



**Meeting Date:** March 27, 2025

**To:** Public Works Commission

**Through:** Carla Short, Interim Public Works Director  
Magdalena Ryor, Project Delivery Bureau Manager

**From:** Jumoke Akin-Taylor, Project Manager

**Subject:** San Francisco Arts Commission African American Arts Cultural Complex and Mission Cultural Center for Latino Arts Seismic Improvement Projects – Contract Award

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**Director’s Recommendation:** Award the San Francisco Arts Commission Seismic Improvement Projects Contract in the amount of \$35,026,344 for 790 consecutive calendar days to Charles Pankow Builders for Progressive Design-Build Services for Seismic Improvement for the San Francisco Arts Commission African American Art & Culture Complex located at 762 Fulton Street and the Mission Cultural Center for Latino Arts located at 2868 Mission Street. The project was determined to be exempt under the California Environmental Quality Act.

**Contract Background:** The African American Arts and Culture Complex (AAACC) is a three-story multi-functional community facility in San Francisco’s historic Fillmore District, and the Mission Cultural Center for Latino Arts (MCCLA) is a multi-story multifunctional community facility located in San Francisco’s Mission District. To improve both AAACC and MCCLA’s ability to withstand a large size seismic event in the future, a partial voluntary seismic upgrade is desired to improve the building seismic resistance and address both nonstructural and structural elements to support building’s program and functional performance..

The project scope was developed by Tom Eliot and Fisch and Minn Design JV for the MCCLA per summary of recommendations from the Arts Commission Facilities Assessment dated October 29, 2020 and by Mark Cavagnero and Associates for the AAACC dated April 2, 2020.

The developed scope is to improve the building’s seismic resistance and address both non-structural and structural elements to identify solutions that maintain the safety of the occupants while limiting the damage caused by seismic events.

**Solicitation Process:** In accordance with Section 6.61 of the San Francisco Administrative Code, Public Works conducted a Request for Qualifications and Proposals (“RFQP”) process to solicit proposals from interested firms to provide Progressive Design-Build Services. Public Works

advertised the RFQP for Progressive Design-Build Services for the AAACC / MCCLA Seismic Improvement projects on August 19, 2024. Proposals were due on October 10, 2024. A total of four (4) proposals were received. Public Works qualified three (3) firms as responsive to proceed to the next phases of evaluation. These firms were then invited to attend oral interviews. Proposals were evaluated on both cost and non-cost criteria.

Cost comprised 40% of the overall score, with the non-cost criteria, consisting of a review of the technical proposals and an oral interview, making up the other 60% of the total score. Charles Pankow Builders, Ltd. was the highest-ranked responsible proposer based on the evaluation.

**Contract Details:**

<b>Contract Title:</b>	Progressive Design Build Services for the SFAC AAACC / MCCLA Seismic Improvement.
<b>Contract Award Amount:</b>	\$35,026,344
<b>Engineer’s Estimate:</b>	\$29.1 million
<b>Contract Funding Sources:</b>	General Fund / Certificates of Participation

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<b>Anticipated Project Schedule:</b>	Anticipated Start of Construction: Spring 2026 Substantial Completion: Fall 2028 Final Completion: Winter 2028
<b>Contract Duration:</b>	790 consecutive calendar days
<b>Contractor Name:</b>	Charles Pankow Builders, Ltd.
<b>Compliance with Chapter 14B Local Business Enterprise Ordinance:</b>	The Contract Monitoring Division (CMD) established the following Local Business Enterprise (LBE) subcontracting requirements for this contract: <ul style="list-style-type: none"> <li>• 10% Micro-LBE, 10% Small-LBE for Design Services</li> <li>• 12% Micro-LBE, 8% Small-LBE for Construction Services</li> </ul>
<b>Environmental Determination (if applicable):</b>	On October 15, 2021, the San Francisco Planning Department determined the project Common Sense Exemption: Department staff reviewed the project and determined that there is no possibility of a significant effect on the environment. No further environmental review is required.

<b>Other Compliance:</b>	N/A
<b>Additional Information:</b>	N/A
<b>Attachments:</b>	Attachment A: Bid Tabulation Attachment B: Contract Monitoring Division (CMD) Memo Attachment C: Project Manager Recommendation Memo Attachment D: RFQP Results Notification

**PUBLIC WORKS COMMISSION  
CITY AND COUNTY OF SAN FRANCISCO**

**RESOLUTION NO. \_\_\_\_\_**

WHEREAS, on August 19, 2024, San Francisco Public Works advertised a Request for Qualifications and Proposals (RFQP) for Progressive Design-Build (PDB) Services on the San Francisco Arts Commission (SFAC) African American Arts Cultural Complex (AAACC) and Mission Cultural Center for Latino Arts (MCCLA), Seismic Improvement Projects, and

WHEREAS, on October 10, 2024, Public Works received four responses to the RFQP for Progressive Design-Build Services on the San Francisco Arts Commission African American Arts Cultural Complex and Mission Cultural Center for Latino Arts, Seismic Improvement Projects and,

WHEREAS, on October 31, 2024, Contract Monitoring Division (CMD) deemed one proposal non-responsive to 14B pre-award requirements, making only three proposals responsive. Public Works notified three firms as being qualified proposers based on scoring from the written component by the RFQP evaluation panelists and were invited for in-person oral interviews; and,

WHEREAS, through a competitive process, Charles Pankow Builders received the highest combined cost- and non-cost criteria scores; and,

WHEREAS, the PDB Contract amount will be for an amount not to exceed \$35,026,344 for programming, design, pre-construction services, construction services, and other expenditures under the Progressive Design Build Contract; and,

WHEREAS, the contract duration is 790 consecutive calendar days; and,

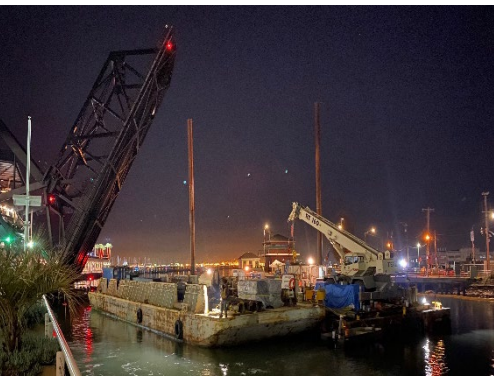
WHEREAS, Contract Monitoring Division established a Local Business Enterprise (LBE) subcontractor participation requirement of 10% Micro-LBE, 10% Small-LBE for Design Services, and 12% Micro-LBE, 8% Small-LBE for Construction Services this contract; now, therefore, be it

RESOLVED, that this Commission hereby awards the PDB Contract for the San Francisco Arts Commission African American Arts Cultural Complex and Mission Cultural Center for Latino Arts, Seismic Improvement Projects to Charles Pankow Builders for programming, design, preconstruction, construction services and other expenditures under the PDB Contract, for a total contract amount of up to \$35,026,344, and a contract duration of 790 consecutive calendar days to perform programming, design, preconstruction and construction services for the project.

*I hereby certify that the foregoing resolution was adopted by the Public Works Commission at its meeting of \_\_\_\_\_.*

\_\_\_\_\_  
Commission Affairs Manager  
Public Works Commission

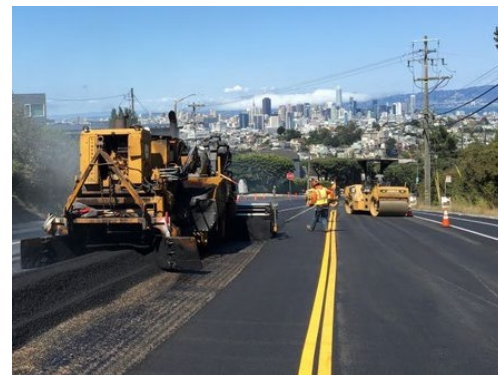
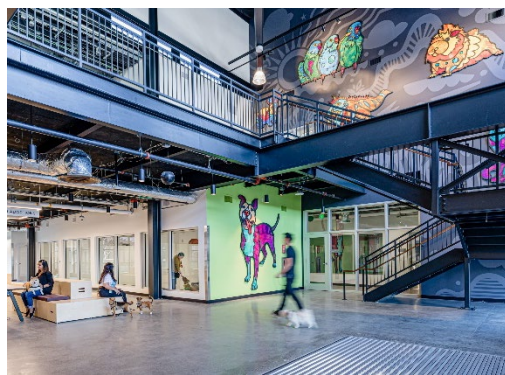




March 27, 2025

# AAACC-MCCLA Seismic Improvement

Jumoke Akin-Taylor  
Project Manager



# Project Title – AAACC/MCCLA Seismic Improvement Projects

Request: Approve Contract Award

Recommend Commission:

**Award San Francisco Public Works Contract:**

**ID 000009286 Progressive Design Build Services for**

**African America Arts Culture Complex (AAACC) and the Mission Cultural Center for Latino Arts (MCCLA)  
Seismic Improvement Projects**

Amount:

**\$35,026,344**

Construction Duration:

**790 calendar days**

Contractor:

**Charles Pankow Builders, Ltd.**

Reason:

Award the San Francisco Art Commission Seismic Improvement Projects contract in the amount of \$35,026,344 for 790 consecutive calendar days to Charles Pankow Builders for Progressive Design-Build Services for the San Francisco Arts Commission. African American Art & Culture Complex / Mission Cultural Center for Latino Arts Seismic Improvement Projects located at 762 Fulton Street and 2868 Mission Street, respectively.



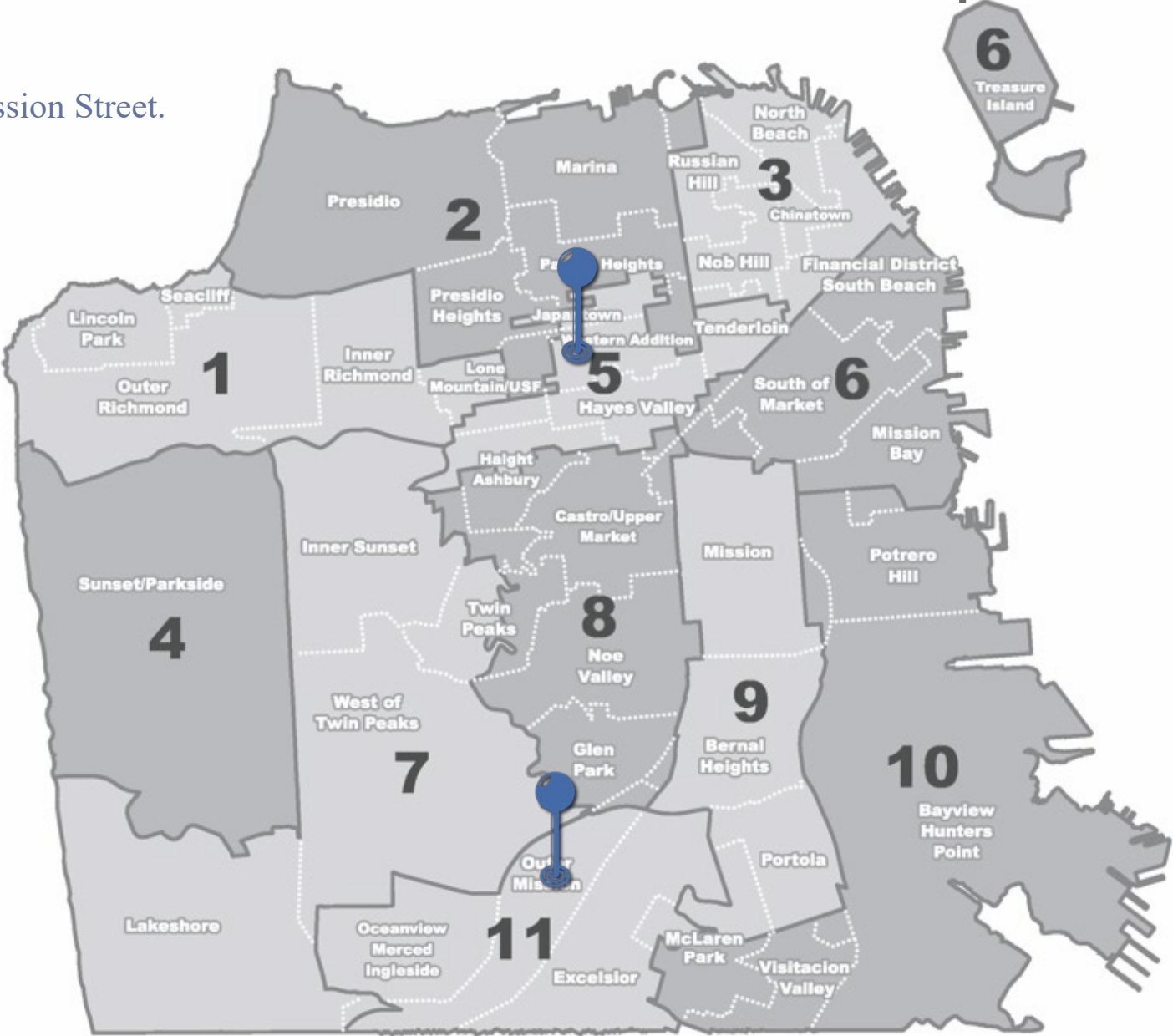
# Progressive Design Build Services for AAACC/MCCLA Seismic Improvement Projects

## Location

**Address** 762 Fulton Street and 2868 Mission Street.

**District: Filmore and Mission**

**More info:**  
[sfpublicworks.org/...](http://sfpublicworks.org/...)



# African America Arts & Culture Complex (AAACC)



The African American Arts and Culture Complex (AAACC) is a three-story multi-functional community facility in San Francisco's historic Fillmore District,.



# African America Arts & Culture Complex (AAACC)

The African American Art and Culture Complex (AAACC) is a three-story, building approximately 34,445 sq. ft and is located at 762 Fulton Street in the historic Fillmore District

## Project Goal

- **Leak Repairs** – replace rusted windows, repair walls, and replace roof
- **Code Required Upgrades** – mechanical, electrical, fire systems, and ADA access
- **Seismic Upgrade** – partial upgrade to improve seismic resistance
- **Select Renovation** – repair or replace deteriorated and worn finishes, doors, and equipment

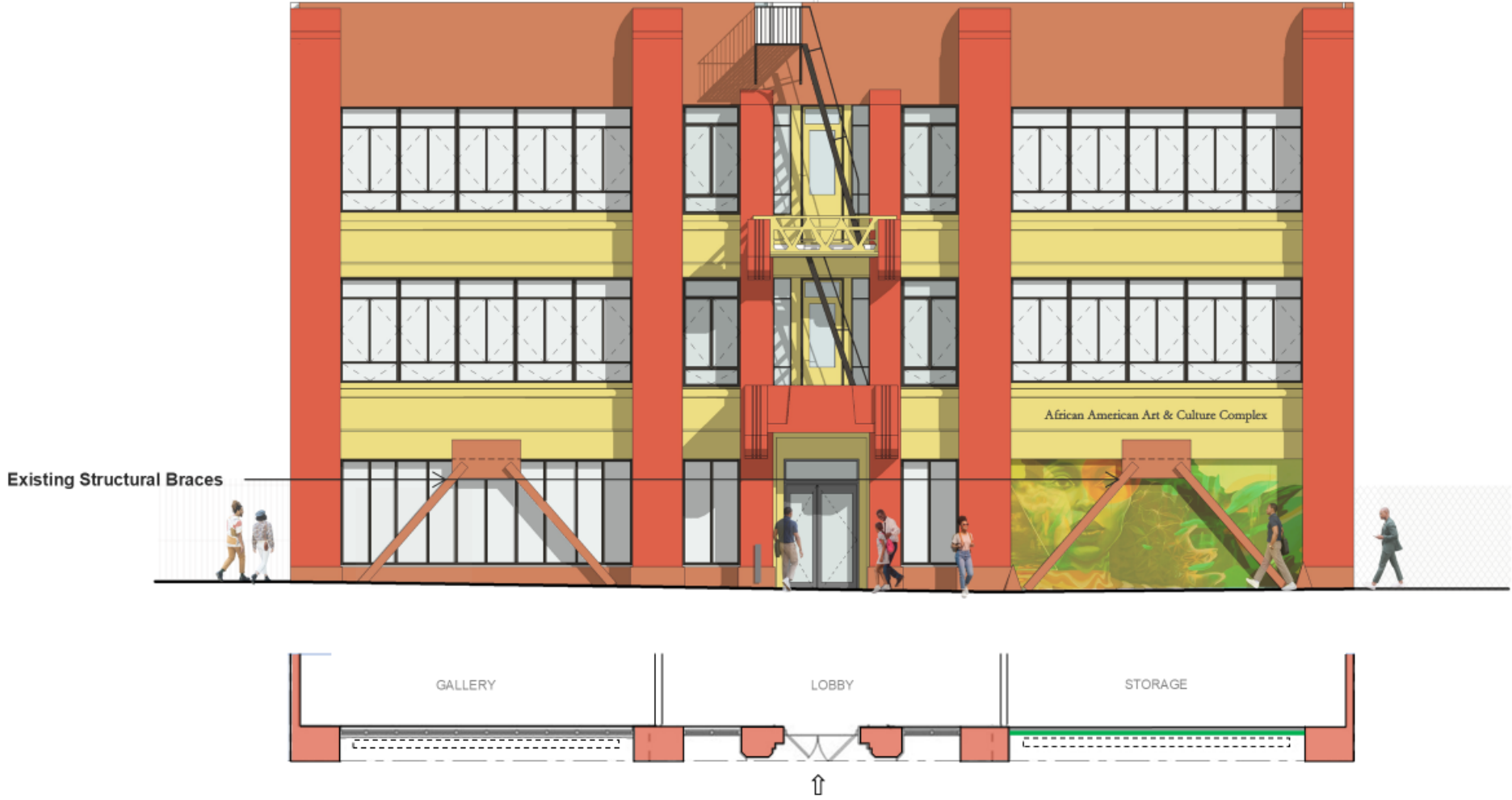
## African America Arts & Culture Complex (AAACC)

To improve the AAACC's ability to withstand a large seismic event in the future, a partial voluntary seismic upgrade is desired. To improve the building's seismic resistance, both non-structural and structural elements must be addressed.

The AAACC project includes voluntary seismic upgrades; including removing existing structural braces at the Fulton Street façade, ensure nonstructural elements and equipment are properly braced, retrofit modifications to the Fulton Street facade, New Exterior Chevron Braced Frames, New Interior Shear Walls at Entry and Loading Area, in addition to modifications to the north, west, and east facades.

# Existing Facade

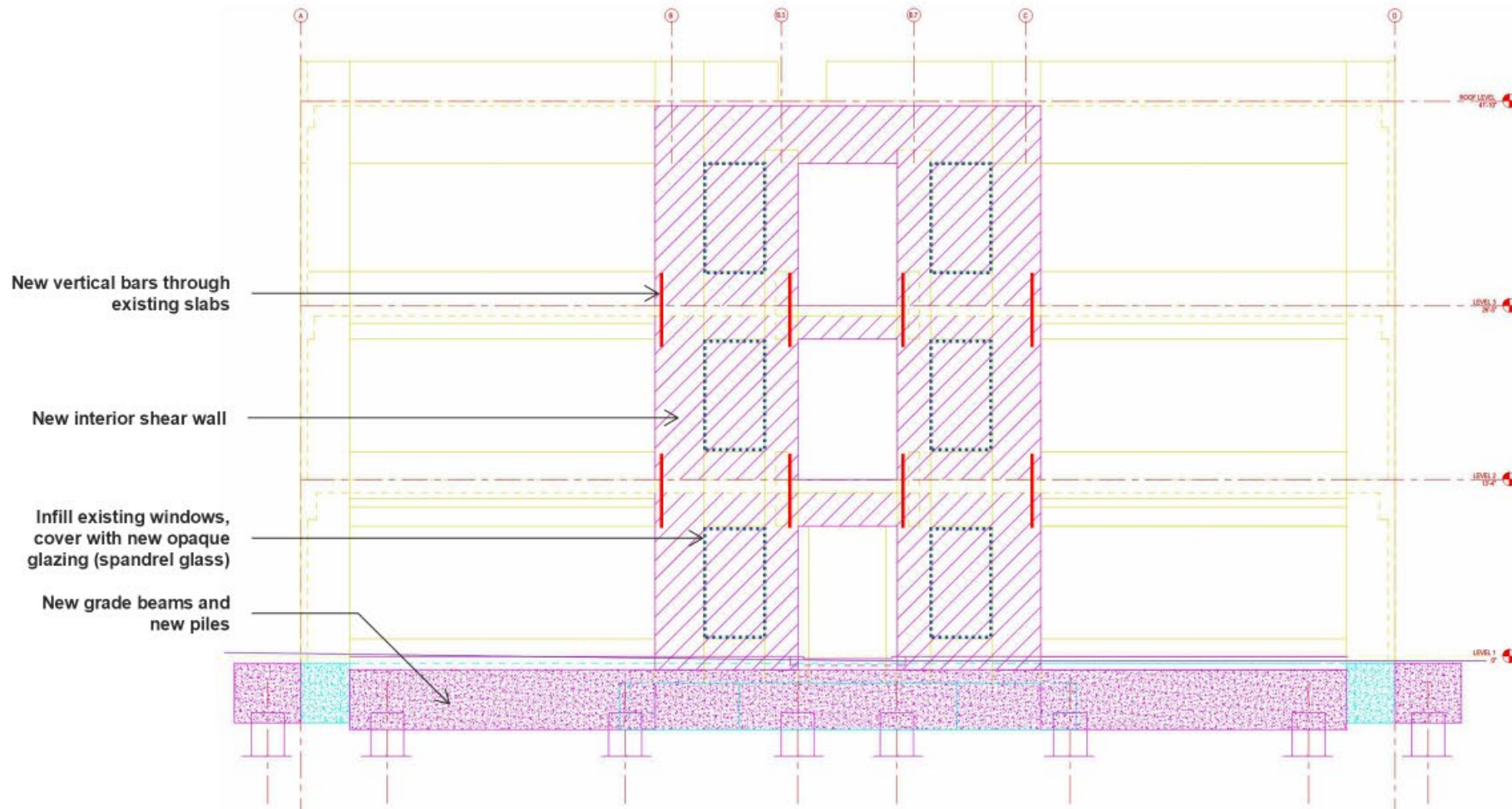
Fulton Street Elevation



- Today the AAACC is SHR 4.
- **Fulton Street Façade:** To improve the seismic resistance, we recommend removing the existing exterior structural braces and selecting from one of the proposed retrofit modifications to follow.

# New Interior Shear Wall at Entry

Fulton Street Elevation



- If existing braced frames are removed.
- If non-structural elements and equipment are braced.
- If all the recommended retrofits are provided at the Fulton Street facade in addition to modifications to the north, west, and east facades.

**SHR 3 is achievable**  
**SHR 2 may be achievable\***

*\*Preservation would need to approve the use of spandrel glazing on the Fulton Street.*

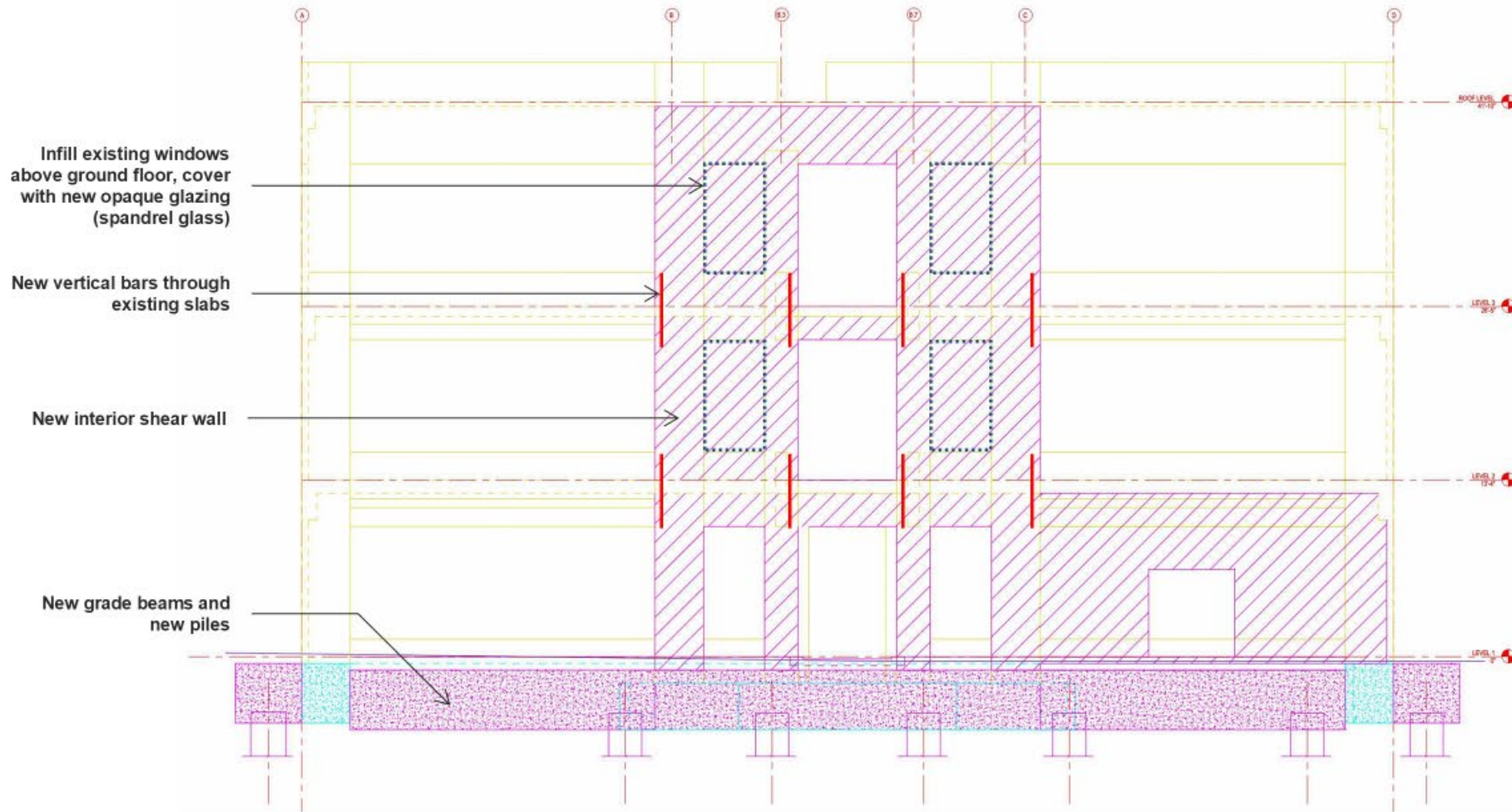
*\*Would need to evaluate using BSE-1N and BSE-2N to determine the SHR 2 rating.*

**Solid Red Shading:** FRP required for Pier flexure and/or shear.



# New Interior Shear Wall at Entry and Loading Area

Fulton Street Elevation



- If existing braced frames are removed.
- If non-structural elements and equipment are braced.
- If all the recommended retrofits are provided at the Fulton Street facade in addition to modifications to the north, west, and east facades.

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**SHR 3 is achievable**  
**SHR 2 may be achievable\***

*\*Preservation would need to approve the use of spandrel glazing on the Fulton Street.*

*\*Would need to evaluate using BSE-1N and BSE-2N to determine the SHR 2 rating.*

**Solid Red Shading: FRP required for Pier flexure and/or shear.**

# Mission Cultural Center for Latino Arts (MCCLA)



The Mission Cultural Center for Latino Arts (MCCLA) is a multi-story multifunctional community facility located in San Francisco's Mission District

## Mission Cultural Center for Latino Arts (MCCLA)

The Mission Cultural Center for Latino Arts (MCCLA) is approximately 34,872 sq.ft multi-story multifunctional community facility located at 2868 Mission Street in San Francisco's Mission District

### Project Goals

- Voluntary Seismic Upgrades [Structural Strengthening]
- Mechanical Upgrades
- Accessibility / ADA Compliance
- Enhance Program space

## Mission Cultural Center for Latino Arts (MCCLA)

The MCCLA project includes voluntary seismic upgrades to the facility;

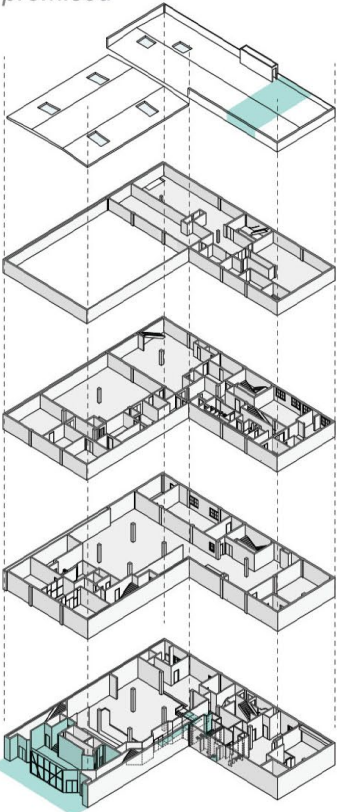
- A significant portion of the work focused on the facility's entry and lobby.
- Updates to the mechanical systems including new units and ducting on the 2nd floor and roof
- New exhaust systems from key rooms
- Barrier removal and accessibility improvements
- Select building maintenances as described in architectural matrices.
- The scope also includes voluntary seismic upgrades to the roof and associated re-roofing, updates to the mechanical systems including new units and ducting on the 3rd and 4th floors and roof replacement of the existing windows.



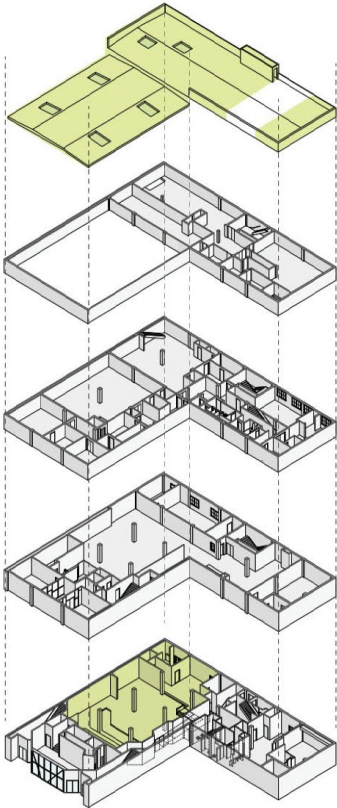
# Mission Cultural Center for Latino Arts (MCCLA)

## Scope Diagrams Structural

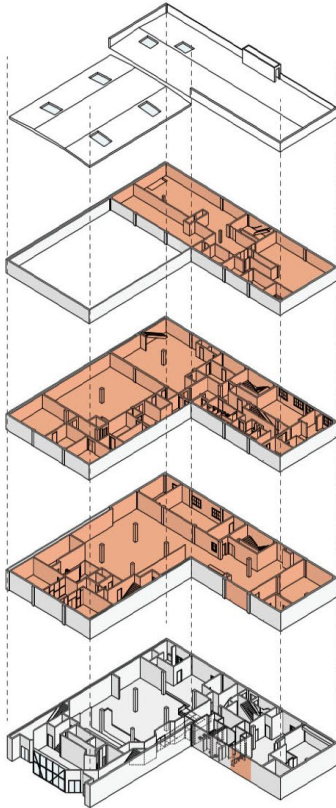
**Base Scope:**  
*Structural strengthening, accessibility + MOD promised*



**Option 1:**  
*Structural strengthening + Program enhancement*



**Option 2:**  
*Full seismic upgrade*

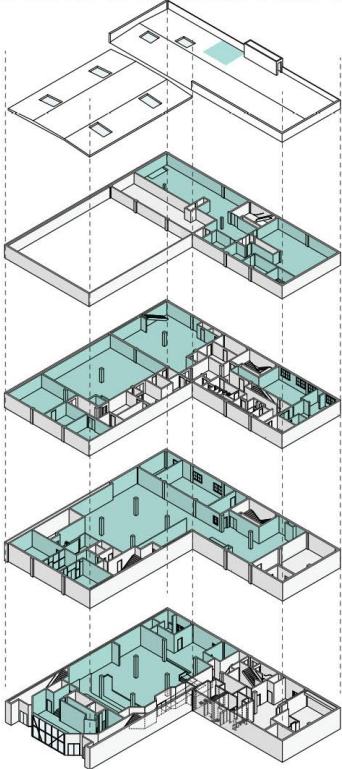


# Mission Cultural Center for Latino Arts (MCCLA)

## Scope Diagrams Mechanical

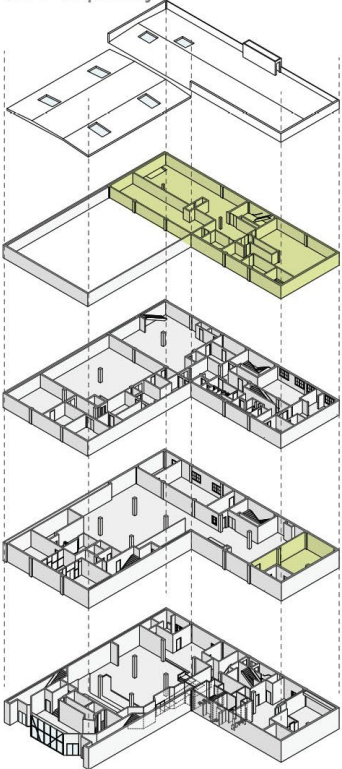
### Base Scope:

Cancelled 2020 HVAC project, high priority items from DPW assesment and user meetings



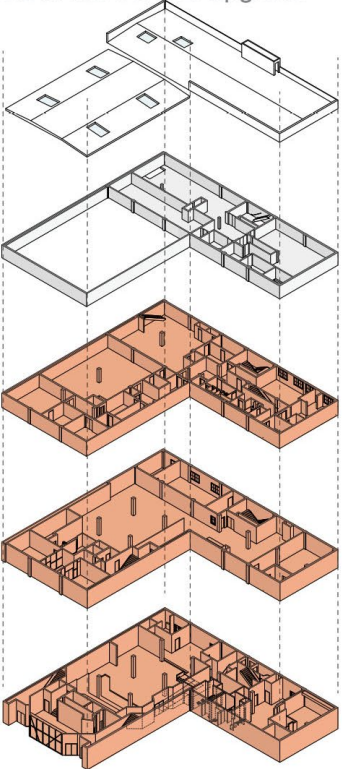
### Option 1:

HVAC improvements per existing electrical service capacity

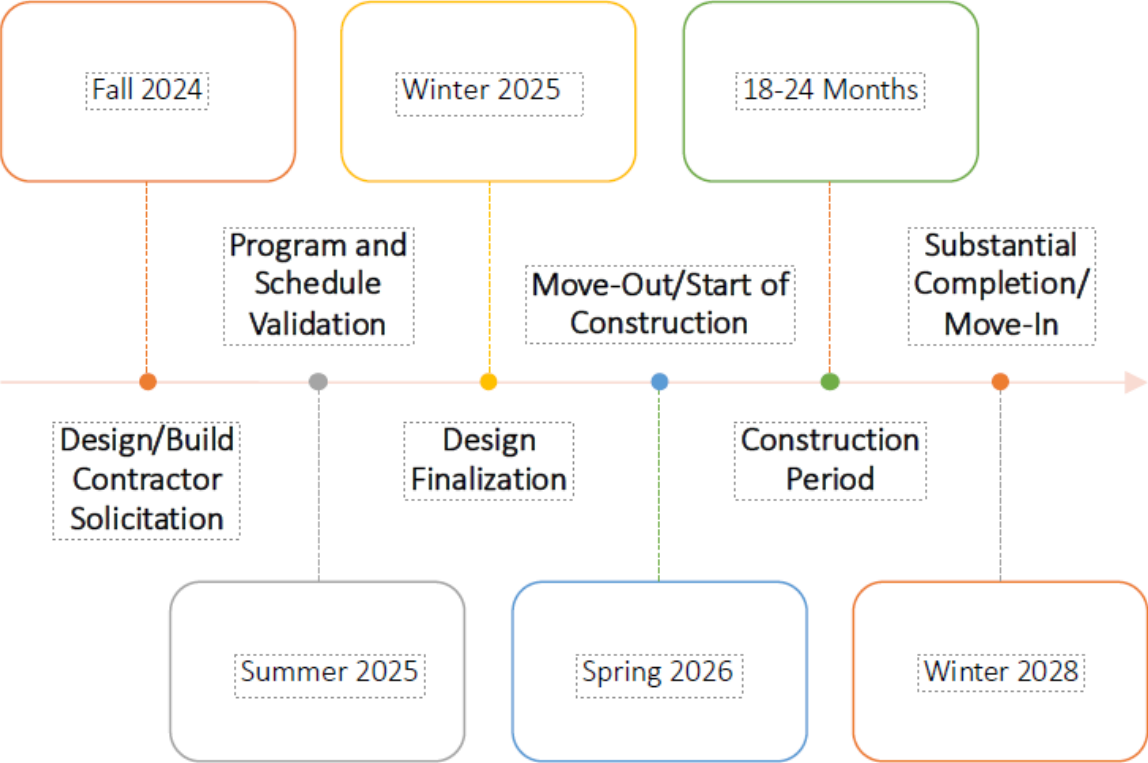


### Option 2:

HVAC improvements with an electrical service upgrade



# Projected Milestone for AAACC/MCCLA Seismic Improvement Projects



**Conceptual Milestone Schedule.  
To be refined during program  
validation phase**

# Project Title – AAACC/MCCLA Seismic Improvement Projects

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Recommend Commission:

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Amount:

**\$35,026,344**

Construction Duration:

**790 calendar days**

Contractor:

**Charles Pankow Builders, Ltd.**

Reason:

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# QUESTIONS



**Carla Short, Director** | Director's Office

carla.short@sfdpw.org | T. 628.271.3078 | 49 South Van Ness Ave. Suite 1600, San Francisco, CA 94103

February 17, 2023

Mike Trim  
Charles Pankow Builders, Ltd.  
1111 Broadway, #200  
Oakland, CA 94607  
VIA EMAIL ONLY: [mtrim@pankow.com](mailto:mtrim@pankow.com)

Subject: Public Works Sourcing Event ID 0000009286  
RFQP Progressive Design-Build Services for the Mission Cultural Center for Latino Arts (MCCLA) and Africa American Arts Complex Center (AAACC) Seismic Improvement Projects

### Selection Result

Dear Mike Trim:

Thank you for your interest and participation in the RFQP Progressive Design-Build Services for the AAACC / MCCLA Seismic Improvements Project.

Based on the tabulated scores from the written responses, oral interviews and cost proposals, Charles Pankow Builders, Ltd. has been selected for this project.

Please contact Dennis Lam of my office at [Dennis.Lam@sfdpw.org](mailto:Dennis.Lam@sfdpw.org) if you have questions.

Sincerely,

DocuSigned by:

*Bruce Robertson*

2/7/2025 | 4:46:02 PM PST

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Bruce Robertson

Deputy Director of Financial Management & Administration  
San Francisco Public Works

ec: Jumoke Akin-Taylor, SF Public Works  
Ivan Oldenkamp, Contract Monitoring Division



**M. Magdalena Ryor, Ph.D., LEED AP BD+C, CCM, PMP, Bureau Manager & ESER Program Manager**

Bureau of Project Management, Project Delivery Division

Magdalena.Ryor@sfdpw.org | T. 628.271.2758 | 49 South Van Ness Ave. Suite 1000, San Francisco, CA 94103

**RFQP for Progressive Design-Build Services for the  
AAACC / MCCLA Seismic Improvements Project  
Sourcing ID No. 000009286**

**Total Scores and Ranking**

<b>Rank</b>	<b>Proposer</b>	<b>Non-Cost Criteria Score</b>	<b>Cost Proposal</b>	<b>Overall Score</b>
1	Charles Pankow Builders, Ltd.	628.35	38.22	666.57
2	Nibbi Brothers Associates, Inc.	605.40	39.43	644.83
3	Truebeck Construction	602.85	40	642.85



## MEMORANDUM

Date: February 26, 2025

To: Dennis Lam, SF Public Works  
Robert Loftus, SF Public Works  
Jumoke Akin-Taylor, SF Public Works

From: Ivan Oldenkamp, Contract Monitoring Division

Subject: 000009286 Progressive Design-Build SFAC AAACC / MCCLA Seismic Improvements -  
CMD Review Memo

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The Contract Monitoring Division ("CMD") has reviewed the proposals and supporting documentation, and applied the appropriate rating bonuses submitted for the above referenced design build project. One proposer, Build Singular JV, was found non-responsive for failing to meet the LBE subcontracting requirement on the design services phase. All other proposers were materially compliant with the Chapter 14B pre-award requirements.

### **Rating Bonus**

The CMD rating bonus does not apply because the engineer's estimate for this contract exceeded \$20M.

### **Score Sheets and Score Tabulations**

The RFP indicates that only the top three (3) ranked proposers from the written evaluation will be shortlisted to proceed to the oral interviews. For the three shortlisted firms, CMD has reviewed the score sheets submitted by the panelists and the final score tabulations from Public Works. Based on this information, the proposers are ranked as follows:

Rank	Firm
1	Charles Pankow Builders, Ltd.
2	Nibbi Brothers Associates, Inc.
3	Truebeck Construction

The RFP indicates that a contract will be awarded to the highest ranked proposer. Based on the foregoing, Charles Pankow Builders, Ltd. ("Pankow") is the highest ranked proposer.

### **LBE Subcontracting Participation Requirements**



For the Design Phase, the Micro-Local Business Enterprise (“LBE”) subcontracting requirement is 10% and the Small-LBE subcontracting requirement is 10%. For the Construction Phase, the Micro-LBE subcontracting requirement is 12% and the Small-LBE subcontracting requirement is 8%. The LBE subcontracting requirements for the Design Phase must be met at the time of proposal. The LBE subcontracting requirements for the Construction Phase will be met by the cumulative LBE participation through the various trade packages. The Micro-LBE subcontracting requirements for both phases can only be met by CMD certified San Francisco Micro-LBEs. The Small-LBE subcontracting requirements for both phases can be met by any combination of CMD certified San Francisco Micro-LBEs and Small-LBEs.

**Design Phase – LBE Subcontracting Participation**

At the time of proposal, Pankow met the Micro-LBE subcontracting requirement and the Small-LBE subcontracting requirement for the Design Phase by listing the following LBE firms on CMD Form 2A, as follows:

Micro-LBE Participation

<b>Firm</b>	<b>Service</b>	<b>LBE Status, Type and Size</b>	<b>Listed LBE Participation (PS: Amount \$ (Responsible for))</b>	<b>Credited LBE Percentage (PS: Percent LBE (%))</b>
Min Design	Architecture + Design (MCCLA)	SF LBE - WBE (Micro)	4.72%	4.72%
Sage Consulting Engineers Inc.	Civil Engineering	SF LBE - WBE (Micro)	6.64%	6.64%
<b>TOTAL</b>			<b>11.36%</b>	<b>11.36%</b>

Small-LBE Participation

<b>Firm</b>	<b>Service</b>	<b>LBE Status, Type and Size</b>	<b>Listed LBE Participation (PS: Amount \$ (Responsible for))</b>	<b>Credited LBE Percentage (PS: Percent LBE (%))</b>
Point Energy Innovations	Mechanical, Electrical, Plumbing	SF LBE - OBE (Small)	10.13%	10.13%
Banks Landl Lighting Design	Lighting Design	SF LBE - OBE (Small)	2.92%	2.92%
<b>TOTAL</b>			<b>13.05%</b>	<b>13.05%</b>

Additionally, Pankow also listed the following non-LBE subconsultants on CMD Form 2A:

<b>Firm</b>	<b>Service</b>	<b>Participation (PS: Percent of Work (%))</b>
Charles Pankow Builders	Preconstruction + construction	None listed
Mark Cavagnero Associates	Architecture + Design (AAACC)	21.34%
TEF Design	Architecture + Design (MCCLA)	16.24%
Tipping	Structural engineering	22.06%
Verdical Group	LEED/Sustainability	5.31%
Holmes	Code	6.64%
Pankow Trade Partner	Low-voltage, telecom, security	4.00%
<b>TOTAL</b>		<b>75.59%</b>

### **Construction Phase – LBE Commitment**

Due to the anticipated time lapse between proposal submission and the submission of the construction trade bid packages, Proposers were required to submit the LBE Commitment Certification form which is confirmation by the Proposer that it will meet the LBE subcontracting participation requirement(s) established for the Construction Phase through the various trade packages. Pankow has submitted this form.

After award and prior to the advertisement of any trade packages, Pankow will consult with the CMD and submit a written plan for achieving the LBE subcontracting participation requirement(s) for the Construction Phase. As mentioned above, the LBE subcontracting requirement(s) for the Construction Phase will be met by the cumulative LBE participation through the various trade packages. The written plan will specify the LBE subcontracting participation requirement(s) for each trade package based on the availability of LBEs to perform the work or supply materials and equipment for the subject trade package.

### **Good Faith Efforts Requirements**

Pankow utilized Approach B (Inclusion of Micro-LBE) on CMD Form 2B to meet the Good Faith Efforts Requirement.

Based on the foregoing, CMD has determined that Pankow has materially complied with the Chapter 14B pre-award requirements.



**Carla Short, Director** | Director's Office

carla.short@sfdpw.org | T. 628.271.3078 | 49 South Van Ness Ave. Suite 1600, San Francisco, CA 94103

## **Public Works Project Manager Form**

**Project Manager/Project Lead:** Jumoke Akin-Taylor

**Public Works Division/Section:** Building Design & Construction/ Project Management Bureau

**Contract Title:** Progressive Design-Build Services for the San Francisco Arts Commission ("SFAC") African American Art & Culture Complex ("AAACC") / Mission Cultural Center for Latino Arts ("MCCLA") Seismic Improvement Projects

**Supplier Name:** Charles Pankow Builders, Ltd.

### **Project Manager Recommendation:**

Through a competitive two-step (RFQ/P and Oral interview) process, by which three pre-qualified firms were evaluated based on cost and non-cost criteria, Charles Pankow Builders, Ltd. ("Pankow") was deemed the highest-ranked proposer. The project team and an independent evaluation panel find that Pankow has met the experience requirements, is responsible, and is qualified to perform the work. We recommend Pankow for award of contract.

### **Contract Background:**

The proposed project scope is to seismically retrofit the African American Arts Cultural Complex (AAACC) located at 762 Fulton Street and the Mission Cultural Center for Latino Arts (MCCLA) located at 2868 Mission Street. The AAACC project includes voluntary seismic upgrades including removing existing structural braces at the Fulton Street façade, ensure non-structural elements and equipment are properly braced, retrofit modifications to the Fulton Street facade, New Exterior Chevron Braced Frames, New Interior Shear Walls at Entry and Loading Area, in addition to modifications to the north, west, and east facades. The MCCLA project includes voluntary seismic upgrades to the facility with a significant portion of the work focused on the facility's entry and lobby. Updates to the mechanical systems including new units and ducting on the 2<sup>nd</sup> floor and roof as well as new exhaust systems from key rooms, barrier removal and accessibility improvements and building maintenances as described in architectural matrices. The scope also includes voluntary seismic upgrades to the roof and associated re-roofing, updates to the mechanical systems including new units and ducting on the 3<sup>rd</sup> and 4<sup>th</sup> floors and roof replacement of the existing windows.

**Contract Funding Source(s):**

<b>Source(s)</b>	<b>Amount</b>
General Funds and Certificate of Participation	\$35,026,344





**Ronald Alameida, Deputy Director & City Architect** | Building Design & Construction

ronald.alameida@sfdpw.org | T. 628.271.3075 | 49 South Van Ness Ave. Suite 1600, San Francisco, CA 94103

**Date:** August 9, 2023, revised May 9, 2024

**To:** Carla Short, Interim Director of Public Works DocuSigned by:  
*Carla Short*  
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**Through:** Ronald Alameida, Deputy Director, and City Architect uSigned by:  
*Ron Alameida*  
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**From:** Jumoke Akin-Taylor, Project Manager, Bureau of Project Management DocuSigned by:  
*Jumoke Akin-Taylor*  
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**Subject:** Request Approve to use Progress Design Build Project Delivery

**Project:** Mission Cultural Center for Latino Arts (MCCLA) and Africa American Arts Complex Center (AAACC) Seismic Improvement Projects

I am writing to formally request your approval for the utilization of the Progressive Design-Build project delivery method for the Mission Cultural Center for Latino Arts (MCCLA) and Africa American Arts Complex Center (AAACC) Seismic Improvement projects. The rationale for this request is based on careful consideration of the project's background, scope, budget, schedule, and associated risks.

**Background:** In November 2020, Public Works completed and issued a Facilities Assessment report outlining the necessary repair and renovation work required for the MCCLA. Subsequently, Public Works established a memorandum of understanding (M.O.U) with the SF Arts Commission to collaboratively develop and execute the seismic improvement scope for the center. Capital Planning has set a construction start date for January 2023, and an architecture and engineering (A/E) team was engaged to address stakeholder concerns holistically.

**Project Approach:** The A/E team embarked on a comprehensive programming phase in May 2022 to address stakeholder feedback and past incomplete work. The project's approach was strategically aligned with available funding and maximize the impact of the scope. These efforts resulted in a Schematic Design package, delivered in May 2023, which detailed three distinct options for seismic and mechanical improvements, along with resolutions for key ADA issues.

**Justification for Progressive Design-Build Method:** Upon evaluating the three proposed scopes by the entire team, it was determined that Scope 1 and 2 could be executed within the project's budget of approximately \$13 million for MCCLA and \$9 million for AAACC. However, the proposal to advance the design through the permit phase was estimated to exceed the CSO threshold by over \$1 million for both projects. Given these circumstances, after consultation with the Deputy Director of Building Design and Construction, the Design-Build delivery method emerged as the most suitable option for the following reasons:

**A. Schedule:** The traditional Design-Bid-Build approach would significantly extend the project timeline by approximately 28 months, as follows: • Procurement of new A/E team solicitation to Notice to Proceed (NTP) = 10 months • Advanced Design and BART/Stakeholders review = 9 months • Permitting/Approval = 9 months

**B. Risks:** Several risk elements inherent to the project could potentially lead to errors and omissions in the design phase. Utilizing the Design-Build method, the responsibility for managing these risks is transferred to the Design-Build (DB) entity. The collaborative nature of the DB approach, with the designer and contractor functioning as a cohesive unit during the design phase, offers enhanced risk identification and mitigation, thereby minimizing schedule disruptions.

Considering the aforementioned, I respectfully request your approval for the utilization of the Progressive Design-Build project delivery method for the MCCLA and AAACC Seismic Improvement projects. This decision is rooted in our commitment to delivering a successful project that addresses stakeholder concerns, adheres to the budgetary constraints, and minimizes schedule delays. Your support of this approach will significantly contribute to the project's efficiency and overall success.

Please let me know if you need information or have any questions.