



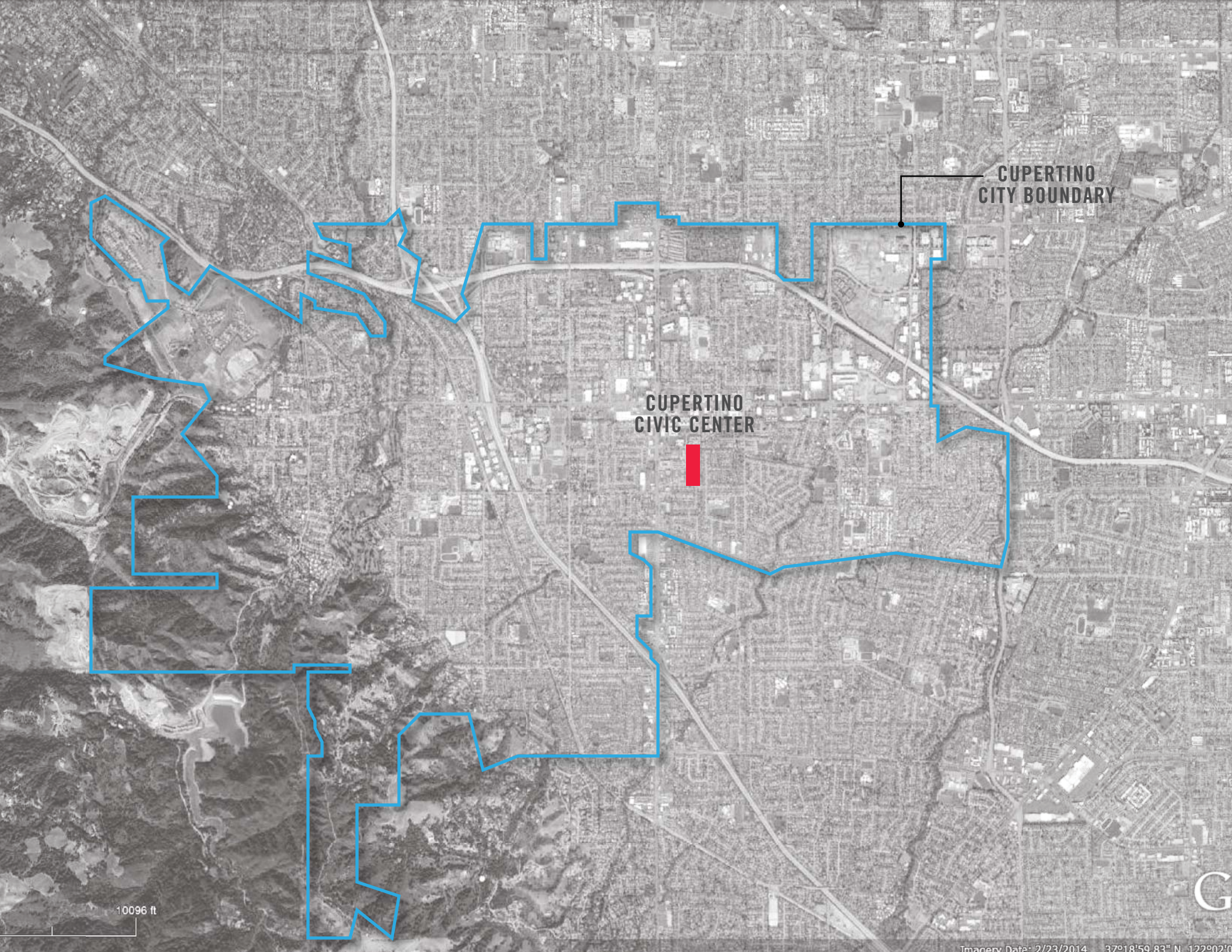
CUPERTINO CIVIC CENTER

MASTER PLAN DOCUMENT

JULY 2015

PERKINS
+ WILL

FINAL DRAFT



CUPERTINO
CITY BOUNDARY

CUPERTINO
CIVIC CENTER

10096 ft

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“CUPERTINO ASPIRES TO BE
A BALANCED COMMUNITY
WITH QUIET AND ATTRACTIVE
RESIDENTIAL NEIGHBORHOODS;
EXEMPLARY PARKS AND SCHOOLS;
ACCESSIBLE OPEN SPACE AREAS,
HILLSIDES AND CREEKS;
**AND A VIBRANT,
MIXED-USE “HEART
OF THE CITY.”** CUPERTINO
WILL BE SAFE, FRIENDLY, HEALTHY,
CONNECTED, WALKABLE, BIKEABLE
AND INCLUSIVE FOR ALL RESIDENTS
AND WORKERS, WITH AMPLE
PLACES AND OPPORTUNITIES FOR
PEOPLE TO INTERACT, RECREATE,
INNOVATE AND COLLABORATE.”

-Vision statement, Cupertino
Community Vision 2040

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EXECUTIVE SUMMARY

INTRODUCTION

Cupertino's Civic Center today is challenged due its own success. The City built a new Community Hall, Library and civic plaza in 2004, successfully creating a very popular civic destination. Today, they are overflowing with activity and can no longer meet the full demand for governmental deliberations, educational programs, special events and everyday use. In a community devoted to education, joyful in its mix of cultures and proud of its youth, its physical facilities now limit its ability to provide inventive programming.

The City Hall itself, built in 1965, is challenged to serve the City in 2015. Poorly organized physical spaces, systems wasteful of energy and water, structure stressed by natural forces, and the multiplicity of poorly ventilated and lit spaces unfortunately do not allow for the open, flexible, welcoming government workplace that could both better serve the community and reduce operating expenses for today and tomorrow.

A COMMUNITY DRIVEN PROCESS

Many people weighed in on their aspirations for their Civic Center as a part of this plan collaboration. In-person interviews, online surveys, facilitated stakeholder meetings, and a public workshop capture the diversity of voices and values within the community.

City tax payers, building permit seekers, council meeting attendees, parents picking up their children, library patrons, students of special courses, recreational users playing cricket or soccer, and city staff and officials all agree that parking is the primary challenge facing their visit to Civic Center.

Common among all voices heard was a shared value for the open spaces at Civic Center. Admirers of the flexible-use library field, the fountains and the comfortable small-city feel of the plaza made clear they do not want to lose any of that usable open space and green surround to the Civic Center. Rather, they are full of ideas for improvement and much expanded use for every day and for a calendar of civic events.

LAYING THE FOUNDATION

This Master Plan lays the foundation upon which design, finance and operations decisions can be made in the years ahead. Interestingly, the Civic Center Master Plan (CCMP) makes clear the solid base of key Civic Center elements that must be made a part of all coordinated, mutually beneficial and even shared investments. At the same time, it describes, analyzes and considers cost implications for choices ahead as to the provision of interim or long term parking improvements, the appropriate timing, character and size of a potential New City Hall, and the sensitive introduction of a Library expansion to support story room, lecture/classroom improvements at the Library. City leaders, guided by the plan, will match each action with careful allocation of funds and full deliberation upon options and actions.

INFORMING DELIBERATIONS

The Master Plan will be a guide to City staff and decision makers, potential sponsors of events, organizers of health and recreation activity for all age groups, neighbors and library staff who are a fount of new ideas for educational and cultural programming and facilities. The document illustrates potential outcomes to serve as tools for moving forward, addresses the need for carefully coordinated action and makes clear for the record what changes have been considered and which have been eliminated.

CHARTING A COURSE FOR ACTION

It is important for a practical and action-oriented plan to put forth a vision and place it in a realistic framework of professional analysis, cost implications, financing strategies and deep experience with each construction delivery method under consideration. The final chapters of the CCMP touch upon these practical foundations for action while the extensive analytical appendix to the Master Plan will serve as a more detailed resource book for future action.



Rendering of proposed improvements to Civic Center including: Library expansion and New City Hall with parking below it.

01. INTRODUCTION

A FOUNDATION FOR THE FUTURE

The Cupertino Civic Center Master Plan (CCMP) Document reflects the ideas, vision, and decisions of a multi-year community and leadership conversation about immediate needs and long-term strategies. The City leaders framed the questions, stakeholders and community joined in to express their aspirations for a civic place of service, deliberation, education and celebration. Together, leaders and community engaged in a process to make clear the challenges and evaluate courses of action. Shared values were reaffirmed as a path was defined for improvement and renewal over time. Expertise was sought to answer key questions:

What if...the civic center could be a transformative place for gatherings, recreation, dialogue and innovation?
What if...it could showcase sustainability values?
What if...it could provide more space for recreation, culture, education and diverse events?
And specifically, what if...we could solve the parking problem without compromising the open space and the natural beauty?

This Document illustrates how community and leadership have answered these questions and charted

a path toward future action that can preserve best qualities, expand service and access and reflect the community's shared values as well as its diversity. As such, it captures and records the story of the CCMP.

PURPOSE OF THE DOCUMENT

- Spotlight a community vision that will allow Cupertino to maintain a sense of place in the heart of the city—while positioning the area for innovation;
- Record the process of decision making and milestones that have shaped the plan for future reference and action;
- Provide strategic guidance for a series of future projects, allowing for change over time based on further analysis and new information;
- Set forth an illustrative site plan to guide public decision making, coordination, and future implementation;
- Provide a range of implementation tools to accomplish the plan including financing strategies and construction delivery methods.

DOCUMENT USER GUIDE

STRUCTURE OF THE DOCUMENT

The CCMP Document serves as a summary of the planning process that began in 2012 as the Civic Center Master Plan Framework study and arrived at a Civic Center Master Plan developed as directed by the City Council on October 21st, 2014. The planning process is structured under the following chapters:

- Vision - frames the potential for the Civic Center area and reiterates the Guiding Principles for the Master Plan;
- Context - documents the planning and community engagement process. It analyses the opportunities and challenges and summarizes the community's aspirations in the Civic Center area;
- Master Plan - describes and illustrates the overall Master Plan. It elaborates the key features of the plan and the rough order of magnitude cost associated with each of these features;
- Path to Implementation - lays out the path forward by illustrating possible phasing scenarios, potential financing strategy and construction delivery options available to implement the Master Plan.

The CCMP Document is accompanied by an Appendix. The Appendix is a comprehensive collection of surveys, analysis and findings from studies carried out through the planning process. These are documented here as memorandums and presentations. References to the relevant Appendix sources have been noted throughout the planning document to guide the reader to further detailed information.

ENVIRONMENTAL INITIAL STUDY

To conform to the requirements of the California Environmental Quality Act (CEQA), the CEQA Guidelines (California Code of Regulations 15000 et. seq.), and the regulations and policies of the City of Cupertino, the Civic Center Master Plan was assessed for environmental impacts. This environmental assessment has been documented under a separate document as the Civic Center Master Plan environmental Initial Study report.



Figure 1.1 - Aerial view of Civic Center today

02. VISION IMAGINING WHAT COULD BE...

The beauty of the Cupertino Civic Center is how it balances itself between the tranquility of nature and the vibrant life of the city. Approaching the site from any direction you find a setting nestled in the embrace of large Redwoods, flowering trees and well-loved open spaces. In the center, the Library Plaza, flanked by civic, cultural, and community services buildings is alive with laughter and activity. This is the “heart of the city”.

The vision for Civic Center embraces this balanced way of living by ensuring a civic place where the diverse population of Cupertino can come to recreate, socialize, deliberate, learn and access city services. Aligned to the public’s core values, the unifying element of the site is its landscape: beloved places like Memorial Grove, Sister City Grove and Library Field remain, while the proposed new City Hall, the Library expansion for a large Program Room bring new life and vibrancy to the Civic Center and an opportunity to further improve the Library Plaza.

The Master Plan introduces a New City Hall building to replace the current facility which today is challenged by a range of mechanical, electrical and structural issues. In addition to making safer conditions for building occupants, a new building also injects opportunities for civic life, including improved interface between City Hall and public services; innovative, resource-efficient, green building practices; and new program uses that can be shared with the community. By replacing the existing basement level, the New City Hall can efficiently accommodate underground parking conveniently located and easily connected to the existing parking supply.

In addition, the unmet demand for use of the Community Hall for Library programs and events is eased with a 130-seat Program Room addition to the existing Library. This welcomes greater community program opportunities. The Library addition is designed with its own access at the south-end of the Library, allowing it to be programmed for access when the Library is closed.

To meet the challenges faced and to achieve the vision for the Civic Center without compromising its opportunities in the future, the following guiding principles were established.



Figure 2.1 - Much-loved fountains at the Civic Center Library Plaza



Figure 2.2 - Earthday Event in the Library Plaza, April 5, 2014

GUIDING PRINCIPLES

IMPROVE EASE OF PARKING AND ACCESS

Access to the Civic Center is largely determined by the availability of parking. Parking solutions should consider a holistic approach to the site for all users. Resolutions that create benefits to the physical landscape and user experience are preferred to those that only park cars. Innovative and sustainable approaches to parking management are encouraged.

CONSIDER COMMUNITY FACILITIES AND PROGRAMS

In addition to improving the interface between public and government services, the City Center is an “everyday” place for residents. As such, it has the potential to offer additional services that may otherwise be lacking in the community. Civic Center is designed to encourage a vibrant mix of uses and encourage inclusiveness throughout the daytime and evening hours and around the year.

PROVIDE FLEXIBILITY OVER TIME

The Master Plan will balance the certainty of the permanent structures with the flexibility to allow the plan to respond to changing needs, priorities and resources over time. New proposed facilities and landscapes identified in the plan are intentionally left open to a range of intensities, sizes and uses. Guided by the overall principles and objectives, these proposals can become active projects when the time is right.

BE ENVIRONMENTALLY SUSTAINABLE

All future uses and changes in Cupertino's Civic Center public realm will exemplify the community's sustainability values by striving to protect equity, economy and ecology throughout Cupertino's locality. The Civic Center is a place for modeling innovative approaches to sustainability as outlined in the city's General Plan.

REPLACE CITY HALL FOR BETTER SERVICE, COMMUNITY IDENTITY

Cupertino's Civic Center with its many community serving functions and facilities is highly valued and loved by the community. These assets, such as the library, library plaza, memorial grove, library field and Community Hall, will continue to play a vital role in the area. A New City Hall building would provide a high level of public benefit and be an elegant addition to civic pride.

ENHANCE MOBILITY CHOICES

Located in the “heart of the city” the Civic Center serves as a both an important destination and connector. Multi-modal access in the city will continue to improve and the Civic Center will continue to welcome visitors from all methods of travel. Future projects will continue to improve the pedestrian and bicycle experience and amenities.

IMPLEMENT WHILE MINIMIZING COST AND COMPLEXITY

The Master Plan will demonstrate consideration of sound financial analysis, including likely capital and ongoing operations and maintenance costs for public and private uses; in addition to ensuring that any new facilities allow for a phased approach and minimize disruption to existing facilities.

BETTER SERVE CUPERTINO NEEDS TODAY & TOMORROW

The Master Plan will put forth a vision to preserve the best of the site in its ability to welcome and serve the public and meets the growing needs of users. Accompanied by a means of action phased over time, such as the commitment to meet parking needs with the absolute minimum impact on green spaces or public use of the Civic Center.

03. CONTEXT

PROJECT PROCESS OVERVIEW

RECENT HISTORY

The Cupertino Civic Center is located at the heart of the city and serves a diverse population daily through use of its civic and cultural facilities. The last major planning and construction effort to Civic Center brought the center more closely into the daily life of residents and visitors by the completion of an excellent new Library, Community Hall, and Library plaza. Recent visitor data shows that the Library alone attracts over 3,000 visitors a day on any given weekend. With the growing popularity of Civic Center, there is a challenge and opportunity to evolve in step with the needs and interests of the City's residents, visitors and businesses. The initial CCMP Framework study,

CCMP FRAMEWORK PLAN

completed in 2012, responded to three primary challenges:

- an immediate issue of parking and access, with insufficient parking at peak times resulting from the popularity of the Library, and the consistent programming of events in Community Hall;
- an arguably antiquated City Hall relative to today's needs of the community;
- structural challenges and other system deficiencies at City Hall which also serves as an Emergency Operations Center (EOC).

CIVIC CENTER MASTER PLAN

Building off the CCMP Framework study, the design team developed a planning process to adopt a Master Plan that would establish the possible path forward for the City to achieve its vision for the Civic Center. The Cupertino Civic Center Master Plan effort involved the following primary tasks:

- Existing conditions documentation and analysis, program exploration and development with extensive public input;
- Develop and evaluate master plan options that respond to community feedback and council direction;
- Prepare the master plan, with cost estimation, and implementation plans;
- Develop the CCMP Document for master plan adoption by City Council.

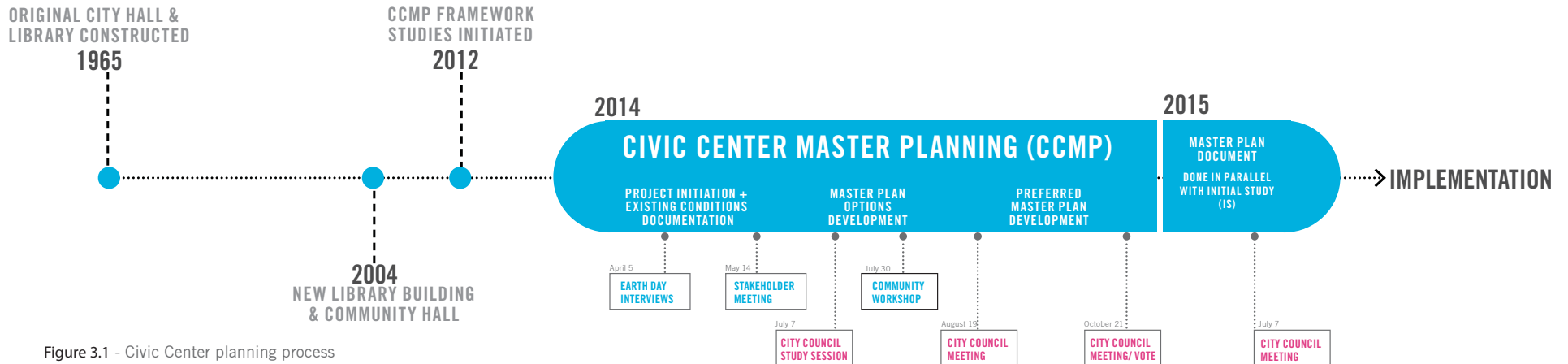


Figure 3.1 - Civic Center planning process



Figure 3.2 - Successful completion of the Library and the Community Hall in 2004



Figure 3.3 - Civic Center Framework approved by City Council in 2012

Community Engagement Process

The master planning process was formulated around a series of community engagement sessions. The design team followed an iterative process of developing and evaluating options based on guiding principles, analysis, community feedback and Council guidance.

A structured engagement process was designed to reach the widest range of public interest and vision first. With each following meeting the design team refined the plan and focused participation. Public contribution was shared with City Council as the process evolved to help guide the design team to the preferred direction.



Figure 3.4 - Community engagement process



Figure 3.5 - Interactive planning game at the Community Workshop on July 30th, 2014



EARTH DAY INTERVIEWS

The design team conducted one-on-one community interviews with 140 participants who attended the City's Earth Day Festival at the Civic Center. The purpose was to elicit aspirations related to facilities and programming for the Civic Center. Results from the interviews were used in the development of the Master Plan alternatives and parking options.



STAKEHOLDER WORK SESSION

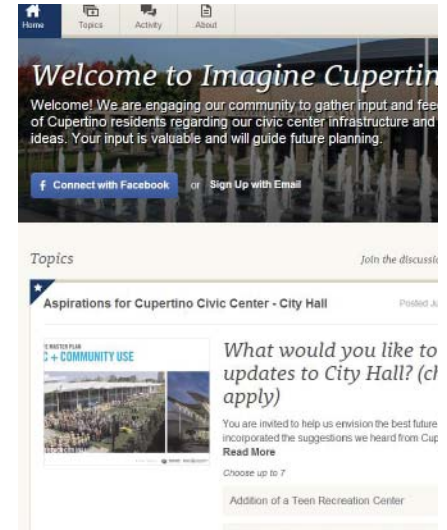
Stakeholders representing a wide-range of groups and interests associated with the Civic Center were identified and invited to attend the stakeholder meeting. The purpose was to hear stakeholder's ideas and help develop a vision for the Cupertino Civic Center District.



COMMUNITY WORKSHOP

Preliminary design thinking for Civic Center were shared at an open community workshop. A city-wide invitation was mailed out to every address. Besides, emails, news scroll on local channels and website notices were posted to invite the community.

This hands-on session was well attended providing a robust community discussion on Civic Center design, parking, and programming options (benefits, tradeoffs, and preferences). The input was valuable in developing the preferred Master Plan.



MINDMIXER ON-LINE SURVEY

Online engagement was conducted using MindMixer as a stand-alone web platform. This engagement tool complemented and expanded on the community interviews, stakeholder meeting, and community workshops. It provided additional opportunities to give input, especially for community members unable to attend one of the face-to-face engagement events.

APPENDIX REFERENCES

- A-01 Community Conversation Interviews Report (April 2014)
- A-02 Cupertino Stakeholder Meeting Presentation & Feedback (P+W & PDC, May 14, 2014)
- A-03 Community Workshop Presentation (July 30, 2014)
- A-04 MindMixer Update with comments (Aug 18, 2014)
- A-05 Community Feedback Summary Presentation (Aug 18, 2014)

EXISTING CONDITIONS

Approximately one block wide (380' +/-) and three blocks long (1,100'+/-), the Civic Center consists of a number of community facilities including:

- City Hall, the administrative home to city services including the Emergency Operation Services (EOC);
- Community Hall, a facility which houses the City Council Chambers and is extensively used for library programming needs;
- Cupertino Library, a popular facility for residents of all ages;
- Library Plaza, includes Rotary Heritage Grove and a popular fountain but otherwise underutilized;
- Memorial Grove with mature Redwood trees;
- Sister City Grove;
- Library Field, which includes a well-used soccer and cricket field;
- Engineered segment of Regnart Creek along the eastern boundary; and
- Surface parking lots.

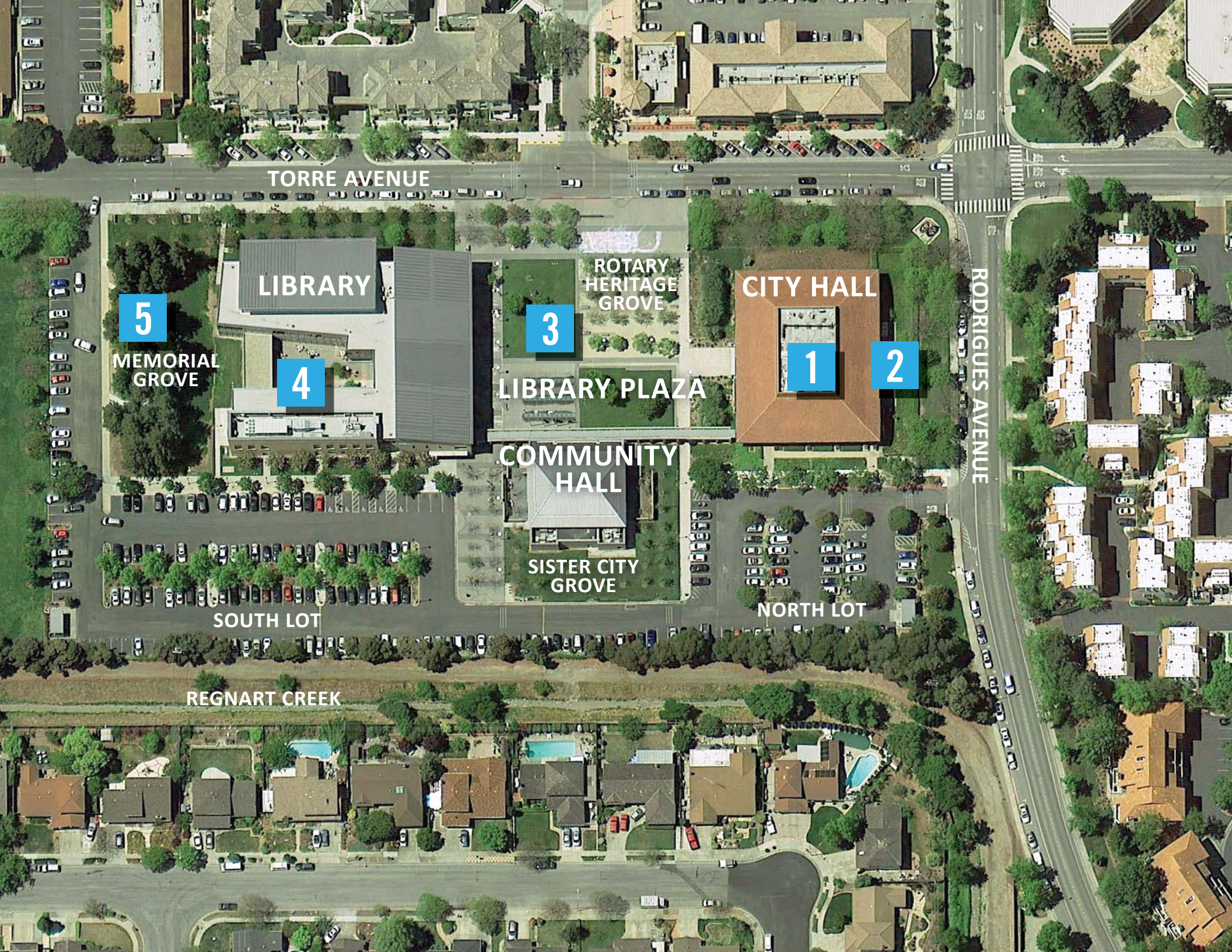
OPPORTUNITIES

The site offers a number of opportunities to enable the vision for a vibrant and better-serving Civic Center as desired by the community. Key among them are:

- 1** Building a new City Hall to replace the existing facility which by current codes and standards is challenged on a number of mechanical, electrical, structural and accessibility fronts;
- 2** Addressing the parking challenge by efficiently utilizing an already excavated City Hall basement level for an underground parking garage below the new City Hall;
- 3** Enhancing Library Plaza to become a greater public amenity and a larger, more effective public gathering destination;
- 4** Building on the Library's success to provide a larger Program Room that accommodates the Library events currently being programmed at the Community Hall, thus freeing up the Community Hall to be rented out to the community;
- 5** Better integrating Memorial Grove into the landscape of the Civic Center;
- 6** Extending access and surface parking along the eastern edge of Library Field to accommodate immediate parking need and provide an alternate access through the site during the construction phase.

Figure 3.6 - Existing site context





TORRE AVENUE

LIBRARY

5

MEMORIAL GROVE

4

ROTARY HERITAGE GROVE

3

LIBRARY PLAZA

CITY HALL

1

2

COMMUNITY HALL

SISTER CITY GROVE

NORTH LOT

SOUTH LOT

REGNART CREEK

RODRIGUES AVENUE

SITE ANALYSIS

The following section elaborates the in-depth analysis conducted for each of the key aspects of the Civic Center to formulate the Master Plan. These were:

- Parking analysis;
- Utilities analysis;
- Tree survey;
- City Hall structural, Mechanical, Electrical and Plumbing (MEP) analysis; and
- City Hall spatial analysis.

The Appendix referenced under each of these sub-headings provide a more detailed read of the analysis.

Parking Analysis

The Civic Center currently provides 232 parking spaces in the shared surface parking lot and utilizes 67 on-street parking spaces on adjacent streets. The total supply of parking spaces at the Civic Center is the sum of the parking lot and the on-street parking, which is 299 spaces. On-the-ground surveys conducted in April 2014 showed an average occupancy rate for both on-street and parking lot spaces at 92% on weekdays and 89% on weekends, proving a need for additional parking. This earlier survey, Appendix A-06, was conducted prior to parking management strategies adopted by the City that assigned 50% of City staff parking off-



Figure 3.7 - Parking lots on weekdays are almost at capacity

site and adopted time limits for visitor parking. The management strategies have slightly alleviated the parking need and the future parking need elaborated below reflects this new improved situation.

FUTURE PARKING NEED

The estimated future parking need captures the recommended supply to meet the added uses at the site (33 spaces for Program Room + 10 for City Hall staff projection= 43 spaces) and the current unmet need (estimated at 20 spaces) caused by vehicles circulating in the lot and parking off-site, for a total of 63 spaces.

Additional spaces may be needed to accommodate additional community programming.

POTENTIAL NEW PARKING SCENARIOS

A number of parking solutions were analyzed and evaluated to increase the parking supply at the Civic Center. These included:

- Underground parking structure below the Library Field;
- Above grade parking structure on existing surface lot east of the Library;
- Surface parking expansion;

- Underground garage below a New City Hall building.

PREFERRED PARKING

The City Council voted for the underground garage below a New City Hall building as the preferred option.

Surface parking expansion along the eastern edge of the Library Field for an additional 68 spaces is a possible consideration to allow the implementation of the Library expansion before the new City Hall is constructed. It also facilitates on-site vehicular circulation during the City Hall construction phase.

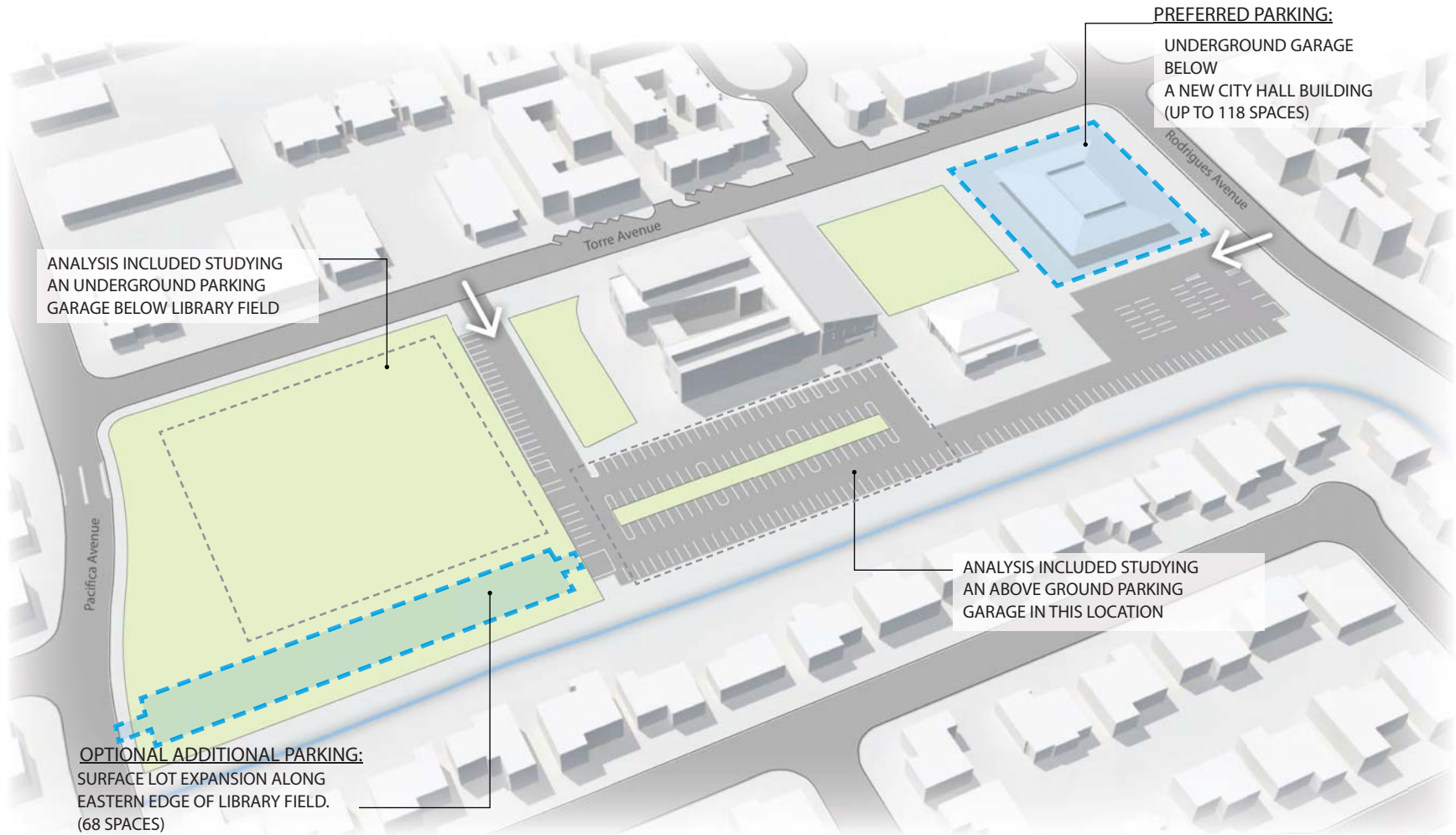


Figure 3.8 - Various parking scenarios analyzed and evaluated

APPENDIX REFERENCES

A-06 Existing Transportation Condition Analysis (F+P, May 29, 2014)

Utilities Analysis

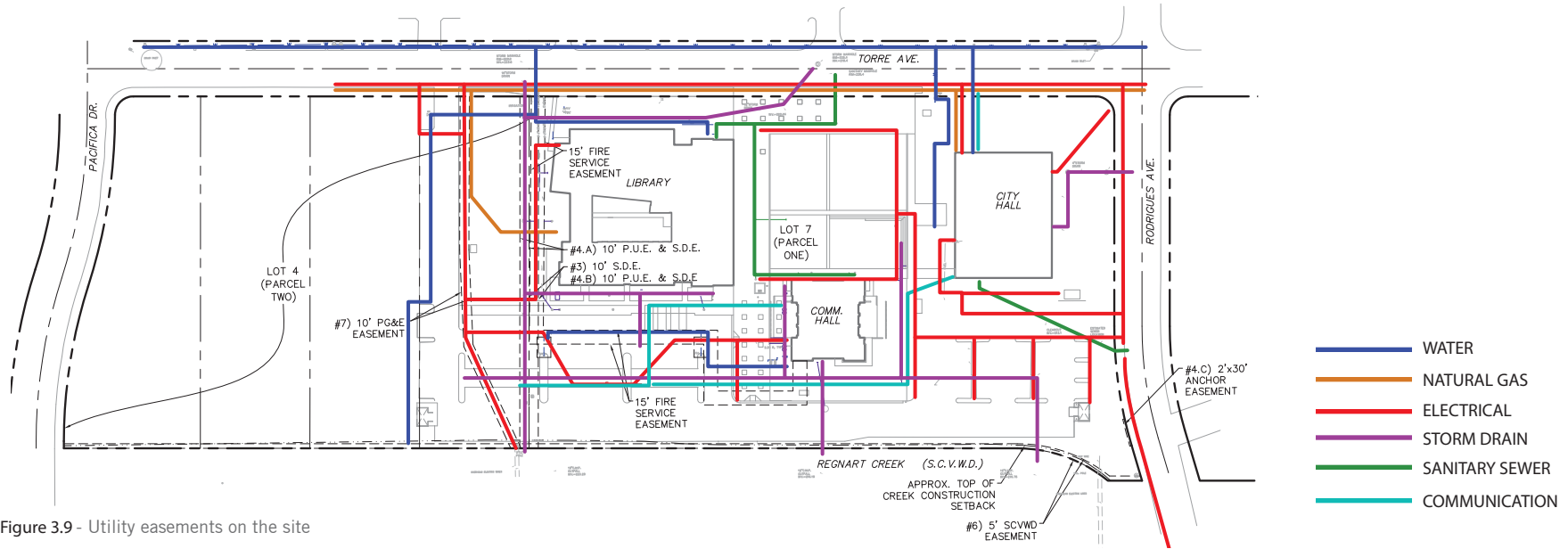


Figure 3.9 - Utility easements on the site

UTILITY EASEMENTS

The project study area contains multiple utility easements across its five parcels, including a fire service easement, and an easement in favor of the Santa Clara Valley Water District (SCVWD) along the eastern edge of the entire site. Some utility easements are occupied by active utility lines, while some do not appear to be occupied. None of the easements appear to contain utilities that could not remain in place or be relocated as part of construction of any of the Master Plan elements. If any utilities within existing easements must be relocated, current easements could

be abandoned and replaced with easements supporting the relocated utility alignment.

Currently, the Library, Community Hall and City Hall are served by distribution utilities from Torre Avenue. City Hall has connections both to Torre and to Rodrigues. There are at least four existing storm drain outfalls from the site to the neighboring Regnart Creek. Utilities within easements within the site are for the purpose of serving existing site facilities and do not serve outside properties. One exception to this may be a PG&E easement and

service that crosses from Torre to Regnart Creek.

The service is underground through the site and is overhead across the Creek to Farallone Drive. Although this line may serve adjacent areas, this does not preclude the possibility of relocation of the line on-site in coordination with PG&E.

Any necessary relocation of the on-site utilities may require coordination with utility companies or other agencies.

APPENDIX REFERENCES

A-07 Infrastructure: Existing Conditions Summary Memo (BKF, May 13, 2014)

Tree Survey

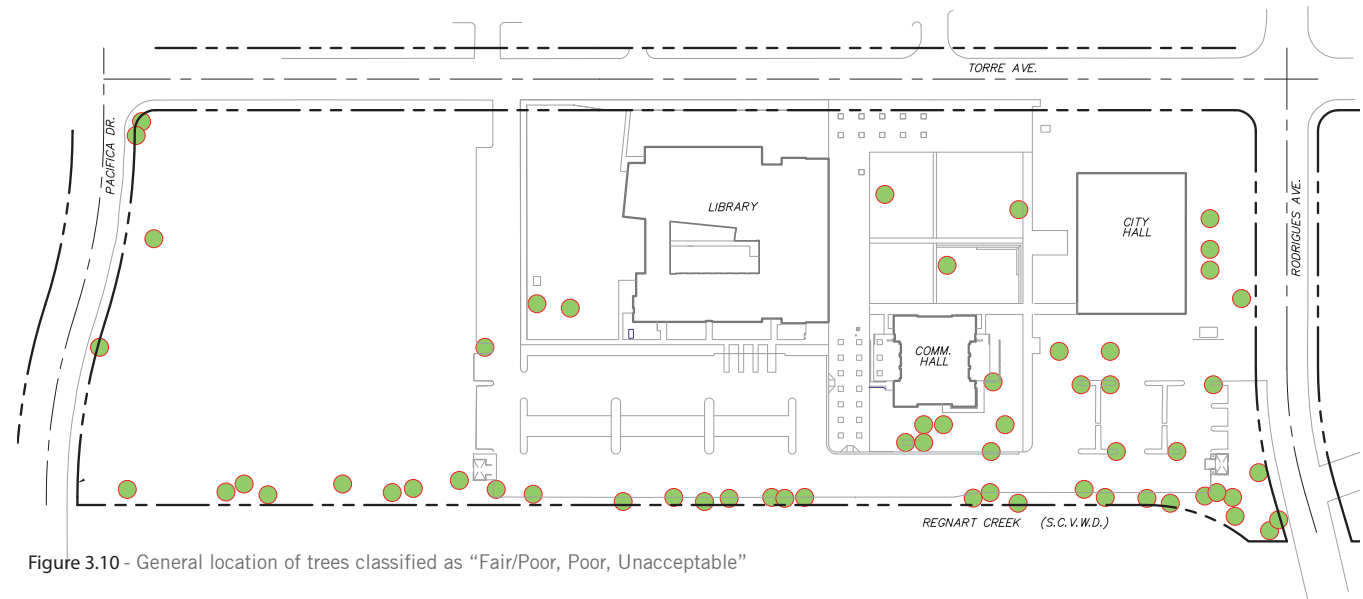


Figure 3.10 - General location of trees classified as “Fair/Poor, Poor, Unacceptable”

The Civic Center campus has 410 trees. The City of Cupertino conducted a tree survey to identify and describe the existing trees on site based on: size, condition and suitability for preservation to distinguish trees that are healthy, good for the area, and will fit in well with the proposed new use of the site.

A consulting arborist and horticulturist evaluated tree characteristics such as form, weight distribution, foliage color and density, wounds and indicators of decay were noted and used to classify trees into three categories:

- Excellent, Good, Fair/Good (264 trees)
- Fair (82 trees)
- Fair/Poor, Poor, Unacceptable (64 trees)

Specific recommendations for tree replacement will be developed during the detailed design phase.

APPENDIX REFERENCES

A-08 Arborist Report (Deborah Ellis, MS., Jan 2, 2015)

City Hall Structural & Mechanical, Electrical, Plumbing (MEP) Analysis

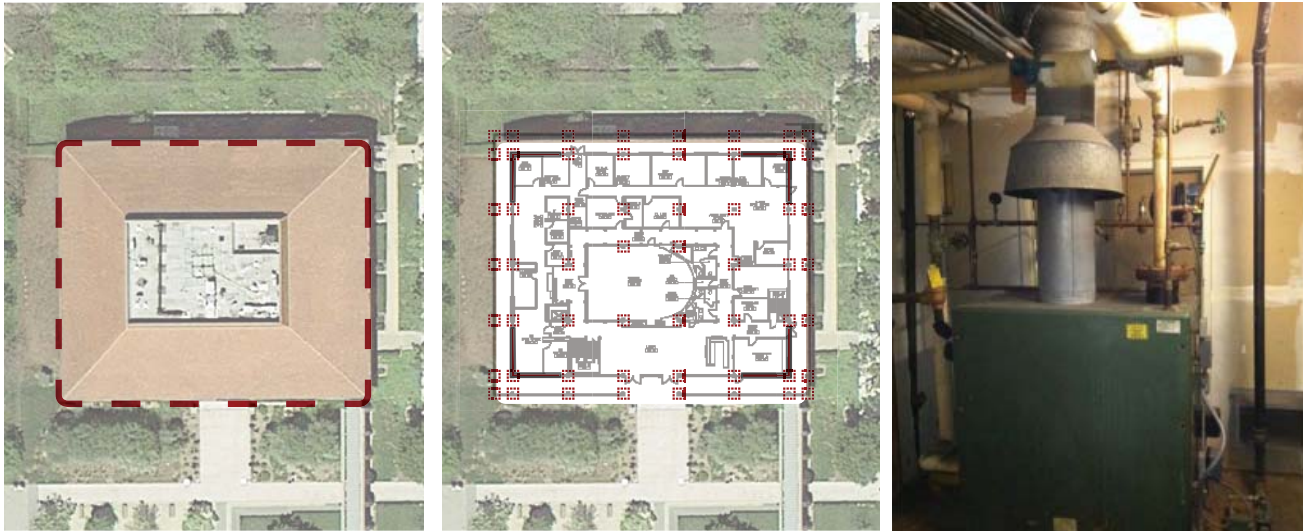


Figure 3.11 - Significant structural challenges due to heavy roof and weak columns

Figure 3.12 - Challenged for mechanical code compliance

An evaluation of City Hall in 2012 concluded that the existing structure does not comply with current codes related to Essential Service Facility Requirements. As part of this Master Plan study the design team explored five alternative options for the future of the City Hall, with various degrees of improvement, from performing the minimum amount of architectural remodel and structural strengthening to a brand new replacement building with additional parking underground.

The five options studied and analyzed for the City Hall building are:

- Option A – Upgrade City Hall with life safety
- Option B – Upgrade City Hall for immediate occupancy + EOC
- Option C – Gut and remodel City Hall + immediate occupancy + EOC
- Option D – New City Hall building with basement parking
- Option E – New City Hall building with basement parking + council chambers

For detailed comparison see appendices referenced.

APPENDIX REFERENCES

A-09 Cupertino City Hall Essential Services Facility Analysis (AKH, 2012)

A-10 Cupertino City Hall: MEP Systems Alternatives Study (PAE, Oct 2, 2014)

A-11 Cupertino City Hall Alternatives Study, Structural Evaluation (Tipping Mar, Sept 29, 2014)

KEY FINDINGS OF EXISTING CITY HALL:

- Existing facility does not meet code requirements to house an EOC (Emergency Operations Center);
- Existing concrete columns throughout the building are recommended for strengthening or replacement;
- Additional concrete shear walls are recommended for seismic support;
- Existing clay tile roofing is heavy and has unnecessary structural implications;
- All mechanical systems are 30+ years old and are recommended for replacement;
- There are utility redundancy and code compliance issues related to the location and performance of generator, cooling tower, gas fired boiler and chiller;
- Existing plumbing fixtures need upgrade;
- Light fixtures are not energy efficient and require replacement to meet current codes;
- Window glazings are not tempered.

City Hall Spatial Analysis



Figure 3.13 - Better and more efficient public service interface required

In November of 2014 the design team of architects, interior designers and engineers toured the existing City Hall to identify the opportunities and challenges related to service to the public and provision of efficient and healthy work space for City employees. Findings then informed both retrofit and new building alternatives.

APPENDIX REFERENCES

A-12 City Hall Alternatives Study
(P+W, Sept 16, 2014)

A-13 ADA Self Evaluation & Transition
Plan (City of Cupertino, March, 2015)

KEY FINDINGS OF EXISTING CITY HALL:

- Poor public service interface;
- Work place environment is inefficient and inflexible to the way people work;
- Insufficient meeting space to support city business functions;
- Lack of daylight in basement workspaces and meeting rooms;
- Underutilized lobby space;
- Poor connection to Library Plaza and the public space;
- Current layout does not accommodate the projected 10% growth of city staff projected for the future;
- Modifications for ADA compliance specifically at the main entrance, sizing of elevators, and public restrooms are recommended as per the 'ADA Self Evaluation and Transition Plan' conducted by the City.

04. MASTER PLAN

THE CIVIC CENTER'S FUTURE

Cupertino's Civic Center Master Plan is tailored in every way to the needs of the City, the aspirations of its citizens and stakeholders, the City's commitment to efficient and sustainable strategies and the careful manner in which the City Council considers, shapes and phases capital investments.

The work behind the Master Plan was detailed, deep and broad in its topics, investigating questions raised by city and library staff, community and City Council members. That work including planners and urban designers, site and building engineers, transportation planners, parking specialists and cost estimators helped the City study and then narrow the focus on preferred actions for the Civic Center. The detailed work that supports those findings is available in Appendix documents.

The Master Plan itself begins with the Common Elements of the Plan which will be applied in consideration of any actions at the Civic Center in the years ahead. In part these elements help to preserve the best of the site in its ability to welcome and serve the public, meet the growing needs of users, and maintain the soft green nature ensured by the tree lined edges and the memorial grove. In addition it calls out elements of change that have broad support and must be kept in mind as decisions and actions are phased over several years. Those elements with broad support include - plaza enhancement, improved service to educational and cultural uses, and the commitment to meet parking needs with the absolute minimum impact on green spaces or public use of the Civic Center.



Figure 4.1 - Civic Center program game pieces developed for an interactive community workshop



Optional additional surface parking (68 spaces) has been considered to allow flexibility for a Library expansion prior to implementing the new City Hall. This also facilitates on-site traffic circulation during the construction of the City Hall and its basement parking. The Library Field could be restored back once the new City Hall is completed.

Figure 4.2 - City Council directed Civic Center Master Plan

COMMON ELEMENTS OF THE MASTER PLAN

Although not necessarily exhaustive in scope, these common elements of the plan constitute the foundation for future decision making at Civic Center. As a guide, these elements retain a dynamic ability to respond to evolving priorities over time, while ensuring incremental changes are aligned with the larger vision.

MEMORIAL GROVE

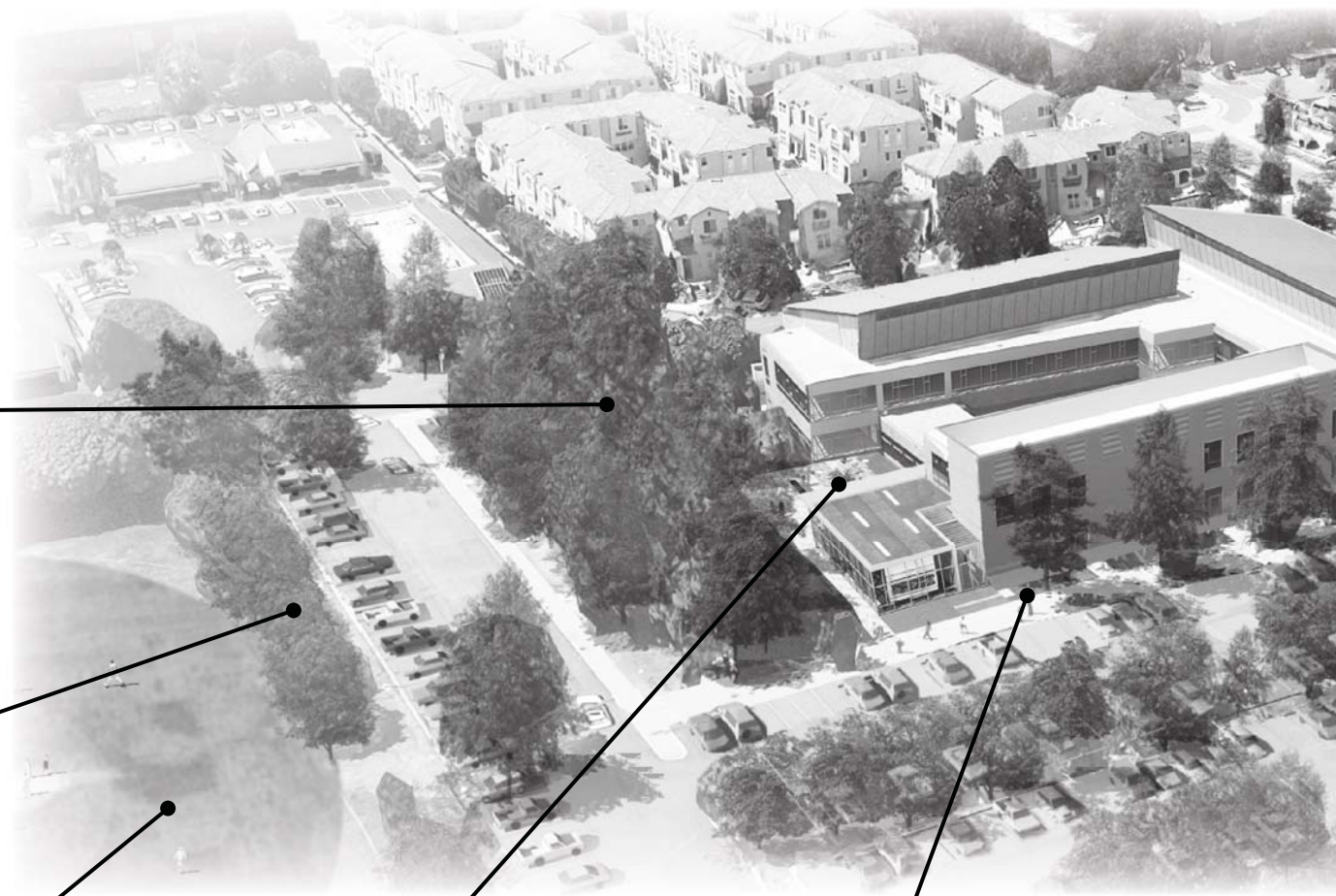
Memorial grove is a peaceful place of respite under the canopy of redwoods. Special consideration should be given to protect and preserve this as an outdoor gathering space for visitors.

TREE-LINED EDGES

One of the most identifiable features of Civic Center is its natural setting and tree canopy. The perimeter of Civic center should maintain a continuous tree edge; encouraging the removal of unhealthy trees and the replacement and/or addition of new trees as recommended by an arborist.

LIBRARY FIELD

Library Field is a place to gather, recreate and host the community for large civic and cultural events. Its shady tree-lined edges and open fields also provide the balance of nature that residents love. Any future site improvements to the field should honor the recreational uses offered to residents, while improving landscape quality and site furnishings.

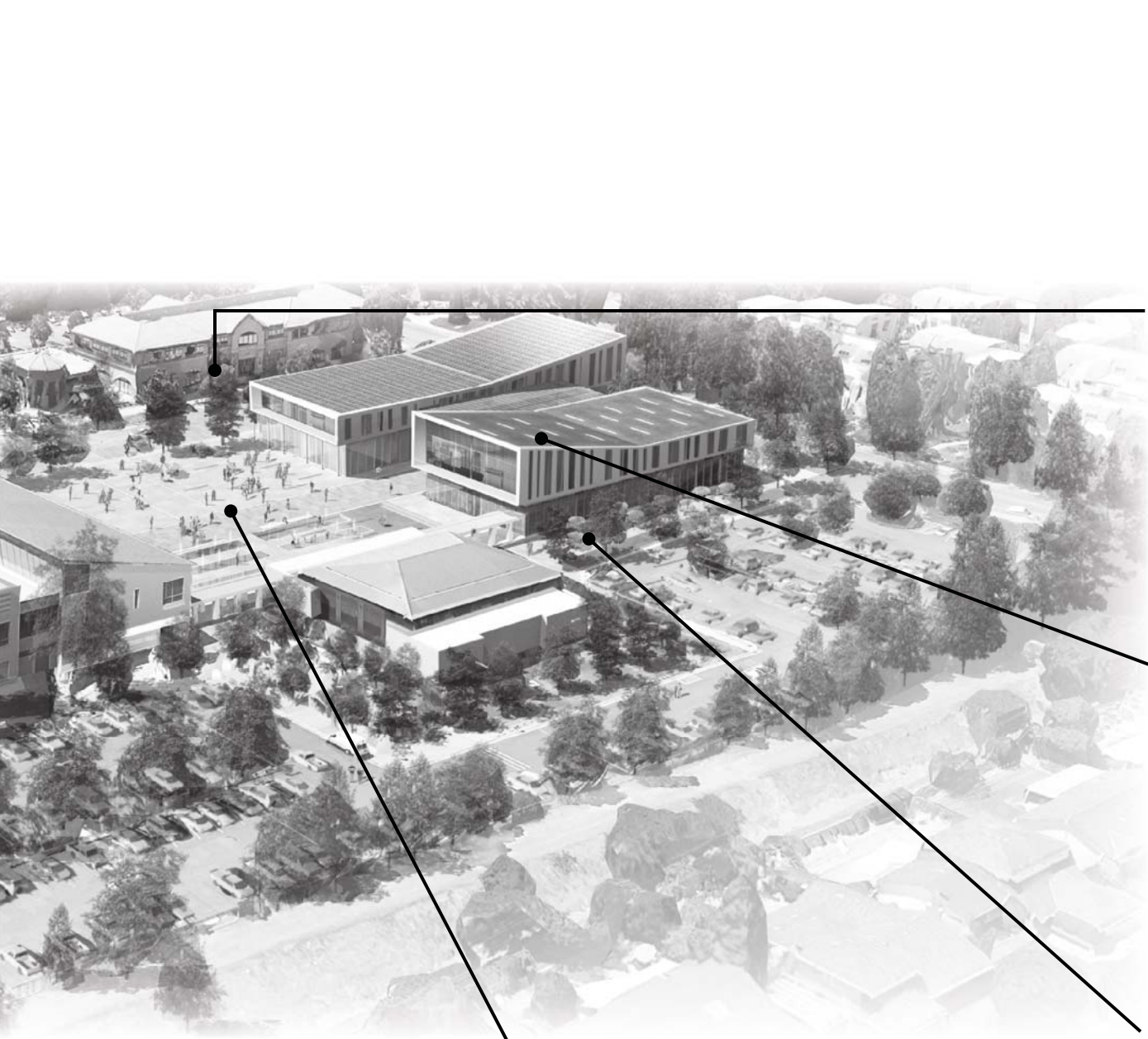


LIBRARY EXPANSION

A building expansion is planned to accommodate the growing program requirements of the Library. A new addition should respect the architectural character of the Library and complement the existing operation. Provide additional open spaces such as courtyards where appropriate.

“NORTH-SOUTH WALKWAY”

This walkway unites the site as a civic campus. Future planning should provide enhanced sidewalk connections from library field to library plaza. New design elements such as a direct entrance to the new Program Room entrance, outdoor furniture, landscape improvements and lighting should support visual and pedestrian connections across the site.



TORRE AVENUE STREETScape

Torre Avenue is the front door to the Civic Center, a critical north/south connector street, and will be the key address for an expanded schedule of civic events and festivals that enliven the site. A construction along Torre or Rodrigues could do much to improve the public arrival at the Civic Center with excellent architecture, streetscape design and lively pedestrian activity. Appropriately wide and inviting sidewalks should be provided along any new buildings or additions.

CITY HALL

The Master Plan proposes to replace the existing City Hall building with a new building and provide parking below. The building's architecture should address the City's civic identity and be planned to enhance public's experience with its government. Opportunities to share City Hall facilities, meeting and functions spaces with community programs should be encouraged.

PARKING

Civic Center's continued popularity resulted in the current parking challenge. Any future parking solution should first look to integrate parking demand management strategies and second plan to prioritize highest and best use of land by consolidating parking below ground.

LIBRARY PLAZA

Library Plaza is the City's most important civic gathering space and as such should continue to be updated with consideration for the function, size and activity of its users.

Figure 4.3 - Common elements of the Civic Center Master Plan

THE MASTER PLAN

An aerial architectural rendering of a university campus master plan. The scene shows a mix of traditional brick buildings with red roofs and modern, multi-story structures with large glass windows. A central area is dominated by a cluster of interconnected, multi-story residential-style buildings with light-colored facades and grey roofs. To the left, there's a large parking lot with several cars. In the foreground, a road with a sidewalk and trees runs parallel to a green lawn where a few people are walking. The overall atmosphere is bright and clear, suggesting a sunny day.

LIBRARY EXPANSION

130-seat Program Room addition



NEW CITY HALL
40,000 Gross Square Feet

UNDERGROUND PARKING
118 SPACES

Figure 4.4 - Three-dimensional visualization of the Civic Center Master Plan

New City Hall Building



Figure 4.5 - A conceptual visualization of the New City Hall

The Master Plan proposes to replace the existing 1965 City Hall with a new 2-story building with a 118-space parking garage below. The architectural expression of the New City Hall should represent the City's contemporary civic identity and express the community's civic values of open engagement with the government. The building should be beautiful, naturally-lit, resource-efficient, highly effective work space environment, with shared community programming and engagement opportunities.

KEY ASPECTS OF THE NEW CITY HALL:

- Greatly improved public experience and amenities;
- Seismic requirements explicitly accommodated for immediate occupancy;
- Integration of new resource efficient systems to reduce water and energy consumption and minimize building maintenance costs;
- Maximized daylighting and natural ventilation;
- Multi-use meeting rooms and common spaces that are open to the community;
- Integrated underground parking solution;
- Enhanced civic identity and public interface;
- Locus of civic pride;
- New 50 year life span;
- Optimized systems for comfort (thermal, lighting, acoustics, user control, biophilic design) and increased productivity;
- Enhanced work place for city employees;
- Provide for 10% growth in staff and services over time while assuring flexible, expandable work and shared community spaces;
- Creation of a civic porch for visitors to spend time and participate in plaza events;
- Strong connection to a vibrant Library Plaza.

APPENDIX REFERENCES

A-14 Civic Center Master Plan City Council Presentation(P+W, Oct 21, 2014)

A-15 Civic Center Master Plan Scenarios (P+W, Dec 11, 2014)

Underground Parking Below The City Hall

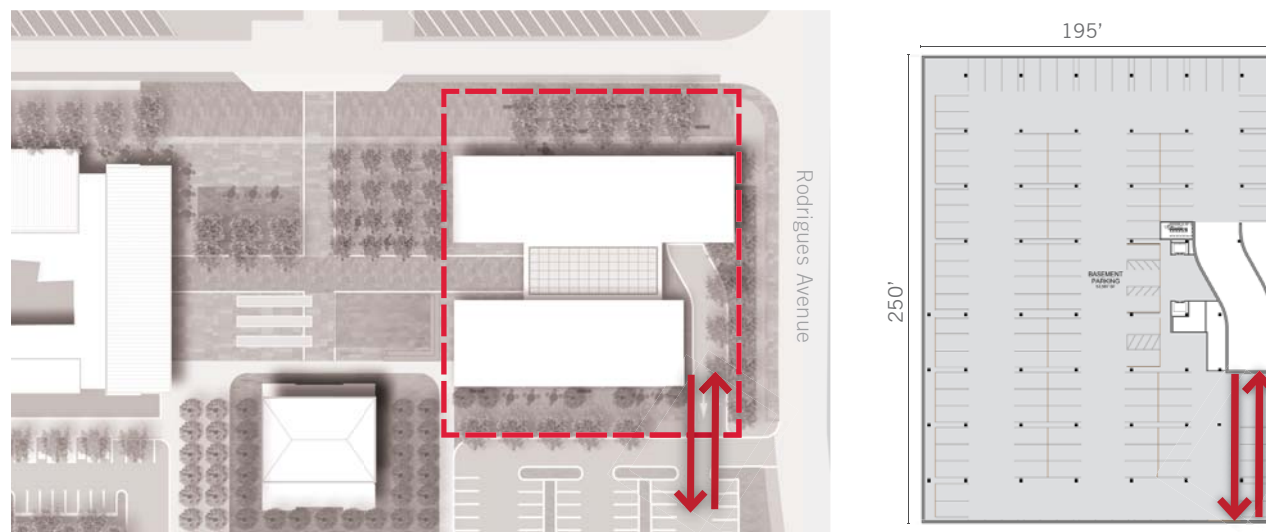


Figure 4.6 - Location and conceptual layout of underground parking below New City Hall

Underground parking was the preferred parking solution as per surveys and community input. The underground parking solution below the New City Hall was approved by the City Council. The proposed 118-space basement parking meets the projected needs at the Civic Center and provides for some additional capacity.

In addition, an optional surface parking solution has been studied as interim relief while the underground parking is still under construction. This is located at the south-eastern end of the site along the Library Field for 68 new spaces.

KEY FEATURES OF UNDERGROUND PARKING BELOW THE NEW CITY HALL:

- Two-in-one approach solves long term need for parking and a new City Hall with one construction cycle;
- Layout can be sized to match the parking need (up to 118 spaces);
- Can accommodate the estimated parking demand of the Master Plan and have some excess capacity for future needs;
- Utilizes the already excavated basement level that exists today;
- Structural system designed to integrate future New City Hall above and provide flexibility in parking layout;
- Conveniently located for shared access with Library, Community Hall, and City Hall;
- Easy access and seamless traffic flow with existing parking layout.

APPENDIX REFERENCES

A-14 Civic Center Master Plan City Council Presentation(P+W, Oct 21, 2014)

A-15 Civic Center Master Plan Scenarios (P+W, Dec 11, 2014)

Library Expansion

The Master Plan proposes to expand the ground floor of the existing Library by about 2,000 square feet to accommodate a 130-seat Program Room. This expansion will alleviate the pressure on the Community Hall which is frequently used by the Library for its programming.

There were four Library expansion concepts studied for a 130-seat Program Room that would have the flexibility to be partitioned into two smaller Program Rooms, as needed. Ancillary facilities such as new entry courtyard, lobby, rest rooms and storage will be added as part of the expansion. The proposed expansion would occur on the south side of the library and be accompanied with site improvements that would provide easy access to visitors beyond the library hours. The expansion provides a wonderful opportunity for the library to open up and embrace the Memorial Grove. The south entry courtyard with steps and seating serves as an additional outdoor spill-out space, integrating the Grove within the Library landscape.

Of the four alternatives studied, the East Wing Expansion (elaborated in the next section) has the largest footprint and was included in the Initial Study for its environmental impact. All other options will have a lesser environmental impact.

LIBRARY EXPANSION OPTIONS

1. West Wing Expansion - an increase in the size of the existing Story Room
2. East Wing Expansion - a new 130-seat Program Room on the south end of the east wing.
3. Courtyard Infill - Enclosing the courtyard for a large Program Room
4. "Perch" addition - A second floor addition over the Childrens' Reading Area bridging the east and west wings.

APPENDIX REFERENCES

A-15 Civic Center Master Plan
Scenarios (P+W, Dec 11, 2014)



Figure 4.7 - Four potential locations for Library expansion studied as part of the Civic Center Master Plan



Figure 4.8 - East Wing Expansion option

EAST WING EXPANSION OPTION

The East Wing expansion is a single story building addition, adjacent to the existing east wing of the Library. The expansion provides room for an additional 130 seats for events.

PROS:

- Compact addition;
- Cost effective;
- Ideal room configuration allows seating flexibility;
- Ideal ceiling height achievable;
- Adjacent to existing mechanical equipment penthouse on the east wing;
- Potential retention of existing Story Room;
- Minimum disruption of Library operations.

CONS:

- Employee Breakroom will require relocation;
- Some Library stacks in the Children's Reading Area will be affected;
- Some impact to Memorial Grove is expected.



Figure 4.9 - Conceptual plan of the East Wing expansion of the Library



Figure 4.10 - A conceptual visualization of the south entry courtyard of the East Wing Library expansion option. View looking east from Torre Avenue.

Site Improvements

The Master Plan provides an excellent opportunity to enhance the open space amenity at the Civic Center. It enables the City to respond to the community's aspirations for more functional gathering space. It also allows an opportunity to establish an appropriate plant palette, and appropriate paving material to respond to the climatic challenges facing California in present times. In particular, drought-tolerant plant species will be planted. Irrigation will be installed to adapt to use graywater from the New City Hall building in the future. Features like permeable pavers and stormwater detention and filtration planters will be used to reduce the amount of impervious surface on the site.

The 3 specific areas of intervention are:

1. Additional optional surface parking lot along the eastern end of the Library Field. Removal of turf and replacement with stabilized gravel will provide the required surface for parking while allowing infiltration of stormwater.
2. The Library Expansion opens up the possibility of engaging the Memorial Grove with a south entry courtyard, an additional outdoor space for library users to spill out.
3. The New City Hall with its basement parking provides the Library Plaza a northward extension with ample opportunity for planting, seating, and lighting to enhance the overall experience of the Civic Center.

In addition, an estimated 80 trees will be impacted due to the new construction. A detailed plan for tree replacement and other landscape planting will be prepared in the subsequent detailed design phase.

SITE IMPROVEMENTS AREAS:

1. Additional Surface Parking
2. Library Expansion
3. City Hall

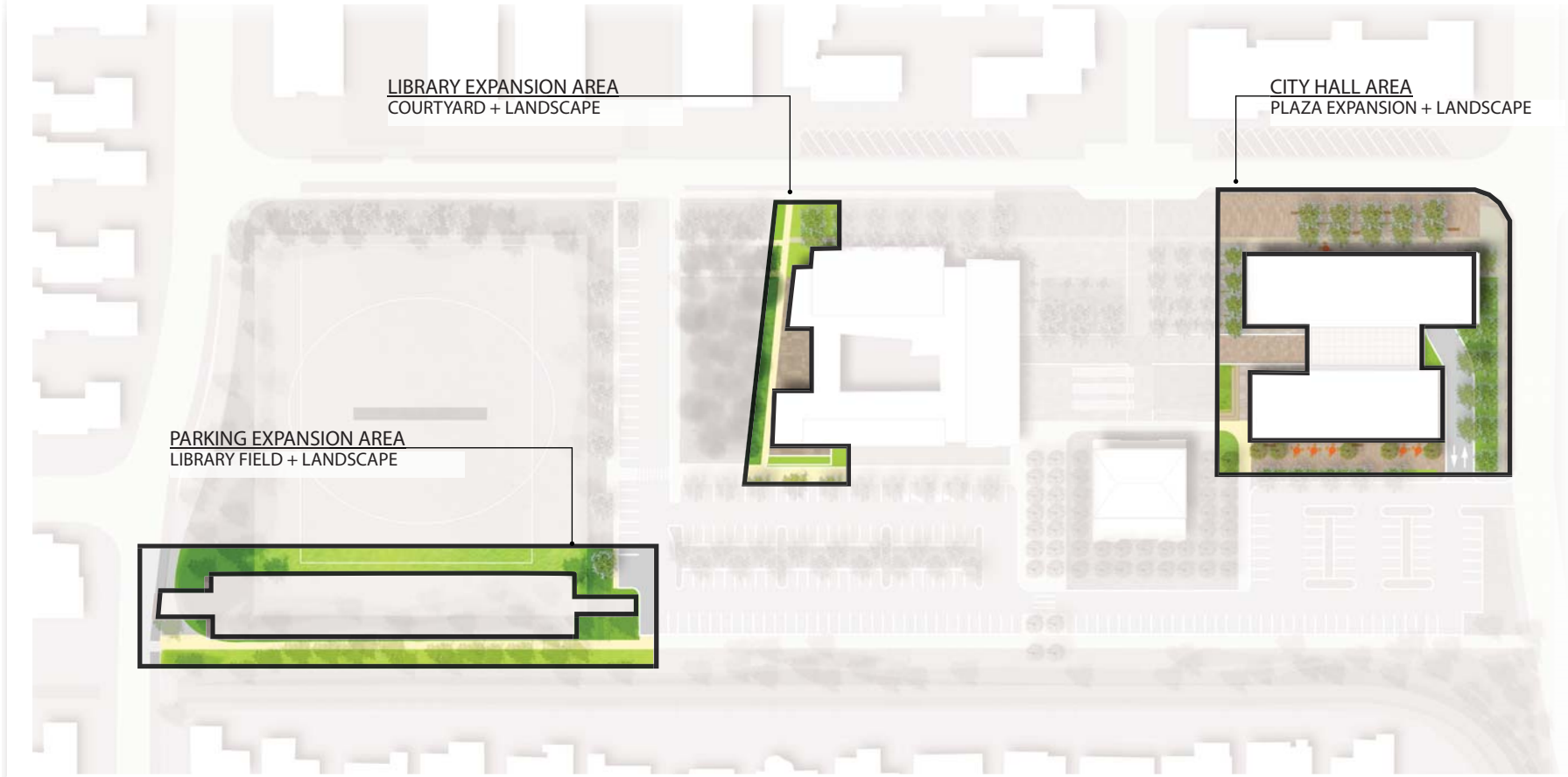


Figure 4.11 - Areas of site improvement as part of the Civic Center Master Plan

FLEXIBILITY OF THE MASTER PLAN

INTRODUCTION

The Civic Center Master Plan has been evaluated for environmental impacts, as required by the California Environmental Quality Act (CEQA). The environmental Initial Study (IS) concluded that the Master Plan described thus far, with the incorporation of mitigation measures, would not have any significant effect on the environment. The IS report studied the maximum build out scenario for the Civic Center. However, if during subsequent detailed programming phases the City were to conclude the need for a Master Plan program, the City has the flexibility to down-size the program elements for a more cost-conservative improvement.

REDUCED-SCALE ALTERNATIVE

One such Master Plan was studied as an alternative here. The plan proposes a New City Hall with an efficient work-space environment and a sharing of the city meeting rooms and common lobby area for community use during non city work hours i.e. during weekday evenings and on weekends only. This allows an extended, multi-use programming ability in the New City Hall while minimizing the size. The total size of the City Hall is analyzed to be in the range of 30,000 to 35,000 gross square feet. A more detailed programming study will be necessary to ascertain the right size under this scenario.

The associated basement parking for this plan is proposed as a reduced 77-space underground parking. The daytime parking provided for the public users and visitors of the dedicated community rooms planned in the larger

40,000 gross square feet New City Hall is redundant in this alternative.

At the October 21, 2014, Council presentation, staff recommended a New City Hall of 35,000 square feet that would achieve the goals to accommodate the anticipated modest growth of administrative functions and services and to include additional meeting space to satisfy some amount of community use. The 40,000 square feet approved by Council as the preferred alternative would provide for a generous amount of community space and use.

While reducing to 30,000 square feet may provide the minimum space required for administrative functions, it offers little opportunity for community use space.

The Library expansion is also minimized in this alternative scenario. Instead of the 130-seat additional Program Room, the existing Story Room is transformed to a flexible Program Room that can seat a total of 100 people. This increases the current capacity by 70 seats. Ancillary facilities such as new entry courtyard at the south end of the library, lobby, restrooms and storage would be sized for this program.

APPENDIX REFERENCES

A-15 Civic Center Master Plan Scenarios (P+W, Dec 11, 2014)



Figure 4.12 - Reduced-scale alternative to the Civic Center Master Plan

COST IMPLICATIONS

It is important for a practical and action-oriented plan to put forth a vision and place it in a practical framework of costs. Rough order of magnitude costs were developed to help understand the financial implications of the Civic Center Master Plan and the alternative scenarios of the reduced-scale Master Plan. The additional optional surface parking lot along the south-eastern end of the site, is an early action phase and is costed separately. The table overleaf shows a breakdown of the total project cost by four key components - New City Hall, Library expansion, additional surface parking and site improvements.

The Master Plan with a 40,000 gross square feet New City Hall, a 118-space basement parking, and a 130-seat Program Room in the east wing of the Library is estimated to cost about \$68.1 Million. A smaller City Hall of 35,000 gross square feet, a 77-space basement parking, and a 100-seat Program Room in the west wing of the Library is estimated to cost about \$62.3 Million. A 30,000 gross square feet New City Hall with a 77-space basement parking, and a 100-seat Program Room in the west wing of the Library is estimated to cost about \$50.7 Million.

A detailed breakdown of each of the scenarios, their program components, and the list of assumptions made to determine the preliminary cost estimate are available in the appendices listed here.

APPENDIX REFERENCES FOR COST ESTIMATION

A-16 Cupertino City Hall Cost Estimates (TBD, Feb 12, 2015)

A-17 City Hall Parking Cost Estimate (TBD Jan 15, 2015)

A-18 Library Expansion Cost Estimates (TBD Feb 12, 2015)

A-19 CCMP Added Surface Parking Cost Estimate (TBD, April 24, 2015)

A-20 CCMP Sitework For City Hall (TBD, May 15, 2015)

NEW CITY HALL		LIBRARY EXPANSION		ADDITIONAL SURFACE PARKING	SITE IMPROVEMENT	TOTAL CCMP COST
CITY HALL PROGRAM <i>Gross Square Feet (GSF)</i>	PROJECT COST	PROGRAM ROOM	PROJECT COST			
City Hall (40K GSF) + Basement Parking (118 stalls)	\$56,200,000	East Wing Expansion (130 Seats)	\$5,400,000			\$68,100,000
City Hall (35K GSF) + Basement Parking (77 stalls)	\$51,100,000	West Wing Expansion (100 Seats)	\$4,700,000	\$1,100,000	\$5,400,000	\$62,300,000
City Hall (30K GSF) + Basement Parking (77 stalls)	\$46,000,000	West Wing Expansion (100 Seats)	\$4,700,000			\$50,700,000

NOTES

Project Cost = Construction Cost + Escalation + Soft Cost + Construction Contingency
 Escalation = 15% of Direct Cost for a near-term start (3 years at mid-point with a 2015 start)
 Soft Cost = 25% of Construction Cost
 Construction Contingency = 10% of Construction Cost

Table 1 -Rough Order of magnitude cost estimation of the Civic Center Master Plan scenarios

05. PATHS TO IMPLEMENTATION

A ROADMAP TO ACCOMPLISH THE PLAN...

PHASING STRATEGY

INTRODUCTION

This Master Plan lays the foundation upon which design, finance and operations decisions can be made in the years ahead. It has considered cost implications for the options possible as to the provision of interim or long term parking improvements, size of a potential New City Hall, and the sensitive introduction of a Library expansion to support Story Room, lecture/classroom programs at the Library. City leaders, guided by the Plan, will match each action with careful allocation of funds and full deliberation upon options and actions to determine the appropriate implementation timing. The Master Plan, as illustrated overleaf, provides the City and the City Council members the flexibility of a phased implementation. It successfully address the challenges faced by the Civic Center today with minimum disruption and with no compromises to the Guiding Principles or the opportunities in the future.

PHASE 1

Phase 1 proposes to build a low-impact, additional surface parking lot on the south-eastern end of the site along the Library Field. Accessed from Pacifica Avenue and connected to the existing parking lots, this phase meets the current unmet parking demand of 20 spaces. The 68 parking spaces added has excess capacity to successfully provide for the 130-seat Program Room when built.

PHASE 2 and 3

Phase 2 and 3 could be built as one complete phase or two interchangeable phases, if built separately. The Library expansion and the new City Hall with the underground parking are proposed to be built in this phase(s). Other decision-making parameters will influence the best path forward; however, the surface parking added in phase 1 serves this construction phase well with increased access, circulation and staging area.

PHASE 4

Phase 4 proposes to remove the additional surface parking provided in phase 1 and restore the popular Library Field to its original size. The underground parking below the City Hall is sized to accommodate all the parking needs of the Master Plan with some excess. It thus renders the additional surface parking redundant for the foreseeable future.

This incremental approach enables an immediate start with minimum disruption and maximum continued functioning of the Civic Center programs.

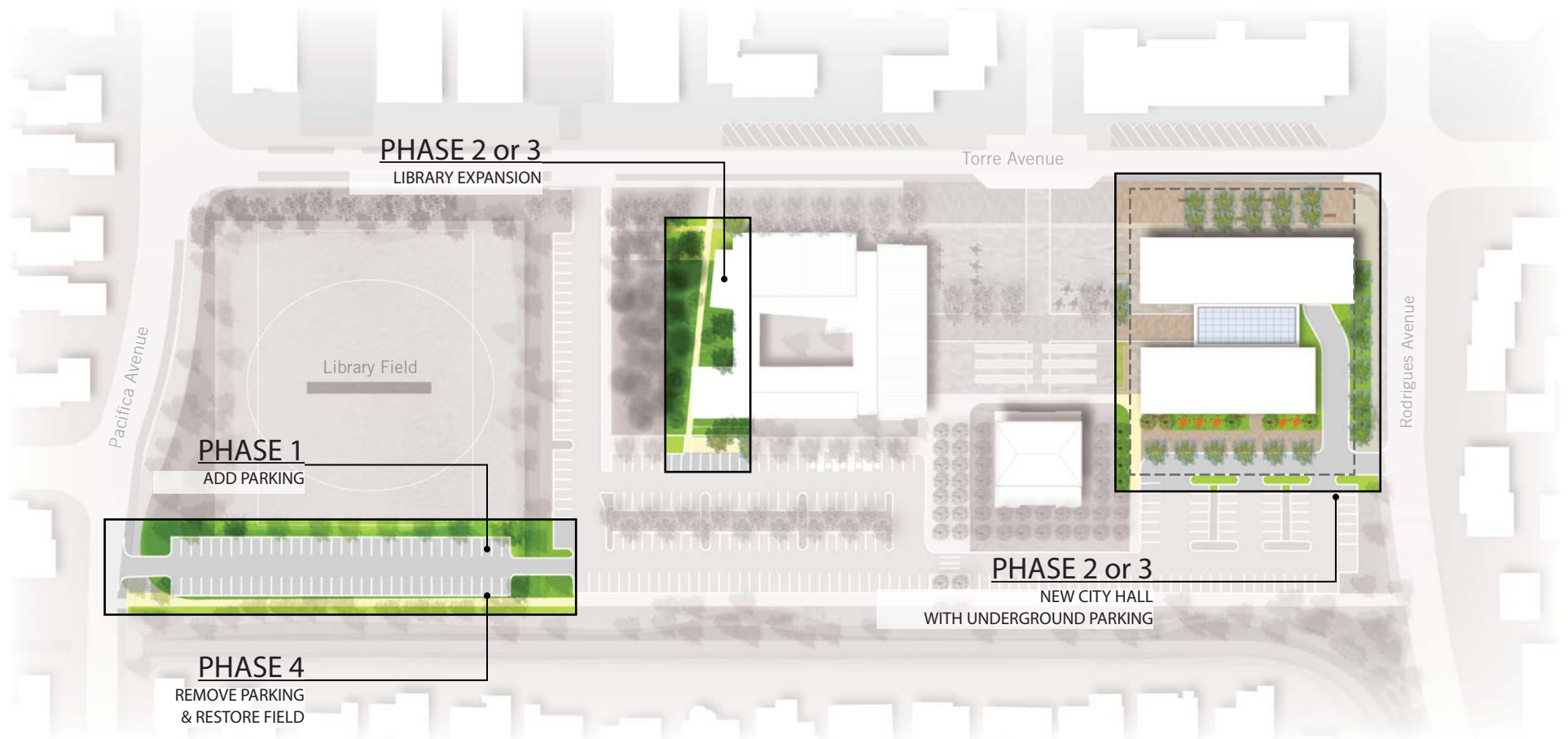


Figure 5.1 - Potential phasing plan for the Civic Center Master Plan

FINANCING STRATEGY

As described under Cost Implications, the Master Plan is anticipated to cost about \$68 million. The City could primarily fund these improvements through a combination of direct contributions from the City's Capital Improvement Program revenues and through the issuance of new Certificates of Participation (COP) debt. The City could raise additional funding from private donations to help fund the public spaces and/or furnishings, fixtures and equipment (FF&E) from local non-profit organizations. In particular, the FF&E for the Library expansion could be funded through fundraising by the Friends of the Cupertino Library, just as when the Library was built in 2004. In addition, the County Library District could be asked to potentially increase its lease revenue payments and/or directly contribute to the Library expansion given the large amount of future property tax revenues anticipated from new development.

Based on discussions with City staff, the City is anticipated to directly fund about 10 percent (\$6.8 million) of total project costs through its Capital Improvement Program over a two- to three-year period. This level of General Fund contribution could be lowered or reimbursed from other resources, such as private donations or County Library revenues.

Assuming that \$6.8 million of project costs are directly funded, the net project costs to be funded by a new COP would total \$61.3 million. Annual debt service on a new COP is projected to be about \$4.0million annually given the City's excellent financial position and credit rating. Given projected future General Fund revenues of \$62million, annual new COP debt service payments of \$4.0million would represent approximately 6 percent of General Fund revenues.

Based on the fiscal revenue projections described in Appendix-21, anticipated growth in General Fund revenues from new development would likely more than offset this additional debt burden. As demonstrated in Appendix-21, this recommended funding strategy represents a reasonable approach to funding the proposed Civic Center Master Plan.

Project Costs/ Funding Sources	Amount
New City Hall Project Costs	\$62,700,000
Library Expansion	\$5,400,000
Less: City Contribution (10% of Costs)	(\$6,800,000)
Net Costs To Be Funded by New COP	\$61,300,000

New COP	Assumptions
Bond Proceeds	\$61,300,000
Bond Reserve/ Issuance Cost	\$4,600,000
Bond Principal Amount	\$65,900,000

Debt Service	
Term	30 years
Interest Rate	4.5%
Annual Debt Service Payments	\$4,000,000

Table 2 -Potential funding structure for Civic Center Master Plan

APPENDIX REFERENCES

A-21 Cupertino Civic Center Funding Strategy Analysis (Seifel Consulting Inc, May 15, 2015)

CONSTRUCTION DELIVERY METHODS

There are a number of options for construction delivery available to the City to choose from. The three most relevant for the implementation of the Civic Center Master Plan are :

1. Design/Bid/Build
2. Design/Build
3. CM-at-Risk

Design/Bid/Build delivery method is the most traditional method. It relies on a linear process of completing the design to solicit bids and then awarding the contract to the lowest bidder. This method is less of a partnership between the owner and the contractor and could lead to claims and delays; however the owner has more control over the design and performance of the building.

Design/Build is generally preferred for large projects where character and aesthetics are not a primary factor. A set of bridging document prepared by the owner and the owner's designer serves as the basis of soliciting bids from the general contractor. The selected contractor works with their team of designers to detail the building and construct it. The owner usually has less control over design and performance of the building in this method but there is a lesser risk of claims and delays.

CM (Construction Manager/ Contractor) at Risk method allows the owner to share the responsibility and the risk with the construction management/contract team by bringing them on board early in the process to help partner in the design development and costing. The construction management team selects the sub-contractors through a bid process and is responsible for their performance quality. The partnership between the owner and the contractor has a lesser risk of claims and delays in this method and hence a lower risk for the owner.

APPENDICES

03. CONTEXT

- A-01 Community Conversation Interviews Report (PDC, April 2014)
- A-02 Cupertino Stakeholder Meeting Presentation & Feedback (P+W & PDC, May 14, 2014)
- A-03 Community Workshop Presentation (P+W, July 30, 2014)
- A-04 MindMixer Update with comments (PDC, August 18, 2014)
- A-05 Community Feedback Summary Presentation (P+W, August 18, 2014)
- A-06 Existing Transportation Condition Analysis (F+P, May 29, 2014)
- A-07 Infrastructure: Existing Conditions Summary Memo (BKF, May 13, 2014)
- A-08 Arborist Report (Deborah Ellis, MS., January 2, 2015)
- A-09 Cupertino City Hall Essential Services Facility Analysis (AKH, 2012)
- A-10 Cupertino City Hall: MEP Systems Alternatives Study (PAE, October 2, 2014)
- A-11 Cupertino City Hall Alternatives Study, Structural Evaluation (Tipping Structural, September 29, 2014)
- A-12 City Hall Alternatives Study (P+W, September 16, 2014)
- A-13 ADA Self Evaluation & Transition Plan (City of Cupertino, March, 2015)

04. MASTER PLAN

- A-14 Civic Center Master Plan City Council Presentation(P+W, October 21, 2014)
- A-15 Civic Center Master Plan Scenarios (P+W, December 11, 2014)
- A-16 Cupertino City Hall Cost Estimates (TBD, June 15, 2015)
- A-17 City Hall Parking Cost Estimate (TBD, June 15, 2015)
- A-18 Library Expansion Cost Estimates (TBD, February 12, 2015)
- A-19 CCMP Added Surface Parking Cost Estimate (TBD, April 24, 2015)
- A-20 CCMP Sitework for City Hall (TBD, May 15, 2015)

05. PATHS TO IMPLEMENTATION

- A-21 Cupertino Civic Center Funding Strategy Analysis (Seifel Consulting, June 23, 2015)

ACKNOWLEDGEMENTS

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CITY COUNCIL

Rod Sinks	Mayor
Barry Chang	Vice Mayor
Gilbert Wong	Council member
Savita Vaidhyanathan	Council member
Darcy Paul	Council member
Mark Santoro	Ex. Council member
Orrin Mahoney	Ex. Council member

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Timm Borden	Director of Public Works
Katy Jensen	Capital Improvement Program Manager
Carmen Lynaugh	Public Works Projects Manager
Aarti Shrivastava	Director of Community Development
Carol Atwood	Director of Parks & Recreation
Lisa Taitano	Finance Manager
Kristina Alfaro	Interim Director of Administrative Services

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Gayathri Kanth	Community Librarian

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