



# Ross Civic Center Redevelopment Project

## Current Status & Implementation Paths



# Project Context

- Council has identified the Citizens Advisory Committee (CAC) Alternative Concept as the preferred concept for further evaluation.
- The CAC concept and Facilities Master Plan remain under refinement.
- Today's discussion is intended to provide information on project delivery options and strategic considerations, not recommend a specific procurement path.



Burlingame Community Center & Washington Park



Alameda City Aquatic Center

# Where We Are Today

## Completed

- Existing facilities planning efforts
- Initial project visioning
- SOQ for updating Master Plan released
- Qualifications received

## Current

- Owner's Representative retained
- RFP for Master Plan Update issued and proposals received on July 2nd

## Next

- Refine project concept / budget and determine project delivery approach



Burlingame Community Center & Washington Park



Alameda City Aquatic Center

# So what is Project Delivery?

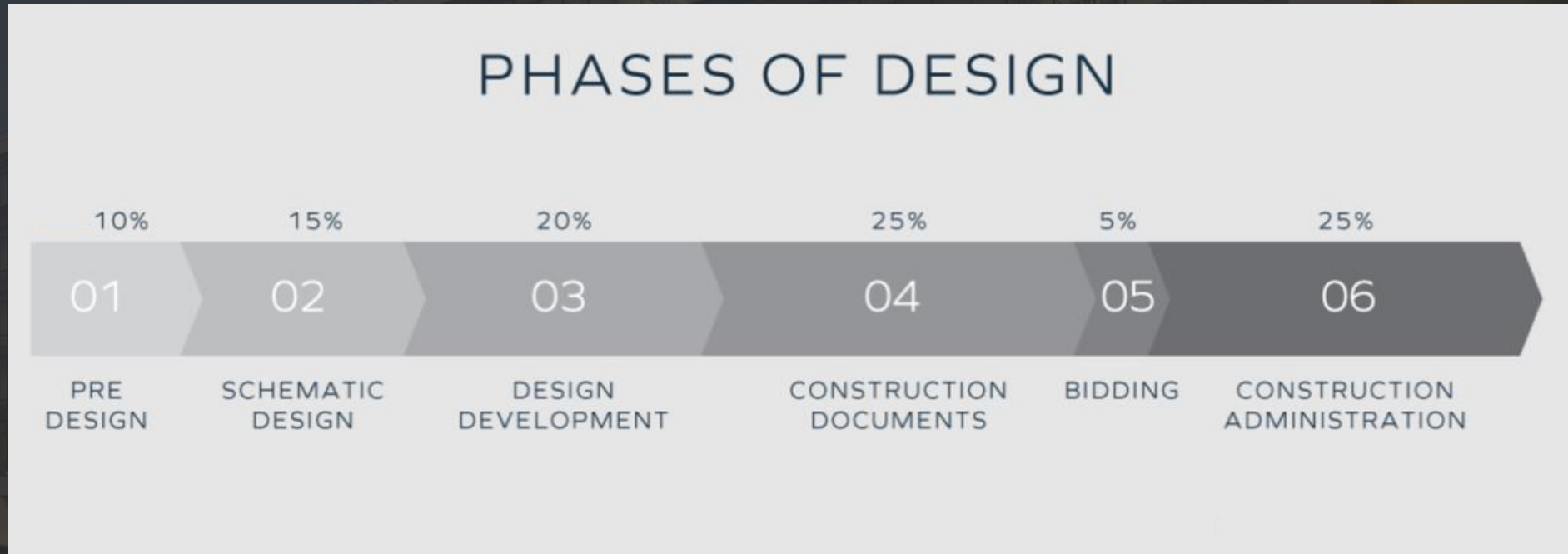
Project delivery defines how a project is organized, designed, procured, and constructed.

The selected delivery method establishes:

- **Contractual relationships** – Who contracts with whom?
- **Roles & responsibilities** – Who is responsible for design, cost, schedule, and construction?
- **Timing of team involvement** – When are the architect and contractor engaged?
- **Risk allocation** – How is project risk assigned and managed?
- **Cost & schedule certainty** – When are budget and schedule commitments established?

The right delivery method aligns the project team and procurement process with the Owner's priorities and project objectives.

# The Basics: Design Process via Design Bid Build

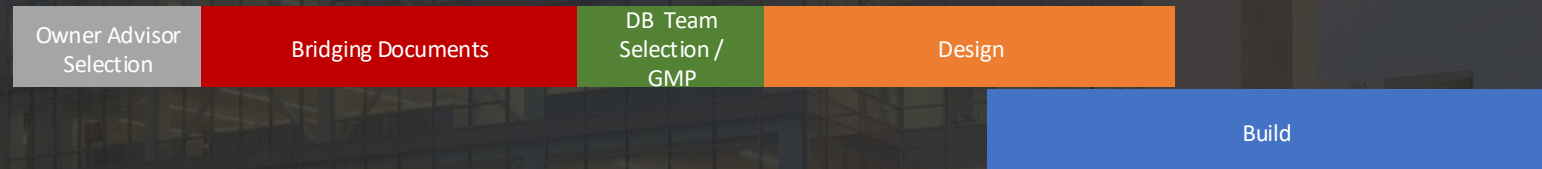


# Project Delivery Options

## Design-Bid-Build (DBB)



## Design Build (DB)



## Progressive Design Build (PDB)



# Design-Bid-Build (DBB)

## Traditional Delivery

- The first public bid project in the U.S. dates back to 1796.
- 230 years later, nearly everything has evolved...except the Design-Bid-Build delivery method.
- This process still rigidly separates design from construction; an approach unique to the construction industry.



San Bruno Recreation & Aquatics Center



Manteca Police Department Headquarters

# Design-Bid-Build (DBB)

## Traditional Delivery

- Everyone in the public sector has experienced successful Design-Bid-Build (DBB) projects.
- But most have also faced DBB projects with delays, claims, or litigation.
- The outcomes are inconsistent—frequent cost overruns and schedule delays make it an unpredictable delivery method.



Piedmont Aquatic Center

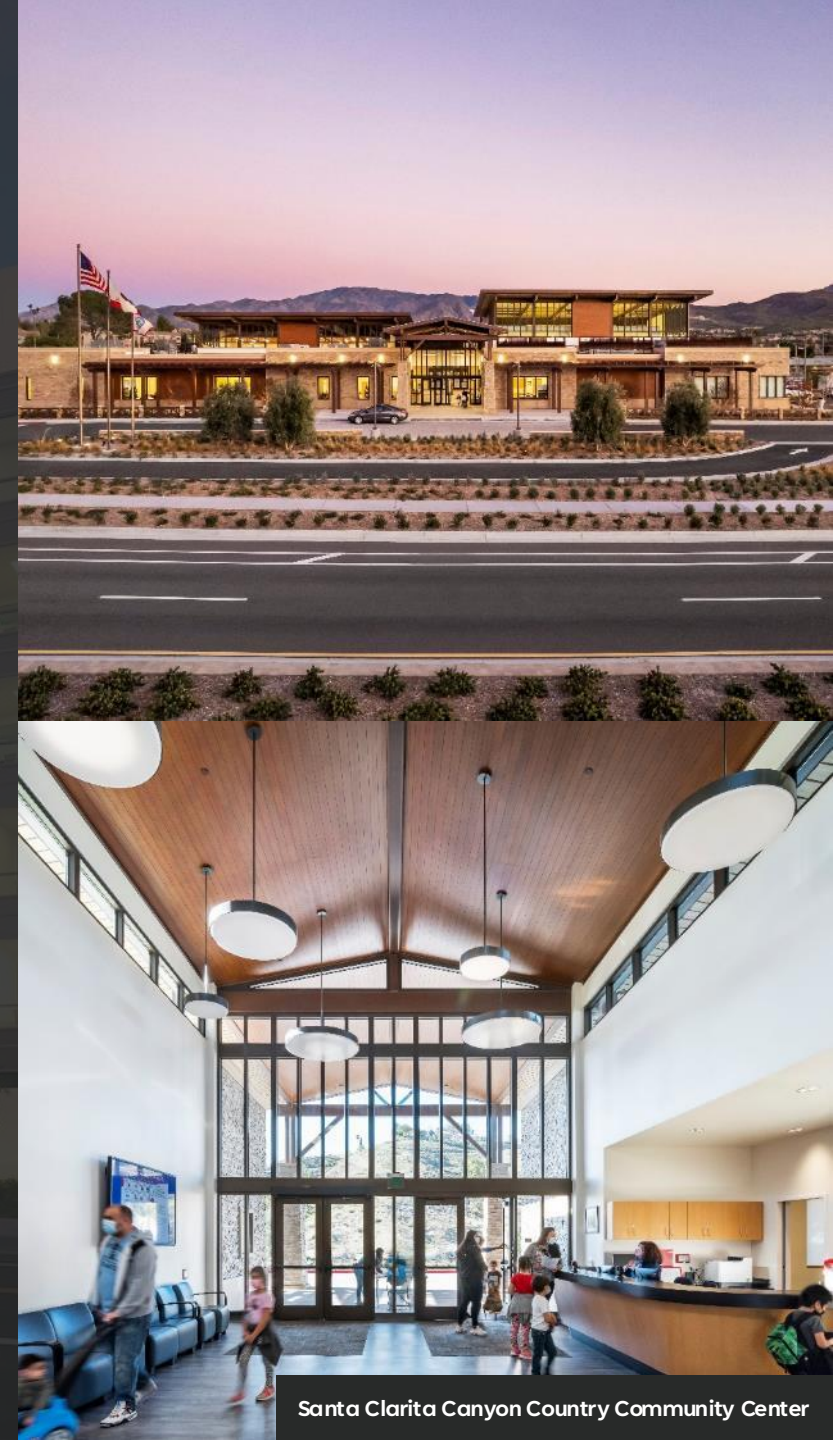


Campbell Library

# Design-Bid-Build (DBB)

## Mitigating Project Risk

- Engage Program/Construction Manager Early
- Prequalify the General Contractor
- Schedule Quality Control
- Use Independent Cost Estimates
- Review Contract General Conditions Thoroughly
- Plan for Site Logistics
- Include Tiered Dispute Resolution
- Maintain Adequate Contingencies
- Incorporate Liquidated Damages



Santa Clarita Canyon Country Community Center

# Design-Build

## Advantages

- Single-point responsibility for budget, schedule, and design compliance
- Real-time cost and schedule data informs design decisions
- Procurement can be integrated into the design timeline
- Eliminates redundancy between construction and shop drawings



San Bernardino County Public Defender Building

# Design-Build

## Disadvantages

- Owner must provide clear design criteria and performance standards
- Effective internal decision-making is needed for timely approvals and award
- High proposal costs can reduce private sector participation and limit competition



# Progressive Design-Build

## The Basics

- Reference Senate Bill: SB 706
- Programming / planning phase defines project needs
- Design Build Entity (DBE) selected through competitive, best-value process
- DBE and Owner collaborate to align design with goals and budget
- Guaranteed Maximum Price (GMP) established after Design Development; open book process
- Financing coordinated with project delivery



San Rafael Library and Community Center  
at Albert Park

# Progressive Design-Build

## Advantages

- Early integration with architect and contractor
- Single point of accountability for streamlined coordination
- Ideal for clients with limited experience managing large, complex vertical projects
- Client remains actively involved, maintaining oversight of cost and schedule risk
- Structured delivery with built-in checks and balances for transparency and control



San Rafael Library and Community Center  
at Albert Park

# Progressive Design-Build

## Common Misconceptions

Concern	Misconception	Reality & Rebuttal
Timeline	“Takes longer”	PDB overlaps design & construction for <b>faster overall delivery</b>
Cost	“More expensive”	Early contractor input + GMP = <b>fewer surprises, better value, lock in early pricing in escalating market</b>
Risk/Quality	“Riskier or less controlled”	Unified team = <b>shared accountability, better outcomes</b>



# Progressive Design-Build

## How it could work for your project?

- Use updated master plan, program documents and budget ceiling to solicit Design-Build teams via best-value selection
- Issue RFQ/P outlining design, preconstruction, and construction fee components
- **Phase 1:** Select Design-Build team and progress design to Design Development
- Establish Guaranteed Maximum Price (GMP)
- DBE conducts competitive trade bidding with open-book process
- Town Council Approval
- **Phase 2:** Complete design (construction documents) and begin construction
- Share cost savings to promote efficiency and collaboration

# Delivery Options at a High Level

Each approach balances control, collaboration, & risk differently

Less Integrated ← → More Integrated

	Design Bid Build	Design Build (DB)	Progressive DB
<b>Town Control</b>	High	Moderate	High
<b>Early Cost Certainty</b>	Low	Moderate	High
<b>Collaboration</b>	Low	High	High
<b>Schedule Efficiency</b>	Low	High	High
<b>Best Fit</b>	Design control / familiarity	Straightforward	Evolving projects / collaboration

*No single approach is universally best as the preferred path depends on Town priorities.*

# What We're Seeing from Other Agencies

Examples of Progressive Design Build application in recent civic redevelopment

Agency	Delivery Model	Project Focus	Why Selected
City of San Rafael	Design Build	Public Safety Campus	Speed / Cost
City of San Rafael	Progressive Design Build	Library / Community Ctr	Collaboration & Earlier Budget Alignment
County of Marin	Progressive Design Build	Fire HQ & Others	Flexibility & Long-term Implementation
City Redondo Beach	Progressive Design Build	Police Department & 2 Fire Stations	Collaboration & Earlier Budget Alignment
County of Orange	Progressive Design Build	Civic Campus Improvements	Complex Stakeholder Coordination

## Common Trends Across Agencies

- Bringing construction expertise earlier
- Improving cost certainty
- Maintaining operations during implementation
- Increasing flexibility for phased projects

# Potential Paths Forward

PATH A	PATH B	PATH C
<p>Master Plan Architect → Traditional Design Services</p>	<p>Master Plan + Bridging Additive → Design-Build</p>	<p>Master Plan Documents → Progressive Design-Build</p>
<ul style="list-style-type: none"> <li>• Complete Master Plan Architect selection</li> <li>• Continue with architect into full design</li> <li>• Bid construction</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Master Plan Amendment</li> <li>• Add scope to convert Master Plan into DB bridging documents</li> <li>• Define performance specs, quality criteria, and design intent</li> <li>• Procure DB team using bridging package</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Master Plan Amendment</li> <li>• Use documents for PDB procurement</li> <li>• Select DB team early for design, cost, and phasing input</li> <li>• Collaborate together to develop Guaranteed Maximum Price</li> </ul>

Pros

Maintains design continuity  
Familiar process

Considerations

Construction input arrives later

Pros

Preserves key design intent

Considerations

Requires additive scope  
Less flexibility after bridging docs

Pros

Early builder input  
Better budget/phasing alignment

Considerations

Legal / municipal code integrations

# Ross-Specific Considerations

- Community outreach and public process
- Historic character and civic identity
- Operational continuity during implementation
- Scope definition and financial feasibility
- Bond timing and ballot readiness
- Phasing and long-term flexibility



Foster City Community Center



Campbell Police Operations Building

# Municipal Code Considerations

- Alternative project delivery is permitted under California law.
- Ross's current Municipal Code reflects traditional CUPCAA procurement.
- If an alternative delivery path is selected, code amendments may be needed.
- Any amendments would return to Council for separate future consideration.



Foster City Community Center



Campbell Police Operations Building

# Potential Next Steps

1. Council policy discussion
2. Complete Master Plan Amendment consultant selection
3. Continue evaluation of project delivery strategy
4. If appropriate, prepare Municipal Code amendments
5. Return to Council with procurement and implementation recommendations



EXCELLENCE IN PROJECT DELIVERY



# Questions? Thank You!





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GRIFFIN  
STRUCTURES

Backup Slides

