



# AGENDA REPORT

Regular  
17

Meeting Date  
May 16, 2023



**SUBJECT: SCOPE OF WORK FOR FACILITIES MASTER PLAN**

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

1. Review and approve the proposed scope of services for the Facilities Master Plan; and
2. Direct staff to release the Request for Proposal for the Facilities Master Plan.

**Appropriation:** \_\_\_\_\_ **Fund Name:** \_\_\_\_\_

**Submitted By:**  \_\_\_\_\_ **Approved:**  \_\_\_\_\_  
Gavin Curran, Assistant City Manager/ CFO Shohreh Dupuis, City Manager *HD*

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## SUMMARY OF THE MATTER

The recommended action is part of the City Council's 2023 Priority Matrix under Item #26 Upgrade Police, Fire and Community Serving Facilities and Seismic Analysis.

On February 21, 2023, the City Council directed the inclusion of a Facilities Master Plan as part of the 2023 Priorities. The Facilities Master Plan (FMP) aims to provide the City with information regarding current and future facility needs and establishes a framework for the orderly growth of City services, administration, and community programs. A City Council subcommittee, consisting of Councilmember Rounaghi and Councilmember Orgill, was appointed to provide input on the initial draft of the scope of the FMP with the final review and approval done by the City Council. Once approved, the scope of services will be incorporated into a Request for Proposal for a FMP, which will be released shortly after the City Council's approval.

## DISCUSSION

The goal of a FMP is to evaluate the condition of City facilities, assess their ability to meet the needs of current services, anticipate growth and future service delivery requirements, analyze gaps in providing services, and create an action plan to address these issues. The finalized plan will provide recommendations with cost estimates to guide future decisions, timelines, and steps forward in delivering city services. Ultimately, this effort will improve program and service efficiencies, streamline workflows, and modernize facilities to position the City for effective municipal administration in the years ahead.

Staff is returning to the City Council for comment and approval of the FMP Scope of Services (Attachment 1) to be released with the Request for Proposals. The Scope of Services includes five tasks: (1) Evaluation of Existing Conditions, (2) Assessment of Future Needs and Gap Analysis, (3) Space Planning and Identification of Possible Alternative Service Locations, (4) Development of Cost Estimates and Funding Strategies, and (5) Public Outreach and Participation. The final deliverables will consist of a comprehensive FMP report, including all assessments, evaluations, recommendations, cost estimates, and funding strategies.

The Scope of Services also requires public input and listening sessions as part of Task #2 and Task #3, as well as regular City Council updates. In addition, Task #5 includes public meetings to provide a detailed overview of the plan prior to its presentation to the City Council. The scope also entails a public information

## **Scope of Work for Facilities Master Plan**

**May 16, 2023**

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campaign, which includes a website allowing the public to track the progress of the FMP and provide input. A list of city facilities to be included in the study is listed in the Scope of Services (Attachment 2), along with a list of facilities not included in the study (Attachment 3).

It is recommended that the City Council review the Scope of Services and direct staff to release the RFP. If approved, staff will facilitate the following process:

1. Issue a request for proposals to solicit proposals.
2. Present proposals received to a subcommittee comprised of City staff, and the City Council subcommittee of Councilmembers Rounaghi and Orgill.
3. Have the subcommittee conduct interviews to assist in the recommended selection of the qualified firm.
4. Award a contract during a future City Council open session meeting.

### **FINANCIAL ANALYSIS**

No fiscal impact to issue a Request for Proposal. However, in February 2023, as part of the financial update, the City Council approved a budget of \$750,000 to develop the plan.

### **ATTACHMENTS**

1. Scope of Services for the FMP (Pgs. 3-9)
2. List of Facilities included in the study (Pg. 10)
3. List of Facilities not included in the study (Pg. 11)

#### **Report Prepared By:**

Gavin Curran, Assistant City Manager/CFO

#### **Coordinated With:**

### **Scope of Work – Facilities Master Plan - Draft**

The City of Laguna Beach is seeking to evaluate its municipal facilities, including government offices, fire and police facilities, recreation, senior, and community centers. The Facilities Master Plan aims to provide the City with information regarding current and future facility needs, and establish a framework for the orderly growth of City services, administration, and community programs.

The Facilities Master Plan will assess facility needs and condition, forecast growth and future needs, analyze gaps, and develop an action plan, options, and recommendations with supporting cost estimates to guide future decision-making. The effort will improve program and service efficiencies, streamline workflows, and modernize facilities to position the City for effective municipal administration in the years ahead.

The Scope of Services is to develop a Facilities Master Plan for the City's municipal facilities, with subconsultants' services included. The City will provide the necessary information and support for the project, and the Consultant will facilitate several meetings with the Project Management Team to discuss the project's progress and receive direction. The required tasks include an Existing Conditions Evaluation, Future Needs Assessment, Gap Analysis and Action Plan, Conceptual Design, Cost Estimating, and Funding Strategy Development.

The final deliverables will include a detailed Facilities Master Plan report, including all assessments, evaluations, options, and recommendations, along with supporting cost estimates and funding strategies. Direction will be given to the Consultant in Project Management Team meetings during each project phase, and agreements and action items will be documented in meeting minutes.

### **Goal Statement**

The successful delivery of a collaboratively developed Facilities Master Plan that will guide the City in its future capital improvement projects, from design to construction. This first phase is crucial in determining the City's short-term, mid-term, and long-term vision and strategies, which must be developed with a clear financial plan. The plan will aim to deliver on the City's ambitions and leverage opportunities discovered in the planning process. Specifically, the Facilities Master Plan will assess facility needs and condition, forecast growth and future needs, analyze gaps, and develop an associated action plan. It will also provide options and recommendations with supporting cost estimates to guide future decision-making, timelines, and steps forward. Ultimately, this effort will improve program and service efficiencies, streamline workflows, and modernize facilities to position the City for effective municipal administration in the years ahead.

## SCOPE OF SERVICES

### **General:**

- A. The intent of the Scope of Services is to develop a Facilities Master Plan for the City’s facilities listed in Attachment 1. A list of City facilities that will not be studied is included in Attachment 2.
- B. Consultant’s Services include the services of subconsultants.
- C. In selecting the Consultant, the City recognizes that the Consultant has the qualifications to provide full planning, architecture, and interior design services including conceptual design, schematic design, design development, construction documents, bidding, construction administration, and post-construction phase services. The City, at its discretion, may choose to amend this contract to add services to the Consultant’s Scope of Services for Additional Compensation if mutually agreed to by the City and Consultant.
- D. The City shall provide the following for the Project as needed:
  - a. City representative who can render decisions on behalf of the Project in a timely manner.
  - b. Scheduling and invitations for public meetings.
  - c. Information about:
    - i. Existing site and floor plans for each of the 24 facilities, if available.
    - ii. Relevant previous studies prepare by or for the City of Laguna Beach.
    - iii. Relevant community development information, including current and projected populations.
    - iv. Services of other specialized consultants, such as specialist engineering consultants, if mutually agreed upon.
    - v. Any other information not included in Consultant’s Basic Services or Additional Services that is reasonably needed for the Project.
- E. During each phase of the project, direction will be given to the Consultant weekly, or otherwise determined by the City, Project Management Team meetings. Attending these meetings will be the Consultant, City representatives, the City’s Project Manager, and others as determined by the City. Agreements and action items will be documented in meeting minutes.
- F. Except where otherwise specified in this agreement, summaries of decisions, design direction, establishment of project requirements may be communicated and documented through written meeting minutes and e-mails.

**Task 1 Existing Conditions Evaluation:**

1. Facilitate a kickoff meeting with the Project Management Team where City staff will confirm project goals and objectives; review the project work plan, schedule, and budget; and confirm project management and communications tools and protocols. City staff will also confirm the project participation plan, and potentially set target dates for the Workshops.
2. Review City-provided documents, including existing site and floor plans for each of the facilities; relevant previous studies (e.g., organizational, staffing, facility studies); and relevant community development information, including current and projected populations.
3. Provide a Facilities Condition Assessment for each facility listed in Attachment 2. A Tier 1 Seismic Assessment of certain buildings is being conducted on certain buildings and will be available.
4. Confirm the format, including individual and summary reports, with the City prior to commencing any assessments. Once the format is confirmed, we will conduct a pilot Facilities Condition Assessment for a facility of the City's choosing to confirm deliverable format individually and in summary. Once the pilot Facilities Condition Assessment format and accuracy is confirmed, the remainder of the Facilities Condition Assessment will be performed. Each Facilities Condition Assessment will include the evaluation of the following building and site systems, as required, for each facility:
  - a. site and infrastructure
  - b. exterior systems including structural frame, building envelope, wall evaluation, curtain wall, and roofing
  - c. mechanical/HVAC, electrical, lighting, plumbing
  - d. fire protection and life safety
  - e. elevators, vertical transportation as well as specialized systems and equipment
  - f. interior elements, food service spaces and equipment
  - g. limited accessibility compliance
  - h. environmental features, lead-based paint and asbestos
  - i. energy conservation analysis
5. Assessment of maintenance efforts to date compared with preventative maintenance recommendations including minimum day-to-day maintenance and associated costs based on industry standards. The Consultant will confirm all sources of existing data with City staff and where applicable City staff will provide existing studies and reports to be included in the Facility Conditions Assessment report.

6. Comprehensive inspections will be limited to observable areas and systems as well as utilizing input from City staff regarding details of current conditions and facilities background. Inspectors will gather information for each property regarding the building systems components, characteristics, quantity, install date, life cycle, current condition, and level of repair necessary to achieve optimal condition.
7. Prepare a draft Facilities Condition Assessment Report for the City’s review and comment. Consultant will incorporate the City’s comments and prepare a final Facilities Condition Assessment Report.
8. Meetings:
  - a. Project Management Team meetings #1-2
  - b. Facility tours
9. Deliverables:
  - a. Project work plan and schedule
  - b. Facility Condition Analysis (FCA) Report
  - c. Meeting agendas, exhibits, and summary notes

**Task 2 Future Space Needs Assessment:**

1. Conduct an analysis of the City’s existing operations at the current facilities. Start by touring each facility with City representatives knowledgeable about current services, programs and operations; the purpose of these tours will be to generally familiarize our team with the opportunities and constraints of each building.
2. Identify the civic service and community needs through interview with City staff and two (2) public listening sessions.
3. Measure the facilities current utilization and intended role and whether it is over or underutilized in its current use and capacity. Note the ability of each facility to not only serve its current needs but also its ability to accommodate the number of employees housed.
4. Summarize industry standards, trends, and best practices in community programs and services including, discussing opportunities for operational and facility efficiencies and other benefits, and compiling recommendations aligned with City goals. Compare and analyze communities of similar size and density, using both regional and national accepted standards, to get a better understanding of how Laguna Beach compares.
5. Review the City’s projected growth and assess the demand for services. Develop draft department staff space needs surveys for City review and confirmation before digital distribution. The City staff survey and public listening sessions will give greater insight regarding current and projected department staffing; current and anticipated future services and work trends; inter-department collaboration needs and goals and current and future participation rates of residents in City services.

6. Work with City department staff through the Project Management Team meetings, interviews and surveys to review and confirm information about current and projected use, space needs and staffing levels for each facility and new development within the City that may impact service and staffing needs and any known deficiencies currently affecting these needs.
7. Compile and summarize the results of the survey for the Project Management Team’s review. Conduct follow-up interviews (in person or via web conference) with key department representatives to confirm our understanding of current and future organizational, service, staffing, and program needs and trends that will shape the development of the facilities’ options.
8. Summarize current space allocations and prepare a draft Space Needs Assessment Report of current and projected space and adjacency needs for each City facility for the City’s review and comment. Incorporate City feedback into a final Space Needs Assessment Report.
9. Meetings:
  - a. Project Management Team meetings #3-4
  - b. Two (2) Public Listening Sessions
  - c. Department interviews
10. Deliverables:
  - a. Program inventory and analysis
  - b. Survey instruments
  - c. Space Needs Assessment Report
  - d. Meeting agendas, exhibits, and summary notes

**Task 3 Space Planning and Alternative Service Locations:**

1. Prepare at a minimum two (2) strategic space planning options for City facilities for review and confirmation by the Project Management Team. One will address the renovation of existing facilities while the other will consider demolition and full reconstruction and/or new construction of facilities. The Consultant will also be required to prepare an option that combines both renovation and new construction. Each option will summarize the proposed facility location and space allocation for each department/division, including summary tables and bubble diagrams as appropriate to communicate key features and distinctions between options, and areas in square feet.
2. Establish a set of evaluation criteria including, but not limited to, cost, schedule, phasing, and alignment with City goals, that will be used to compare and evaluate the options. This process allows a subjective evaluation that can be vetted, confirmed, and shared with key stakeholders and City leadership.
3. Review the feedback and outcomes work to date with the Project Management Team and confirm the City’s preferred space plan option(s).

4. Refine the recommended strategy to reflect City input.
5. Meetings:
  - a. Project Management Team meetings #5-6
  - b. Public Meeting to review draft report
  - c. City Council Presentation and Workshop
6. Deliverables:
  - a. Space plan options
  - b. Recommended Space Plan(s)
  - c. Evaluation criteria
  - d. Meeting agendas, exhibits, and summary notes

**Task 4 Cost Estimate and Implementation Plan. The Consultant shall:**

1. Develop a project budget reflecting the recommended option(s) including a rough order of magnitude cost, proposed phases/timelines and associated next steps, as appropriate,
2. Prepare an implementation plan summarizing the project process, evaluation, analysis, and recommendations, for the City’s review and comment. The plan will contain all necessary elements including issues and challenges, strategies, analysis of budget support and funding mechanics to meet the City’s short-term, mid-term and long-term vision
3. Incorporate the City’s comments and prepare a final Implementation Plan
4. Prepare a presentation to City Council of both the draft and final Implementation Plan summarizing the process, recommendations, and next steps for review and approval.
5. Meetings:
  - a. Project Management Team meetings #7
  - b. City Council presentations
6. Deliverables:
  - a. Comparative Cost Estimates
  - b. Implementation Plan
  - c. City Council presentation exhibits
  - d. Meeting agendas, exhibits, and summary notes

**Task 5 Public Outreach and Participation: The Consultant shall:**

The consultant will ensure that public outreach and engagement work together with project management throughout the entire project. This will help ensure a consistent process that builds consensus toward the final Facility Master Plan. During Task 1, Task 2 and Task 3, consultant will coordinate with City staff for attendance, site touring, stakeholder groups, and other logistics.

1. The outreach and engagement services should provide:
  - a. Developing a Communications Plan

- b. Designing and printing outreach materials
  - c. Mailing out the outreach materials
  - d. Setting up and managing a community website, which includes an interactive online public engagement tool
  - e. Survey for residents and stakeholders (including arts organizations, non-profits, sports organizations, etc.)
  - f. Managing a social media page
  - g. Hosting community meetings
  - h. Fielding residents' questions and concerns
2. Public Workshop/Meeting #1
    - a. Facilitate a workshop with key stakeholders and community members to review the draft needs assessment and the facilities analysis. Consultant will review the current and projected program and service needs, workflow and adjacencies, support space, and inter-department adjacencies. Consultant will review trends, best practices, and discuss how these may enhance space planning for City departments and divisions. Consultant will obtain feedback from community members on community space needs. Consultant will also explore opportunities for shared programs and services with the City's partners.
  3. Public Workshop/Meeting #2
    - a. Review and discuss each of the options at the second workshop with key stakeholders and community members. Workshop participants will provide feedback on the options and help evaluate each option according to the evaluation criteria
  4. Meetings:
    - a. (5) Public Workshops.
    - b. (1) City Council Presentation
  5. Deliverables:
    - a. Meeting agenda, exhibits and summary notes.

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Facilities Master Plan – Scope of Work  
Updated

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## Attachment 1

## City Facilities to be Studied

#	City Facility	Address	Type	Property Lease
1	City Hall	505 Forest Avenue	Building	
2	City Hall North	505 Forest Avenue	Building	
3	Police Station	505 Forest Avenue	Building	
4	Public Works	479 Ocean	Building	
5	Fire Station #1	501 Forest Avenue	Building	
6	Fire Station #2	285 Agate	Building	
7	Fire Station #3	2900 Alta Laguna	Building	
8	Fire Station #4	31646 2nd Avenue	Building	
9	Fire Station #4	31796 Coast Highway	Building	
10	Lifeguard Headquarters	99 Ocean Avenue	Building	
11	Corporation Yard	1900 Laguna Canyon Road	Building	
12	Laguna Beach Library	363 Glenneyre Street	Building	YES
13	Laguna Beach Community and Recreation Center	30516 Cost Highway	Building	
14	The Laguna Playhouse	606 Laguna Canyon Road	Building	YES
14	LB Community and Susi Q Center	380 Third Street	Building	
15	Animal Shelter	20612 Laguna Canyon Road	Building	
16	Lang Park Community Center	21540 Wesley Dr.	Building	YES
17	Forest/Laguna Canyon Lot	551 Forest Avenue	Village Entrance	
18	Employee Parking Lot E	650 Laguna Canyon Road	Village Entrance	
19	Lumberyard Lot	521 Forest Avenue	Village Entrance	
20	Festival of the Arts - Forum Theater	650 Laguna Canyon Road	Theater	YES
21	Festival of the Arts - Tennis Courts	650 Laguna Canyon Road	Tennis Courts	YES
22	Festival of the Arts - Irvine Bowl	650 Laguna Canyon Road	Theater	YES
23	Festival of the Arts - Exhibition	650 Laguna Canyon Road	City Park	YES
24	Festival of the Arts - Shops and Administration	650 Laguna Canyon Road	Building	YES
25	Hagan Place	480 Mermaid St.	Parking Lot	
26	Lost Pier Restaurant	31131 CA-1, PCH	Building	YES

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Attachment 2  
City Facilities Not Included in the Facilities Master Plan

#	City Facility	Address	Type	Property Lease
1	190 High Drive (Girl Scout House)	190 High Drive	Building	YES
2	Pacific Marine Mammal Center	20612 Laguna Canyon Road	Building	YES
3	Alternative Sleeping Location	20652 Laguna Canyon Road	Building	
4	Hortense Miller Garden	22511 Allview Terrance	Building	YES
5	Lawn bowling Green and Clubhouse	455 Cliff Drive	Park/Building	YES
6	Alta Laguna Park	3300 Alta Laguna Drive	City Park	
7	Bluebird Park	772 Cress Street	City Park	
8	Crescent Bay Park	Crescent Bay Drive	City Park	
9	Heisler Park	375 Cliff Drive	City Park	
10	Heisler Park - Restroom	375 Cliff Drive	Park-Restroom	
11	Laguna Beach Dog Park	20672 LCR	Dog Park	
12	Lang Park	21540 Wesley Drive	City Park	
13	Main Beach Park	Broadway and Coast Highway	City Park	
14	Main Beach Park -Restrooms South	Broadway and Coast Highway	Park-Restroom	
15	Main Beach Park -Restrooms South	Broadway and Coast Highway	Park-Restroom	
16	Moulton Meadows Dog Play Area	Balboa Avenue	Dog Park	
17	Moulton Meadows Park	Balboa Avenue	City Park	
18	Riddle Field	555 Hillcrest	City Park	
19	Riddle Field Restroom	555 Hillcrest	Park-Restroom	
20	Village Green Park	Catalina and Monterey	City Park	
21	Broadway Lot	234 Broadway	Parking Lot	
22	Peppertree Lot	322 Forest Avenue	Parking Lot	
23	Ocean Avenue West Lot B	243 Ocean Avenue	Parking Lot	
24	Ocean Avenue West Lot A	225 Ocean Avenue	Parking Lot	
25	Mermaid Lot	348 Glenneyre St.	Parking Lot	
26	Glenneyre Street Structure	501 Glenneyre St.	Parking Lot	
27	Treasure Island Surface Lot	30801 Coast Hwy	Parking Lot	
28	Treasure Island Garage Lot	30799 Coast Hwy	Parking Lot	
29	Fred Lang Lot	21540 Wesley Drive	Parking Lot	
30	Laguna Canyon Road	725 Laguna Canyon Road	Parking Lot	
31	Forest/Laguna Canyon Lot	551 Forest Avenue	Parking Lot	
32	Employee Parking Lot E	650 Laguna Canyon Road	Parking Lot	
33	Lumberyard Lot	521 Forest Avenue	Parking Lot	
34	LB Community and Susi Q Center	380 3rd Street	Parking Lot	
35	Transit Depot Lot	362 Ocean Avenue	Parking Lot	
36	Act V Parking Lot	1900 Laguna Canyon Road	Parking Lot	
37	Thousand Steps Restroom		Restroom	
38	Aliso Beach Inland Parking Lot Restroom	2 Monterey Street	Restroom	
39	Aliso Beach Coastal Parking Lot Restroom	2 Monterey Street	Restroom	
40	Aliso Beach Inland Parking Lot	2 Monterey Street	Parking Lot	
41	Aliso Beach Coastal Parking Lot	2 Monterey Street	Parking Lot	