Manager
CRESS, 245 Market St., MC N15G
San Francisco, CA 94105
(415) 271-7100
thomas.crowley@pge.com

c. Key Staff: John Webre (PIC), Courtney McLeod
Golden (Programmer), Jason Silva
(Designer/Facility Planner)

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5.1.9 SUBCONSULTANTS

Subconsultant Firm Bios

MKThink - Operations Analysis

MKThink materializes the nexus between people, organizations and their environments. Specifically, the firm conceives impactful, value-first environments that align each organization's critical assets – people, programs, mission and message. The firm designs these places and spaces to be highly responsive to a wide variety of essential organizational needs by leveraging spatial relationships and functional requirements to best optimize human and organizational performance.

MKThink takes on each challenge with a unique approach. These concepts drive their practice:

Problem Definition: The firm clearly articulates a problem worth solving. That may mean reframing the initial problem in a way that allows for a wide variety of solutions—technological, environmental and/or cultural. Solutions are later vetted to a shortlist of preferred options through the assessment and strategy of the project.

Data Enabled Analytic Services: MKThink employs data collection and analysis to provide transparent, accurate and verifiable findings throughout their strategy and planning process. The team uses RoundhouseOne (RH1) Technologies, an in-house data analysis tool, as the primary provider of data insight.

Operational Evaluation & Planning: Staff investigates how effectively and efficiently an organization's activities and operations achieve its mission. They identify misalignments and inadequacies in these functions and recommend a broad range of solutions, both architectural and non-architectural, to optimize organizational performance.

Innovation Services & Techniques: MKThink's practice includes the research, incubation and enterprise of new products and services for enhancing cultural, environmental and asset performance. These services span all levels of development, from preliminary conceptual work to field-testing and implementation during longer term projects.

Value Quantification & Analysis: The firm relates all solutions back to predefined values set by clients, whether they are financial, social or environmental. Throughout the process of delivery, the team is measuring the impact of potential options against these values. The end result is an optimized solution unique to the client's overall needs.

Cumming Corporation - Cost Planning

Established in 1996, Cumming is a leader in providing project control services, including cost and project management, planning, scheduling and litigation support. The firm has completed more than 1,500 projects for city- and county-operated facilities, which includes approximately 850 projects for planned renovation/alteration/remodel/tenant improvement projects. These projects have involved parks, city halls, civic centers, police/fire facilities, libraries, offices, community centers, animal shelters, maintenance facilities, and public works, among others.

Cumming has successfully partnered with Dreyfuss & Blackford on large-scale programs for municipal clients for more than a decade. Shared recent, relevant projects include the County of Madera East County Facility and DMV HQ Master Plans. Cumming's other select projects include:

Stanislaus County

- Project 1 Public Safety Center Expansion, Modesto, CA
- Project 3 Public Safety Center Expansion, Modesto, CA
- REACT Center, Ceres, CA
- Day Reporting Center Ceres, CA
- Psychiatric Center, Modesto, CA
- CPAVVMR Relocation Modesto, CA

Additional Projects

- Turlock City Hall - Space Needs Analysis, Turlock, CA
- Butte County - Government Center Master Plan, Oroville, CA
- County of Sonoma, Comprehensive County Facilities Plan, Sonoma, CA
- San Bernardino County Master Planning, San Bernardino, CA
- City of Arcadia - Master Plan, Arcadia, CA
- Chino Hills Govt. Center - City Hall-Library-Sheriff/Fire Admin. Offices, Chino Hills, CA
- Brentwood Civic Center - New City Hall/Comm. Ctr./Library w-LEED Goal, Brentwood, CA
- State Capital District - Master Plan, Honolulu, HI
- Irvine Public Works Facility Master Plan, Irvine, CA
- DMV Master Plan, Various, CA
- Maricopa County Master Plan, Maricopa County, AZ
- City of Seal Beach - Facilities Condition Assessment, Seal Beach, CA
- Washoe Co. Courts Complex - Master Plan, Reno, NV
- CDOT Facilities Master Plan, Denver, CO

5.1.10 PROPOSED APPROACH

Phase I – Operational Services Delivery Plan

This phase of the work will focus on Agency business operations and service delivery functions in order to:

- A. Increase access to Agency clients through improvements in infrastructure, technology and other best practices.
- B. Increase operational efficiency.

The following will be included in the Phase 1 Operational Analysis:

- 1.1 Analyze existing operations. This analysis will be forward thinking with a 20-year outlook (2035) on operations.
- 1.2 Analyze future trends and impacts on customer demands.
- 1.3 Analyze the likely impact of future economic change on County Agencies and Departments.
- 1.4 Analyze and make recommendations for operational and service delivery improvements to meet current workload level, including utilization of technology or alternate procedures to reduce in-person interviews or visits.
- 1.5 Perform a regulatory review, both current and future, that may affect Agency implementation of service delivery improvements.
- 1.6 Analyze and quantify the regionalization and centralization model/s employed by the various Agencies and Departments and recommend enhancements to these models.
- 1.7 Perform an overview of opportunities relating to partnerships and co-location of services between government and non-government agencies; examine best practices where appropriate.
- 1.8 Assess the viability of all leased facilities.
- 1.9 Evaluate impact of program mandates.
- 1.10 Evaluate staff processes, including remote worker and call center workers.

- 1.11 Evaluate confidentiality and document control processes.
- 1.12 Research and recommend best practices improvements.
- 1.13 Attend project coordination meetings.
- 1.14 Attend and present operational analysis study findings at one (1) Board of Supervisors meeting.

Phase 2 – Facilities Master Plan for the Social Services Functions

- 2.1 Analyze the Business, Operation and Service Delivery needs addressed in Phase 1 – Operational Service Delivery Plan.
- 2.2 Determine the optimum location and adjacency functions, including centralization and decentralization.
- 2.3 Estimate facility needs by function and type of space needed over time and by location.
- 2.4 Compare the estimated/forecasted needs within existing space resources, with projected needs to year 2035 total gross building area.
- 2.5 Evaluate parking needs, inventory and other site requirements.
- 2.6 Evaluate access from public transportation.
- 2.7 Evaluate needs for supportive services such as contract services, child care and food services.
- 2.8 Provide phasing plans, cost projections and rendered site plan.
- 2.9 Assess safety and security of facilities for employees and customers.
- 2.10 Develop recommendations for safety protocols for evacuations and shelter in place scenarios.
- 2.11 Assess public space security needs, including parking lots and public lobby spaces.

- 2.12 Generally assess Agency outstations and recommend improvements or co-location where possible.
- 2.13 Assess customer spaces, including lobby design, for improvements and future needs through year 2035.
- 2.14 Restructure interview room locations where required.
- 2.15 Recommend improvements to facility space used for training needs, including training rooms and seating.
- 2.16 Identify enhancement opportunities or unmet needs for conference and meeting rooms among the Agencies and Departments at CSF.
- 2.17 Attend project coordination meetings.
- 2.18 Attend and present master plan study findings at two (2) Board of Supervisors meetings.

Deliverables:

- 1. Three (3) Board of Supervisors Presentations.
- 2. Prepare a 50% Draft Report of the Operational Service Delivery Plan for review with County.
- 3. Prepare a reproducible Draft Report of the Operational Service Delivery Plan.
- 4. Prepare a reproducible Final report of the Operational Service Delivery Plan.
- 5. Prepare a reproducible Draft Report of the Facilities Options and Recommendations.
- 6. Prepare a reproducible Final Report of the Facilities Options and Recommendations.
- 7. Prepare a Probable Cost Estimate.
- 8. Prepare a reproducible Final Facilities Master Plan Report.

5.1.11 PERFORMANCE CRITERIA

Team Organization & Project Performance

The team is organized around the two specific phases of the project; Phase 1: the Operational Analysis and Phase 2: the Master Plan. We recognize the distinctly different skill sets required in the two phases will require different team members assembled around a single project manager; Courtney McLeod Golden. Phase 1 will be led by MK Think, a specialist in the world of strategic planning for organizations and agencies. Phase 2 will be led by Dreyfuss & Blackford Architects, who specialize in facility master plans for public agencies.

Major Team Strengths

Our team's major strength is familiarity with the subject agencies and familiarity with the physical building. Dreyfuss & Blackford has developed facility master plans for other County Social Service Agencies including:

- Madera County
- Merced County

Our associate, MK Think, provides a unique strength in that they have provided highly effective strategic evaluations and recommendations for other public agencies to achieve their mission inside a dynamic and changing workplace.

Anticipated Difficulties and Resolutions

We would expect that one of the major difficulties encountered will be one of coordinating the multiple agencies, all with their own unique issues, into one cohesive study. Coordinating multiple calendars, workshops, interviews and report backs will require a commitment from all of those who are involved in the study. To mitigate this, we will establish a project schedule that is tied to all of the project stakeholders and hold participants accountable to participating actively during the 11-month process. The magnitude of the number of employees of the County who will be affected is enormous. The active participation of stakeholders is what will ensure that the County receives a high quality product.

Schedule Performance

Our firm is able to perform the work within the stipulated schedule:

- Final Operational Services Delivery Plan:
August 31, 2015
- Final Facility Master Plan and Program Report:
February 15, 2016

We will identify in a schedule all of the critical milestones that must be met to hit the scheduled completion dates. We have sufficient staff to meet these study completion expectations.

5.1.13 Prior Litigation/Claims

Dreyfuss & Blackford Architects has an outstanding reputation for consistent, conflict-free project delivery. Over the past ten years, we have produced nearly \$2.5 billion in construction projects - between \$150 million and \$300 million each year, primarily in the public sector, institutional and healthcare sectors. In that time, we have never been subject to litigation claims nor have we filed any against any project owner as a result of a contract dispute, and we have never been terminated from a project.

We are extremely diligent about clear communications among the design team, owner's reps, tenants, builders and construction managers. We take a very proactive role in mitigating and solving construction conflicts or discrepancies. Legal action should be the very last resort and we nearly always find successful alternatives.

Letter from Insurance Broker



CERTIFICATE OF LIABILITY INSURANCE

DREY&BL-01 BIGLOWC

DATE (MM/DD/YYYY)
10/13/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER License # 0E67768 IOA Insurance Services-SF 3676 Hopyard Road, Suite 240 Pleasanton, CA 94688	CONTACT NAME: Leslie Pancoast PHONE (A/C No. Ext): (925) 416-7862 FAX (A/C. No): (925) 416-7869 E-MAIL ADDRESS: leslie.pancoast@ioausa.com
	INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: RLI Insurance Company 13066 INSURER B: Travelers Property Casualty Company of America 25674 INSURER C: Catlin Insurance Company, Inc 19518 INSURER D: INSURER E: INSURER F:
INSURED Dreyfuss & Blackford Architects 3444 Folsom Boulevard Sacramento, CA 95816	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL. RISK (INSR. LTR.)	POLICY NUMBER	POLICY EFF. (MM/DD/YYYY)	POLICY EXP. (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER		PSB0003894	10/15/2014	10/15/2015	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		PSA0001331	10/15/2014	10/15/2015	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED. RETENTION \$		PSE0002183	10/15/2014	10/15/2015	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in WA) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	UB3551T295	09/01/2014	09/01/2015	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liab.		AED6858080615	05/20/2014	05/20/2015	Per Claim 2,000,000
C	Professional Liab.		AED6858080615	05/20/2014	05/20/2015	Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 All operations of the Named Insured, including referenced project, if any.

CERTIFICATE HOLDER SAMPLE	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Leslie Pancoast</i>

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3: RESPONSE FORMS

5.1.14 Exhibit H: Proposal Authorization

Exhibit H

PROPOSAL AUTHORIZATION

NAME OF RESPONDENT **Dreyfuss & Blackford Architects**

1. The above-named Respondent is a Respondent to the Request for Proposals of the County of Stanislaus for **Operations Analysis Services ("RFP")** and possesses the legal authority to submit this Proposal. **& Facility Programming**
2. The undersigned is authorized to conduct all negotiations for and legally bind the respondent in all matters relating to this proposal submittal.
3. The undersigned has reviewed, understands, is able to comply with and agrees to be bound by the General Conditions Governing this RFP described in Section 7 of the RFP.
4. The undersigned grants the County a right to County to conduct reference checks and reasonable investigation of all information provided by Respondent.
5. The undersigned certifies that this Proposal is irrevocable until 120 days after its submission date.

Signature: _____

Print Name: _____

Title: _____

Date: _____


John C. Webre, AIA

President

16 March 2015

Exhibit I: Addendum Acknowledgment

Exhibit I

ACKNOWLEDGMENT OF ADDENDUM FORM "ACKNOWLEDGMENT"

TO THE COUNTY OF STANISLAUS

THIS ACKNOWLEDGMENT IS SUBMITTED BY:

Dreyfuss & Blackford Architects

(Firm/Company Name)

1. In submitting this Proposal, Proposer represents that the Proposer has examined all of the Contract Documents and the following Addenda (receipt of all of which is hereby acknowledged).

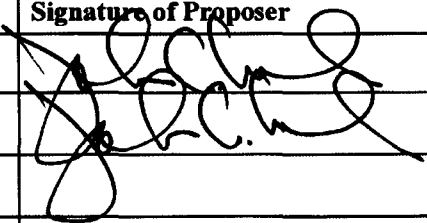
Addendum Number	Addendum Date	Signature of Proposer
Addendum No. 1	March 3, 2015	
Addendum No. 2	March 10, 2015	

Exhibit E: Professional Services Agreement Acceptance

Exhibit E

ACCEPTANCE OF FORM OF PROFESSIONAL SERVICES AGREEMENT

NAME OF RESPONDENT Dreyfuss & Blackford Architects

The above Respondent hereby agrees to sign Professional Services Agreement substantially similar to the form of Professional Services Agreement attached to the RFP as Appendix D, or has attached proposed modifications to the form of Professional Services Agreement as an Addendum to this signed Acceptance.

[Respondent must check one of the following boxes, and complete if applicable]

Respondent's proposed modifications to the Professional Services Agreement are attached as Attachment[s] **[complete as applicable]** to this signed Acceptance, pursuant to the "Strikeout" or "Underline" format described in RFP Section 3.1.

Respondent has no proposed modifications to the Professional Services Agreement.

Signature:



Print Name:

John C. Webre, AIA

Title:

President

Date:

16 March 2015

4: DISCRETIONARY SUPPLEMENTAL MATERIALS

5.1.15 Discretionary Supplemental Materials & Related Explanation

The RFQ/P requested relevant projects within the last three years. Those projects are included in Section 5.1.8. The projects on the pages that follow are also relevant to your project but were completed more than three years ago. We have also included several relevant projects from MKThink.

In addition, please find an overview of the key elements of our project approach and detailed work plan process at the end of this document.

Additional Relevant Projects - Dreyfuss & Blackford Architects

Merced County
Human Services Building No. 5 Infrastructure Study
 Merced, California



This 30-acre county campus provides for much of the County's Welfare functions. Dreyfuss & Blackford Architects developed a detailed analysis of countywide space needs with a 20-year horizon. The program resulted in a campus master plan with an addition of a 49,000 SF new office building on the campus.

Client: Merced County
 Size: 49,000 Square Feet
 Cost: \$17.7 Million
 Completion: 2010
 Reference: Robert Dinuzzo, Supervising Architect
 County of Merced
 Department of Public Works
 (209) 385-7601
 Key Staff: John Webre

State of California
Capitol West End Complex Master Plan
 Sacramento, California



The State of California has been moving to streamline and consolidate aging and outmoded facilities into modern and efficient offices. Dreyfuss & Blackford Architects was selected to master plan a new urban campus for the Resources Agency in downtown Sacramento.

At 1.4 million SF, it is the largest single office project ever undertaken by the State. The project comprises two full city blocks at the western edge of the Capitol Area and a half-block site nearby, three blocks from the historic Capitol building. It is an urban in-fill project with a Light Rail line bisecting the site.

The project began with a series of programming meetings, questionnaires and confirmation. We also held a series of public workshops to solicit community input. Mixed-use retail, housing and park-like open spaces were considered in the preliminary stages. The project is targeted for LEED Silver or better. This project represents the most advanced thinking in State building projects, consistent with its "Excellence in Design" mandate.

Client: State of California, Dept. of General Services
Size: 1,400,000 SF Office Space
 Up to 70,000 SF Retail/Mixed Use
 1300-car Structured Parking
Cost: \$392 Million
Completion: Awaiting Funding
Reference: Nik Karlsson, Capital Outlay Program Mgr.
 DGS, Real Estate Services Division
 Project Management Branch
 (916) 376-1692
Key Staff: Courtney McLeod Golden, John Webre

**State of California
Department of Motor Vehicles Master Plan
Sacramento, California**



The California Department of Motor Vehicles Administrative Headquarters occupies a 25-acre campus of aging buildings just south of the Capitol in Sacramento. Dreyfuss & Blackford Architects was retained to develop a strategic master plan for their long-term needs. We began with a macro-level program and an evaluation of the existing buildings on site.

The study led to four distinct possible options ranging from continuing as-is and leasing additional space as needed, to abandoning the entire campus for a new locale. Issues of life-cycle cost, value and viability of existing structures were considered, as well as transportation management and sustainable building principles. We developed preliminary estimates for each of the four options, including demolition, renovation and new building costs.

The preferred option would retain two major buildings on site, demolish two outdated buildings and add three new structures. This option made the most efficient use of existing infrastructure, resulting in the lowest overall project cost. It will allow DMV to make the best in-fill use of an urban site, taking advantage of transit capacity and remaining a good neighbor to the adjacent community.

Client: State of California
 Size: 1.45 Million Square Feet Total
 6 Buildings, 25 Acres
 Cost: \$286 Million
 Completion: 2009
 Reference: Nik Karlsson, Capital Outlay Program Mgr.
 DGS, Real Estate Services Division
 Project Management Branch
 (916) 376-1692
 Key Staff: Courtney McLeod Golden, John Webre, Jason Silva

**City of San Mateo
Corporation Yard Master Plan
San Mateo, California**



San Mateo, a fully built-out city on the San Francisco peninsula, has a space problem. The land under their existing five-acre corporation yard has become so valuable for transit-oriented development re-use that the City has decided to move the corporation yard to another location.

Dreyfuss & Blackford Architects was retained to develop a master plan for a new yard on vacant land next to their Waste Water Treatment Plant (WWTP). The bayside location triggers operational as well as environmental concerns. We worked with City staff to develop a building program that will meet their needs in an environmentally responsible solution.

Co-location with the WWTP will create operational efficiencies and allow for better space utilization. Restoring bay wetlands, careful management of stormwater, energy, vehicle trips and the like will contribute to making this one of the most functional and efficient facilities in Northern California. The project is targeted for LEED Platinum.

Features will include Public Works, Parks & Recreation, Facilities, Waste Water Treatment and Support Spaces.

Client: City of San Mateo Public Works
Size: 5-9 Acres
50,000 Square Feet
Cost: \$30 Million
Completion: 2020 (Estimated)
Reference: Gogo Heinrich, Project Manager
City of San Mateo
(650) 522-7361
Key Staff: Courtney McLeod Golden, John Webre,
Jason Silva

Additional Relevant Projects- MKThink

The Nature Conservancy: Data Analysis & Programming San Francisco, California



DESIGNING WITH NATURAL ELEMENTS: This urban office space was designed to connect users to their natural environment by maximizing exterior views and incorporating materials and colors pulled directly from California's landscape

PROJECT OVERVIEW

The San Francisco office renovation is the most recent work MKThink completed with The Nature Conservancy (TNC) in California. An initial environment study led to an overall reduction of required square footage by one-third and a cultural shift from mostly private offices to all open shared workspaces. MKThink designed the office as a reflection of TNC work throughout various landscapes and regions in California, developing a palette highlighting local and sustainable materials and colors pulled from natural elements. Common spaces were also created to encourage collaboration and support for TNC's office-wide gatherings.

UTILIZATION AND OCCUPANCY STUDY

To fully understand TNC's current office conditions and future needs, MKThink undertook three methods of data collection to elicit data in a variety of categories.

The three methods of data collection include:

- Access Control Data
- Observed Occupancies
- Employee Survey

After an extensive analysis period, MKThink collected ethnographic and daily use observations and the project team realized that only 80% of desks in closed offices were utilized in the space at peak times; the average was considerably lower (around 55% occupancy).

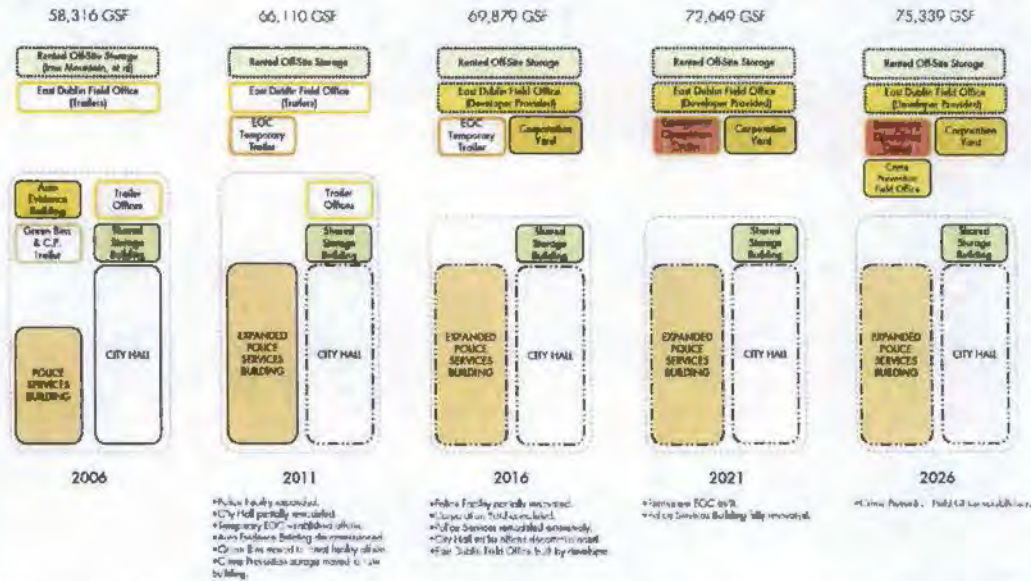
Based on the data and survey findings, the proposed design reduced the footprint, lease costs and the company's carbon offsets by creating efficient and effective private and collaborative work spaces via a variety of new room types, by reorganizing the existing office configuration and by developing new office space standard.

DESIGN

This led MKThink to suggest the client undergo a cultural transformation, moving to a 'hoteling' system where desk spaces are checked out day-to-day and staff has separate storage/filing cabinets for personal use. This move away from private offices saves the company \$270K a year in lease costs alone and serves the goal of encouraging employee interaction and transparency by providing common break area/ lunch room/ flexible-partition meeting space.

Dublin Civic Center: Planning & Programming
Dublin, California

CMC CENTER PHASING



CIVIC CENTER PHASING: MKThink reviewed, analyzed and assessed the City of Dublin Civic Center's current built environment and its effectiveness in meeting the current needs of the workforce. Then, the projected space needs were determined and key improvements identified for the City's 5, 10, 15 and 20 – year vision.

PROJECT OVERVIEW

The City of Dublin, in the growing East Bay, is seeking to serve its citizens through the provision of services at the Civic Center which consists of City Hall and the Police facility. MKThink was chosen to evaluate their current situation and make recommendations for the future.

SERVICES RENDERED

- Stakeholder Engagement
- Future Planning
- Strategic Planning
- Programming Assessment

The Workspace Programming Study includes:

- collection and review of staff and facility data
- development of goals and objectives
- evaluation of current facilities and user needs
- review of peer benchmarks
- assessment of projected requirements
- development of alternatives for space reconfiguration and expansion
- cost estimates of alternatives

Golden Gate University: Master Planning & Programming
San Francisco, California



MKThink has been a partner with Golden Gate University (GGU) since 2012 as their primary strategic consultant, providing integrated services that include master planning, programming, architectural design, organizational planning and change management.

MASTER PLANNING & PROGRAMMING

The MKThink team was hired to perform a facility utilization and needs analysis for the entire campus. A baseline of current space usage was informed by existing facilities data, scheduling information, university wide surveys and numerous onsite investigations.

To chart the future, MKThink developed an optimized space program, an organizational diagram illustrating how the spaces relate and functional specifications for key space types. A comprehensive database, analytic reports and scenario models informed the space program which listed requirements for all space types: instruction, library, interaction, office and user support.

The master plan resulted in the following key outcomes:

- Realized over 14,000 SF of excess classroom space which was later captured for new uses during renovations
- Planned a central campus quad and student hub
- Captured library space opportunities and created a wider variety of study areas
- Updated office space standards and proposed several new office plan layouts
- Developed the Lawyering Skills Center for the Law School which features a new signature moot courtroom



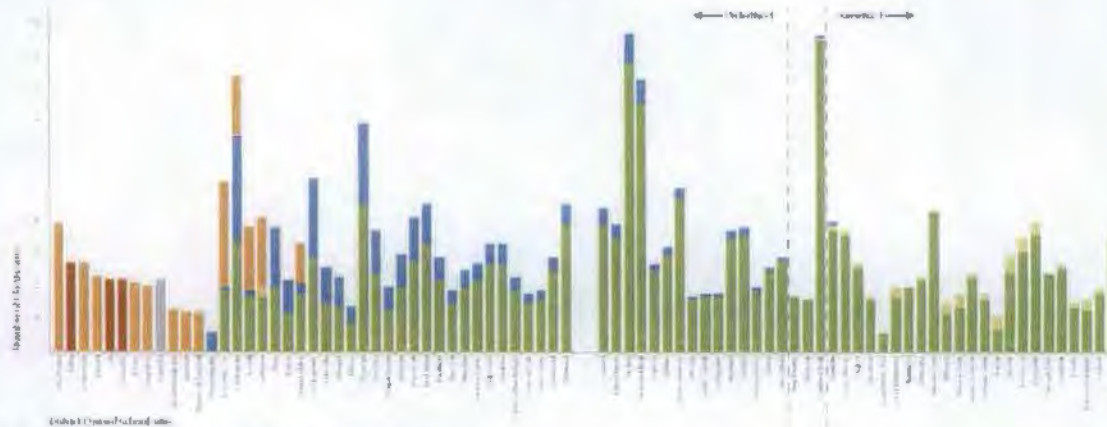
EXPERIENCE DESIGN REPORT

Golden Gate University faces a challenge that nearly every university faces: an inconsistent, ineffective and confusing wayfinding experience. This report assesses the existing user experience and proposes a strategic framework for creating an integrated experience that provides the right information at the right time for each type of user while at the same time elevating the GGU brand and identity.

INSTITUTIONAL MASTER PLAN

The Institutional Master Plan describes the existing and anticipated future development for Golden Gate University and is required for any post-secondary educational institution. MKThink has been working with GGU to provide an updated version to the San Francisco Planning Department. The 2014 Institutional Master Plan has been submitted to the City.

Oakland Unified School District: Asset Management Plan
Oakland, California



Visualizing Classroom Occupancy Levels District-Wide



MAPPING DISTRICT-WIDE UTILIZATION RATES: Map showing locations and classroom utilization for all schools in the District.

PROJECT OVERVIEW

Produced in 2014, the Asset Management Plan seeks to optimize the use of Oakland Unified School District's various facilities by managing its physical assets as a system as opposed to trying to optimize specific facilities as individual sites. The District owns and operates six million square feet in 1,000 buildings across 115 sites. The report outlines the factors that affect asset management, such as school choice policy, school enrollment projections, feeder patterns, building capacity and classroom utilization. These factors are assessed on a site-by-site basis to develop comprehensive strategies for district-wide facility optimization.

SERVICES RENDERED

- Master Planning
- Facilities Assessment
- Physical Asset Management
- Program Development
- Feeder Pattern Study
- Live-Go Analysis
- Scenario Modeling

Financial Engines Headquarters
Sunnyvale, California



PROJECT OVERVIEW

This two-floor interior tenant fit-out for over 200 employees in a LEED Gold, multi-story building began with a comprehensive discovery, analysis and programming effort led by MKThink. With input from key stakeholders and staff through interviews, town hall-type meetings and surveys, the project team developed guiding principles for the planning, layout and look-and-feel of the company's new corporate headquarters.

Services included programming, space design, construction documentation and on-site observation, plus furniture selection and audio-visual systems coordination. Financial Engines headquarters consists of client-reception space, multi-purpose conference rooms, a library, cafeteria, game room, 'zen' rooms and ubiquitous two-person meeting rooms.

SERVICES RENDERED

Interior Tenant Improvement
Schematic Design
Design Development

AWARDS & FEATURES

LEED Gold
Public Education Displays



Dreyfuss & Blackford Architects Approach

In this section we provide an overview of key elements of our project approach and a detailed work plan. Our project approach is predicated upon three principles:

1. understanding the uniqueness of each government agency with which we work
2. collaboration
3. problem solving

As a result of decades of experience, the team has learned that while there are tried and true project processes, each government entity we have worked with has been truly unique in terms: location, demographics, culture, history, resources, goals, opportunities and constraints.

Approach Summary

We are process driven. Our team's experience has shown that there is no substitute for using sound empirical processes which usually result in an objective "best" answer. These processes include: 1) acquiring the most comprehensive data possible, including historical and comparative department information; 2) thorough analysis of the acquired data; 3) developing a logical range of alternative futures; and, 4) demonstrating the comparative costs and benefits of each alternative. These processes may also entail conducting workshop(s) with select focus groups, the use of prioritization matrices and other tools that will aid the project team in prioritizing problems and solutions.

Management Approach

A successful planning project is the result of many factors. One of the most important ingredients is careful and competent management. Good project management is more than just setting meeting dates, maintaining schedules and assuring that tasks are completed on time. It is as important, if not more so, then the careful handling of issues, relating to a variety of individuals and responding to varied interests as well. In a sense, the technical aspects of management are its easiest parts. Understanding concerns and securing the cooperation and participation of interested parties is far more difficult and far more important. Consequently, collaboration is our team's most fundamental operating principle and one that we apply to all our projects. The need for a high level of collaboration with our clients and the end-users is paramount if the project is to be successful.

Our team believes the key elements of collaboration are:

- Developing concise project goals and objectives with County staff. This process includes prioritizing needs, timelines and stating anticipated benefits of each objective. Project goals and objectives must be fully discussed, documented and agreed upon by all participants. Significant conflicting priorities should be identified early in the project to allow the project team the opportunity to explore means to reach an acceptable solution (compromise) to all parties.
- Establishing a concise project methodology.
- Formulating the appropriate number and types of committees to achieve project-buy-in, greater acceptance of decisions and achieve and maintain direct communication among project stakeholders.
- Choosing the right people to serve on each committee. All selected members should ideally view one another as people who can enhance the other's abilities.
- At the outset of the project, a comprehensive orientation should occur where all user representatives, managers, facility providers, administrators and policy decision makers should attend.
- The use of questionnaires, surveys, interviews (individual and/or group), field tours and timely publishing of results yielded to all interested parties.
- A sequential project review process which includes:
 - a) a summary of prior project phase(s);
 - b) a detailed discussion of the current phase, the decisions made and why they were made; and,
 - c) an explanation of the proposed steps and resultant work products expected in the next phase. Inherent in this process is the need to identify the individual(s) or committees ultimately responsible for decisions and approvals regarding project deliverables.
- Identification, distribution and acknowledgement of the project schedule. The project schedule, including incremental submittals, client review periods and approval dates, must be confirmed and agreed upon by all participants. A clear understanding of when decisions need to be made, and by whom, can typically assist in resolving potential conflicts.

Innovative Ideas & Approaches

No two implementation processes are alike. We take pride in our ability to craft an approach to project implementation that is uniquely sensitive to local conditions and accommodates the needs, as well as financial resources, of the client.

Creative Problem Solving

An integral component of the team's collective success is our ability to identify innovative ideas and approaches within the context of a systematic and practiced approach. We are also able to spontaneously and effectively problem-solve with diverse groups and agencies. We are very cognizant of the often competing needs of different groups and/or agencies and the consensus-building challenges to overcome regarding a wide variety of issues that often arise during planning projects involving multiple agencies.

Our ability to bring varied groups together and achieve consensus or resolve a conflict is due to our personal experience which has formed our belief that the key to success is the ability to develop trust between all entities involved in a project. Combined, these processes yield greater acceptance of the resulting findings and plans, increase and maintain interest and participation in the project and ultimately result in the staying power of decisions that have been made.

**CONSULTANT PROPOSAL-ALLOWANCE
SECURITY MASTER PLANNING PROPOSAL
COMMUNITY SERVICES FACILITY
DATED JUNE 30, 2015
(TO BE ATTACHED)**



Security Master Planning Proposal Stanislaus County Community Services Facility

Presented To | Ms. Courtney McLeod Golden
Partner
Dreyfuss & Blackford
3540 Folsom Boulevard
Sacramento, CA 95816-6699

Presented By | Nicolas Miller
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Issue Date | June 30, 2015



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June 30, 2015

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**RE: Operational Analysis and Master Plan Study for
Stanislaus County Community Services Facility**

Dear Courtney,

Thank you for the opportunity to provide this proposal to perform an Operational Analysis and Security Master Plan Study for Stanislaus County, Community Services Facility (CSF). Guidepost Solutions LLC is a leading nationwide security and low voltage systems consulting firm, experienced with performing security program reviews and assessments for public and private sector clients.

Our company has provided independent security, fire alarm, and life safety systems consulting services for more than 30 years. Assignments have included master planning, strategic process improvement security programs, design of new and remodeled facilities, technical advising, security and national purchasing agreements, product research, peer review, hundreds of construction bid package designs, and construction administration services and commissioning.

Our work will result in a management plan that will include a security “snapshot” of current programs and practices, benchmark with industry standards, a gap analysis between existing and recommended programs, and development of key performance indicators. Through this unbiased evaluation process, you will be able to evaluate potential issues of risk, and anticipate growth and improvement in the security program, which will assist in predicting costs and creating and maintaining one common standard throughout the client environment.

Please be assured that Guidepost Solutions LLC is committed to providing the highest level of expertise, experience, and dedication to ensure a successful outcome for this exciting endeavor. Do not hesitate to call me, should you require additional information. We look forward to meeting with you and exceeding your expectations for this high profile strategic project.

Sincerely,

Nicolas Miller, LEED AP BD+C
Regional Vice President

388 17TH Street, Suite 230 . CA 94612 T: 510.268.8373 F: 510.839.4791

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SECTION I – FIRM PROFILE

Who We Are: Guidepost Solutions specializes in security, fire alarm, audiovisual, and communications infrastructure consulting. We provide innovative consulting, design, and management services that balance realistic business needs with industry-best, cost-effective solutions. Our team has completed hundreds of successful security, fire alarm, and communications systems projects domestically and internationally. Guidepost Solutions is a global investigations and security firm headquartered in New York City, with offices in Chicago, Dallas, Los Angeles, New York, San Francisco, Seattle, Honolulu and London, Washington DC.

Our Employees: Guidepost Solutions employees possess many years of experience incorporating a broad range of expertise. Typical services include feasibility studies, peer review and constructability studies; cost estimating, value engineering, schedule analysis, inspections, and commissioning. Our staff is cross-trained, allowing us to create an in-house team to address the needs of large and/or complicated projects.

Our Value: Our comments and recommendations often result in significant cost savings for our clients, typically far in excess of our fees. We are capable of managing multiple, simultaneous projects and meeting demanding project schedules.

Our Unbiased Approach: We are an independent consultant and that has no affiliations with and accepts no sales commissions from any product manufacturer or service provider. Our recommendations are completely objective and unbiased and are structured to deliver cost-effective solutions catered to meet the individual needs of each client.



SECTION II – PROJECT OVERVIEW

Security in the public services sector environment is built upon a foundation of a coherent philosophy, buttressed by requisite standards, accurate budgeting process, and policies and procedures. All aspects of a physical and electronic security program must be properly integrated to provide an appropriate and consistent level of overall security. A security program is driven by the operations. The built environment and security technology all should support an operational model that meets the risk and business needs of the organization.

To this end, Dreyfuss & Blackford Architects has requested Guidepost Solutions to present this proposal to provide an in-depth review of Stanislaus County's Community Services Facility (CSF) physical security program. The results of the review will include assessment deliverables, which will identify operational improvements, programming changes, management challenges, and electronic security systems and software application improvements. We will focus on process and deployment changes that offer program efficiencies as a strategic vision for improvement.

Project Assessment POD Areas (1st and 2nd Floors)



Image 1: Stanislaus County Community Service Facility 1st Floor



Image 2: Stanislaus County Community Service Facility 2nd Floor

Project Approach

Our assignment begins with a comprehensive discovery of the existing operations and service delivery program. Our initial interviews will be conducted in conjunction with MKThink as we coordinate our understanding of the current program via documentation and interviews.

The actual assessment process will commence after the discovery phase is complete. The critical drivers of this process are the actual and/or perceived threats and risks to the enterprise, the physical and personnel assets that exist within the enterprise, the vulnerability of these assets to the identified threats and risks, and the prudent measures that can be taken to provide protection for these assets. Best practices and future trends will be considered during this phase.

Once we have discovered the level of need for the security solution and the ability of the client's facility portfolio to support change, we will embark upon a process to stratify the level of control, monitoring and accountability that will deliver the optimum return on the security personnel, existing facility, and technology investment. These solutions can vary depending upon the service function type and specific threat environments. The overarching goal is to identify solutions that can be implemented as widely as possible in a standardized fashion to deliver solid results in reduced risk exposure / losses and increased management control over the use of each of the services being offered at the Stanislaus County CSF.



This process is overseen by our team of expert senior consultants, whom have experience as end users in various market sectors including health care and the public sector. It is this “design from the Owner’s perspective” that separates our solutions from those designed strictly from a technology or product viewpoint. Our professionals realize that a holistic program must meet the client’s needs, be manageable to implement, and can be sustained without outside support. We guide our clients through the process of identifying their needs and solutions based upon real-world experience in not only the design of solutions, but the operation of these systems from inception to end-of-life-cycle upgrade and replacement.

Project Methodology

Guidepost Solutions’ proposed assessment is based upon in-depth, night and day observations of facilities, policies and procedures throughout Stanislaus County CSF. Findings and observations will be compared to benchmarks and best practices throughout the security industry. Areas of assessment will include:

Security Operations Issues

- Written policies and procedures
- Security staff post orders, patrols, training, compensation, cost effectiveness and general aptitude
- Crisis management and emergency preparedness plans
- Personnel threat management
- Liaison with local enforcement
- Protocols for delivery handling
- Visitor controls
- On-site 'incident response team' (when comprised of security staff)
- Security Operations Center management and operations

Architectural Components of the Security Program

- Site exterior vehicle & pedestrian access
- Vehicular barriers and gates
- Adequate perimeter lighting for building, parking structures and lots
- Parking lot security
- Landscape, fencing, and exterior hardscape design
- Building air intakes, phone, power & water access



- Building lobby design and lobby desk configuration
- Turnstiles and other physical pedestrian controls
- Paths of egress as they impact security
- Doors, door hardware, locks and keying systems

Electronic Security Systems

- Intrusion detection and alarm monitoring systems
- Panic and help buttons
- Biometric access systems (e.g. fingerprint, hand geometry, retina, facial recognition)
- Card access and Identification Systems
- Closed circuit television (CCTV)
- County network connectivity
- Head-end security, fire alarm, and communications electrical infrastructure
- Interface between the security systems and the County database
- Employee identification and badging systems
- Visitor management systems
- Intercom communications and emergency communications
- Mail and package handling
- Primary and secondary power and control wiring
- Radio and wireless communications
- Security Operations Center systems, space, electrical, communications, staffing

Scope of Work

Services Requested

Guidepost Solutions will provide a strategy and plan, including operational and service delivery evaluation, site assessment, crime analysis, department manager interviews (up to 10 interviews), and documentation review.

We will develop a strategic Master Plan with recommendations for security philosophy, systems, and implementation plan. The work will develop the “Security Basis of Design” for future operational changes, technology implementation, and building construction and renovation projects.



- Provide an assessment of the current security operations and security program at a strategic level
- Review and update Standards and construction design narrative
- Inventory of all buildings security devices, recommended enhancements to bring each into conformity to recommended strategic plan and best practice.
- Provide a phased upgrade budget.

To achieve this Guidepost Solutions will perform the following scope of work:

Development of a Strategic Roadmap

The end product of this engagement is to identify a strategic Security program roadmap for management regarding the direction and resource utilization. It will serve as a foundation document and not an instrument to identify specific action items, responsibilities, costs, and projected outcomes. Rather, it will serve as an overall guide to assist in establishing priorities for both allocation of operating and capital expenditures and staff direction.

Key Performance Indicators

Guidepost Solutions will develop a set of key performance indicators that will measure the value and success of their contribution to the County's business objectives. These metric based indicators will allow management to quickly track and measure the progress plan.

Benchmarking with Industry-like & Program-like Comparators

Guidepost Solutions will draw upon our years of experience in the security industry to compare current and intended security programs.

Technical Assessment

Guidepost Solutions' technical assessment will focus upon the need for Stanislaus County CSF to develop common operational and security electronics technology and implementation standards, in order to utilize the current resources in the most efficient manner and accommodate the planned growth of the institution.

The technical portion of this study would address seven specific questions:

1. What are the "typical" department types, and what security design standards should be incorporated in each type? (Design Models by service type)
2. How can costs for security system program(s) be projected, managed and controlled? (Cost Models by service type)
3. How will the appropriate security system architecture accommodate and integrate alarm monitoring, CCTV systems, emergency telephones, intercoms, panic buttons, and critical response mass notification systems?



4. How should the existing system(s) be upgraded and interfaced to the existing IT network? Does the network have the ability to support physical security moving forward?
5. How can the operational model be improved and human resources engaged in the most efficient manner possible
6. What are the future business needs related to security expansion?
7. How can risks inherent in security systems and expansion programs be managed and reduced? Included will be development of security technology and cost model standards and processes to management future growth.

Operational and Physical Assessment

The operational portion of this assessment and Master Plan will include the evaluation of the security system management program to support and maintain security system program requirements such as dispatch, monitoring, alarm response, system programming and management.

1. Management and oversight of physical security programs.
2. Site monitoring / dispatch and management options.
3. The internal operations as it relates to physical and technical security:
 - o Historical Records for changes
 - o Maintenance History and documentation
 - o Summary of As-Built / As-Is
4. Physical infrastructure options to support the security program
5. Site Survey/Inventory
6. Evaluation of Conditions Day & Night
7. Perform penetration testing at various times during the week day and weekend.

Documentation Review/Development

1. Development Management Plan
2. Post Orders for officers
3. Develop/review, validate and update Security Department policies and procedures
4. Incident Reports
5. Historical Trends & Statistics, including but not limited to:
 - o Incident Reports
 - o Criminal Activity
 - o Accidents / Loss Reports
6. Code Procedures
 - o Code Reds
 - o Disruptive or violent visitors or clients



- Bomb Threats
 - Active Shooter
7. Facility-wide procedures directly relevant to staff's role
- Emergency Response Plans

Security Officers

1. Staffing & recommended staffing calculations
2. Communications (Internal)
3. Organization of Supervision
4. Training – New employee orientation
5. Productivity / Evaluation

Management/Oversight

1. Reporting responsibilities recommendations of staff to department management
 - Security Master Plan to be used as a road map for future planning and implementation
 - Mission Statement and establishment of the security philosophy for Stanislaus County CSF Security Department
 - Identify the “value add” for security measures within the overall organization
 - Identify and document Stanislaus County CSF Security Department objectives and related goals
 - Identify Security Best Practices
 - Security industry trends
 - Public sector current approach
 - Goals to be accomplished, with metrics to measure success (e.g. improve ability to lockdown facilities)
2. Reporting responsibilities recommendations of department to administration
3. Liaison and understanding of services with County law enforcement
4. Organizational Development/restructuring



Security Basis of Design

- System health maintenance program
- Security design standards by department/area use or function – architectural and systems application approaches and written narrative to describe the approach envisioned and reasons for each feature
- Key control, master key schema, and access groups for metal and electronic key cards
- Standardized format and conventions plan for policies, procedures, and post orders
- Documentation and visitor control

Internal Customer Relations/Communications

- Orientation employees receive concerning security
- Recurring communications employees receive concerning security
- Any required employee security practices / procedures
- Any required or offered employee security training
- Methods of communication available to employee, client, visitor and volunteer (if applicable) population – mass notification system
- Interview of key stakeholder department administrators
- Workplace violence /active shooter program review and recommendations

Recommendations

The recommendations resulting from this plan will provide:

- Proactive strategic planning
- Blueprint to assess the current security programs and what is required to maximize the department's contribution to the company.
- The proper mix between using operational changes, using technology, and allocating uniformed security.
- User Friendly – All recommendations must be flexible to allow interface, yet maintain control and monitoring of staff, visitors, VIP's, and vendors.
- Control / Screening – Review of security monitoring stations staffing, training, and dispatch procedures.
- Officer training and advancement as it relates to the CSF security program
- Code compliance



- Management operations and practices
- Post orders and incident management practices and potential automation.
- All recommendations will consider the impact on the operators and maintainers of these programs and systems

Project Deliverables

Guidepost Solutions will produce a written executive summary detailing findings and recommendations. The plan will include needs analyses and business requirements, prioritized and with an evaluation of impacts, positive and negative, associated with various options to address these needs.

The report will also include:

- First Draft Strategy and Roadmap document.
- Summary of “As-Built/As-Is” conditions.
- “Gap Analysis” relative to existing versus required or desired functions, personnel, systems, and environments.
- Recommended remediation, including a roadmap for implementation of change. Incremental implementation will be considered, analyzed, and presented.
- Identification of performance indicators to measure system and project success.
- Identification of dependencies for success, including resources, technologies, and management requirements.
- Prioritization and Implementation Plan/recommended best options - The consultant will present the recommended best options, including personnel, and implementation strategy.
- Final draft strategy and roadmap as approved by the Director. The report will be considered the Security Basis of Design for all future security projects.

Project Phasing

Phase 1 – Strategic Planning

Guidepost Solutions and MKThink will engage with Stanislaus County CSF in a strategic review and planning phase. This high-level discussion will capture a snapshot of the current security program, business needs, and perceived risk, to create a framework for the collaborative efforts of Stanislaus County and Guidepost Solutions to determine project priorities. From this framework, we anticipate a master plan assessment will be conducted to create a detailed inventory of current site conditions.

The Stanislaus County CSF project will officially commence during the Project Initiation Meeting during which roles and responsibilities are defined, implementation schedule is finalized, site surveys are scheduled, and specific project information/documentation is shared between Stanislaus County CSF and Guidepost Solutions.



Guidepost Solutions proposes to perform the following **Strategic Planning** tasks:

- Discuss suggested Project Execution Plan as submitted with this proposal.
- Finalize the project schedule.
- Discuss roles and responsibilities.
- Discuss wants, needs, construction budget and perceived threats.
- Establish points of contact for scheduling meetings and for submittals.
- Discuss and establish the site survey process.
- Discuss Guidepost Solutions' suggested project announcement letter.
- Obtain copies of as built drawings, policies and procedures, site information, network diagrams, communication diagrams, Google Earth pictures, etc.

Assumptions:

- Dreyfuss & Blackford will have a single point of contact or an empowered steering committee to facilitate the decision making process for this project.
- Stanislaus County CSF will provide the requested documents during the discovery process, including technology as-builts for areas that are part of this scope (if available).

Phase 2 – Operational Assessment & Master Plan with Budget



Each Stanislaus County CSF location shown in



Image 1: Stanislaus County Community Service Facility 1st Floor



Image 2: Stanislaus County will be inspected at various times during the day, during the week, and on weekends.



Interviews with members of Stanislaus County CSF management will be conducted as a part of this assessment. Information gained from inspections and interviews will be considered in light of prevailing standards in the security industry as part of Guidepost Solutions' evaluation. Stanislaus County CSF's policies, practices and conditions will also be examined with respect to compliance with local, State, and Federal regulatory guidelines and best practices employed by other organizations, and recent advances in security technology.

Guidepost Solutions' final deliverable will include several recommendations, but it won't simply be a point-by-point list of action items. These recommendations will be advanced in the context of how they can contribute to the master plan's goal of improving Stanislaus County CSF's system-wide security posture.

During the **Operational Analysis and Master Plan with Budget** phase we will accomplish the following tasks:

- Schedule the site assessments with Dreyfuss & Blackford.
- Identify a Stanislaus County employee to accompany Guidepost Solutions through various departments.
- Perform the assessments (conduct risk assessment, document & review existing security and related communications equipment).
- Document survey findings by service type with consideration to industry standards and best practices.
- Establish needs analysis and prioritization of business requirements.
- Evaluate impacts associated with various options to address these needs.
- Establish GAP analysis & remediation.
- Conduct a security master plan progress meeting with Stanislaus County CSF and master plan team.

Assumptions:

- Stanislaus County CSF staff will be available to accompany Guidepost Solutions to the various departments if deemed necessary by the project team during the Project Initiation Meeting.
- Stanislaus County CSF will share their needs and wants with Guidepost Solutions.
- Stanislaus County CSF will assist Guidepost Solutions with the needs prioritization.

Project Deliverables

At the conclusion of the project, Guidepost Solutions will provide Stanislaus County CSF with two deliverables: Master Plan Study Report and a Security System Technical Documentation.



The **Master Plan Study Report** will contain analysis of the current condition and status of Stanislaus County CSF security programs and systems, along with suggested options for modification or expansion of each. The written report will include descriptions of proposed program and system enhancements, their pros and cons, estimated relative cost, and guidelines for implementation. Prior to the submittal of a final report, Guidepost Solutions will develop and submit a *Draft Report* to Stanislaus County CSF, which will include:

- Survey findings by service type
- Needs analysis and prioritization of business requirements
- Evaluation of impacts associated with various needs options
- Gap analysis and remediation
- Rough Order of Magnitude (ROM) Budget

The **Security System Technical Documentation** will outline the hardware and software options that could complement and/or enhance existing Stanislaus County CSF security programs and systems.

Guidepost Solutions will conduct a progress meeting to review the *Draft Report* with Stanislaus County CSF. We will adjust and finalize the report based on comments from that review. Our final report will include:

- Implementation Schedule.
- Program and system recommendations
- Rough Order of Magnitude (ROM) Budget
- Implementation Schedule

The Master Plan Study Report will be submitted in both electronic form and hard copy.



Special Requirements

To complete the tasks listed in our scope of work and work plan, Guidepost Solutions will require the following information, materials, and service at Stanislaus County's expense:

- Prior to the commencement of work, Guidepost Solutions will be supplied with a set of electronic record drawings for the facilities to be utilized during the site survey.
- Access to and consultation with the Owner, other project related individuals and entities; including timely responses and decisions reasonably requested by Guidepost Solutions LLC.
- Detailed information, as required, on additional Stanislaus County equipment for interface to other systems.
- Support of Stanislaus County's "Lock Shop" to document existing practices and policy regarding hardware and key control.
- Support of Stanislaus County's security department providing information and documentation on existing systems, software, interfaces and equipment.
- Support of the IT, facilities and building engineering departments to provide drawing detail and consultation regarding power, gates, fencing, conduit and network infrastructure, wall structure, current as built conditions, and future construction plans.

Assumptions & Exclusions

- Guidepost Solutions LLC's services under this proposal are limited to those expressly specified. The following additional services may be desired or required, and, if performed at Stanislaus County's direction, will be charged at Guidepost Solutions LLC's standard rates as indicated in the rate sheet in Section IV of this proposal, or at fees as mutually agreed.
 - Changing any project aspect or element previously submitted by Guidepost Solutions LLC in compliance with this proposal, or previously approved by Stanislaus County, including but not limited to project description, scope, requirements, goals, equipment, capabilities, facilities, contractors, plans, or designs.
- The system recommendations will be prepared in compliance with Stanislaus County's requirements developed from review meetings and current equipment deployment.
- This proposal does not include system design, device documentation or written specifications or standard creation. These services, if requested will be provided as additional services at the rates listed in Section III.

**SECTION III – FEES FOR SERVICE**

For all work described in our proposal package, Guidepost Solutions Technology Design Consulting (“Guidepost Solutions LLC”) proposes a Fixed Price as shown in the accompanying table, summarized by project task.

Services Requested	Hours	Cost
Task 1: Discovery		
Kickoff Meeting	6	\$1,230
Facility Tours	12	\$2,460
Document discovery - request documentation	1	\$205
Review Security operations as they relate to each department	12	\$2,460
Key stakeholder meetings and security specific meetings	24	\$4,920
Task 2: Assessment		
Facility and security assessment meetings & follow-up meetings	12	\$2,460
Security program site physical inventory and walkthrough	16	\$3,280
50% Progress Report	14	\$2,870
Security assessment review meeting	3	\$615
Adjacency assessment meeting	3	\$615
Task 3: Draft Documentation Submittal – Strategy & Master Plan		
Preliminary analysis finding report	21	\$4,305
Report review meeting	2	\$410
Community engagement and outreach meetings	8	\$1,640
Review comments and update report	6	\$1,230
Draft security strategy and master plan report	6	\$1,230
Task 4: Final Documentation Submittal – Strategy & Master Plan		
Review comments on draft report	4	\$820
Report changes and final formatting – coordination with team	6	\$1,230
Present preliminary security plans and recommendations	3	\$615
Present final security plans and recommendations	3	\$615
Total Master Plan Assessment Report	162	\$33,210
Estimated Project Reimbursement Expenses		
Total travel and project site visit expenses (Not to exceed)		\$4,680

**Meetings that don't require specific security engagement will be attended as conference calls*



Payment and Pricing Terms

Guidepost Solutions LLC will submit a monthly invoice for completed work, including any reimbursable expenses. Invoices are payable 30 days after receipt of invoice. If payments are not received within 60 days, services may be suspended and Guidepost Solutions LLC will not be held responsible for any damages due to delays from such suspension.

Additional Work & Rates

The compensation and expense reimbursement for work not specified in this proposal, including but not limited to work described, shall be charged under Guidepost Solutions LLC’s hourly rate and expense reimbursement policy, or as otherwise agreed in writing.

Guidepost Solutions LLC 2015 Rates*	
Principal	\$205/hr
Senior Team Leader	\$190/hr
Project Manager	\$185/hr
Senior Designer	\$185/hr
Project Research Analyst	\$185/hr
Project Coordinator	\$160/hr
Drafting	\$115/hr
Technical Support	\$115/hr

*These rates are evaluated annually. Rates are based on a project completion date of December 30, 2016. Any changes in project completion may result in an increase in rates and total compensation.



Authorization

If approved please return our proposal signed or provide a contract / agreement including general terms including deliverables, rates, and budget for signature. Email authorization is also acceptable but must include approved budget amounts and that our proposal / arrangement has been accepted and approved.

June 30, 2015

Date

Courtney McLeod Golden
Authorized Representative of
Dreyfuss & Blackford Architects

June 30, 2015

Date

Nicolas Miller
Nicolas Miller, Regional Vice President
Authorized Representative of
Guidepost Solutions LLC

SECTION IV – PROJECT DRAWINGS

