



Implementation

Implementation and Next Steps

An ambitious vision needs a solid implementation plan. The outline implementation plan described here is a first iteration — it starts to identify immediate next steps and more long-term tasks and actions needed to implement the vision. At this early, visioning stage, there are many unknowns, and many possibilities —relating to funding streams, programs and design. On a project of this complexity the implementation matrix must be developed collaboratively with a City of Berkeley Civic Center project manager.

Next steps should include the following;

- Establish a Civic Center Project Stewardship Group to manage all next steps
- Align with other City projects and efforts
- Define list of first City Projects in the Civic Center area.
- Seek funding for implementation of City Projects. Types of City Projects include: City buildings and associated sites, Civic Center Park, and City streets.
- Define the “Civic Center Precinct Plan” area
- Define Scope of Early Activation Strategy and Initiatives
- Green light additional studies/planning work required.
- Explore a partnership opportunity between Berkeley High School and the Ecology Center to operate a food market with a student staff under the supervision of a market manager
- Secure funding for development of “Civic Center Precinct Plan”, solicit proposals by qualified consultants, and commission assignments.
- Secure funding for the development of an Early Activation Strategy and Initiatives, solicit proposals by qualified consultants, and commission assignments.

Berkeley Civic Center Vision Draft Implementation Matrix

July 2020

Phase 0: Adopt Civic Center Vision

Adopt vision statement, vision goals and conceptual design, including future uses, character of streets and other features integral to the implementation of the Civic Center vision.

Phase 1: Establish the Civic Center Stewardship Group, Develop the Precinct Plan, and Safeguard Historic Structures

Task A: Establish the Civic Center Stewardship Group

Objectives:

- A1 Objectives: Establishing a working group to address how decisions about Vision Plan implementation should be made, align with other City projects and efforts, green light additional studies required.
- A2 Define the masterplan / Precise Plan planning area (see Task C)
- A3 Establish the Working Group— City staff, commissions, partners and community members
- A4 Secure funding for development of masterplan, solicit proposals by qualified consultants, and commission assignments.
- A5 Define list of first City Projects in the Civic Center area (in tandem with C1). Begin to seek funding for implementation of City Projects. Types of City Projects include: Early Activation, City buildings and associated sites, Civic Center Park, and City streets.

Refer to Next Steps chapter for Phase 0, Continued Stakeholder and Community Engagement and Project Procurement

Task B: Stabilize Historic Buildings

Objectives: Protect historic resources by making near-term interventions to avoid irreparable damage and/or escalating future costs.

- B1 Review recommended interventions to avoid damage to historic resources, such as from weather and/or vandalism (see "Near-Term Stabilization").
- B2 Assign City staff responsibility to further define Near-Term Stabilization needs, secure funding for repairs, and ensure all necessary maintenance.
Commission additional reports identified in HSRs.
Priority additional investigations required at both historic buildings center around the need to trace water intrusion pathways to their source.
- B3 **See Implementation chapter**
Define projects
Repair solutions for active building deficiencies should be designed and implemented immediately following additional investigations in order to ensure the long term stability of the building envelopes. Solutions should be permanent where possible, but temporary repairs may be advisable. Multiple repair solutions may be grouped together into larger projects, however a number of factors will affect how these projects are implemented including the location and extent of damage, the materials and number of building trades required to complete the repairs, and the availability and capacity of local contractors. **See Implementation chapter for projects that are likely to move forward.**

Task C: Develop the Civic Center Precinct Plan

Objectives:

- C1 Develop a detailed Master Plan informed by the Vision Plan; this will include further program definition, detailed project definition, architectural design guidelines, public realm and landscape guidelines, and street guidelines. *Structural studies and others relating to conservation of historic buildings should be done prior.*
- C2 Master plan to include Funding strategy, governance models, financial modelling, tenant mix studies
- C3 Engage the community during the development of the Masterplan
- C4 Work with the Civic Center Stewardship Group to prepare a Precise Plan consistent with Vision Plan goals, with detailed guidance for: City buildings and building sites, Civic Center Park improvements, and City street improvements. The Precise Plan will provide guidance for spaces and structures in the planning area, setting parameters on programming, density, design and funding for City project and non-City project in the Precise Plan Area.
- C5 Identify project(s) to be implemented in advance of Precise Plan adoption. **See Phase 0**
- C6 Adopt the Civic Center Precise Plan

Phase 2: Project Development and Project Delivery

Task x: Seek funding

Objectives:

- Identify and pursue available public funds
- See Financial Strategy chapter**

Task x: Plan, set goals, set timeline

Objectives:

- Develop a work plan for project delivery to implement Precise Plan recommendations. Assign priority/time frame, major milestones, and responsibilities.

Task x: Partner on specific projects

Objectives:

- Develop Requests for Qualifications and/or Requests for Proposals (RFPs) to solicit: development partners with technical consultants for City buildings/sites, consulting firms for Civic Center Park detailed design and engineering, and consulting firms for City street design and engineering. Items to be considered in partnership agreements include: programming, historic preservation, building stabilization and level of seismic upgrade.
- Select partners
- Enter into relationship with partners (long lease, etc)
- Define and agree what are City and partner obligations.

Task x: Detailed Planning, Design and Projects Procurement

Objectives:

- City Projects: design, engineering, permitting, etc
- Developer partner projects: design, permitting, etc
- Park and public space projects
- Street projects
- Explore partnership opportunity between Berkeley High School and the Ecology Center to operate a food market

Task x: Physical implementation

Objectives:

- Break ground, oversee as needed
- Assign responsibilities for operations and maintenance, do O&M plan and budget, including historic buildings maintenance
- See Implementation chapter for details**
- Complete implementation

Phase 3: Post-Occupancy Ongoing Operations and Maintenance

Task A: Put the O&M plan in action

Objectives: maintain optimal use of City facilities through building/site operations and maintenance.

Task B: Measure and Evaluate

Objectives: Measure success, continue to test and refine based on the Vision Plan

- Re-do the Public Space Public Life survey
- Measurement of project results to be continuous/iterative

← The Civic Centre Vision Implementation Matrix, July 2020.

The Matrix is a "live" document that will be adapted and further detailed over time. A spreadsheet was submitted to the City of Berkeley.

Implementation and Next Steps

Historic Structures

— Next Steps

Additional Studies

Priority additional investigations required at both historic buildings center around the need to trace water intrusion pathways to their source.

These investigations include the following:

City Hall

1. Building Enclosure Investigation
2. Concrete Roof Slab Investigation
3. Roof and Water Conveyance
4. Concrete Entry Terrace Investigation

Veterans Memorial Building

1. Building Enclosure Investigation
2. Roof Technology and Water Conveyance Survey
3. Parapet Investigation

Additionally, structural concerns at both buildings require further study.

City Hall

Spire Structural Study

Veterans Memorial Building

Alternate Seismic Retrofit Scheme Study

Projects

Repair solutions for active building deficiencies should be designed and implemented immediately following additional investigations in order to ensure the long term stability of the building envelopes. Solutions should be permanent where possible, but temporary repairs may be advisable. Multiple repair solutions may be grouped together into larger projects, however a number of factors will effect how these projects are implemented including the location and extent of damage, the materials and number of building trades required to complete the repairs, and the availability and capacity of local contractors. Projects that are likely to move forward, if required, and that may be grouped if logical include:

City Hall

- Repair of concrete roof deck, flashing and roof tiles (Additional stabilization, replacement or removal of the deck to be coordinated with seismic stabilization project)
- Gutter, and wall and roof intersection repairs

- Sealant and flashing repairs
- Correction of previously-executed, inappropriate water leak repairs
- Removal of electrical service in basement space below entry terrace
- Repair of leaking at spaces below concrete entry terrace (Other changes in conditions at sidewalk lites and larger revisions to the concrete entry terrace to be coordinated with future building reuse)
- Temporary structural stabilization of roof spire (overall structural repair to be coordinated with seismic retrofit)

Veterans Memorial Building

- Through-wall scupper or localized roof failure repairs
- Roofing replacement
- Stabilization or removal of plaster finish in stairwells (Repair or replacement of wall framing or concrete stem walls to be coordinated with seismic rehabilitation)
- Repair of flashing and connection deficiencies at parapet
- Repair solutions that require more invasive removal or repair of the building interior, in particular the seismic retrofits, should be designed in conjunction with the overall building adaptive reuse projects.

Operations and Management of Historic Structures

Periodic and cyclical maintenance of historic resources plays a crucial part in ensuring that historic fabric remains intact and reliable for generations to come. Maintaining cleanliness and consistent lighting on both building sites and in urban spaces is critical to creating a sense of welcome and safety for would-be users.

A straightforward, implementable maintenance plan that is both funded and staffed must be developed for the near future of not only the Maudelle Shirek Building and the Veterans Memorial Building, but also Civic Center Park. Periodic building maintenance routines should include inspection of roofing, flashing, scuppers and parapets for wear or failure, cleaning of the building exterior, replacement of bulbs in exterior light fixtures, and the assurance of obstacle free, accessible routes with smoothly functioning entry components, to name a few.

Cyclical tasks should include, among other things, clearing of building gutters, site drains, and balconies, trimming of trees to avoid contact with the building, and the clearance of soil and organic matter at building base to maintain adequate clearances to building finishes and to ensure proper drainage away from the building.

Park maintenance should include not only care for plant life, but also cleaning of site hardscape, furniture, and equipment, removal of site garbage and accumulated detritus, and the routine maintenance of lighting fixtures and mechanical and built features.

Gehl