



City of Antioch



Brand Marketing and Public Relations Services

Respectfully Submitted by
Evviva Brands, LLC

November 30, 2017

Promoting the City of Antioch by an experienced public relations firm that would establish a media plan to communicate a positive impression of Antioch to target audiences, specifically focused on the community, business environment and development/leasing opportunities.

A Tale of Two Cities



It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter of despair, we had everything before us, we had nothing before us, we were all going direct to Heaven, we were all going direct the other way—in short, the period was so far like the present period, that some of its noisiest authorities insisted on its being received, for good or for evil, in the superlative degree of comparison only.

Those words, which open Dickens' *Tale of Two Cities*, were written in 1859--the year coal was discovered in Antioch. Though they describe Paris and London at the outbreak of the French Revolution, they could as easily describe the City of Antioch today.

Which Antioch?



One City's finances are "not adequate to provide high levels of service to the community." This City's "general fund budget is...projected to go negative within a few years..." with a "golf course and recreation budgets running significant deficits and draining General Fund reserves" and the City's reputation has suffered due to crime and blighting conditions"--but only where the City is known.¹

The other has "a burgeoning population of professionals ...a growing workforce, diverse and educated in a variety of industries...two major hospitals...and...is positioned for strong economic development...[due to] easy links to the San Francisco Bay Area, Silicon Valley, Sacramento and the Central Valley."²

Both Cities are called Antioch. Both are real today. Only one can prevail.

1. Strategic Management Plan Update, City of Antioch 2/16/16
2. RFQ, Marketing and Communication Services.

The Story is a Choice



The first City describes the recent, real past. The second describes the future all stakeholders hope to see. The difference? **The story we choose to believe.**

As a brand agency, we understand the power of the right story. We know it's not what people know, but what they believe and desire, that drives what they do.

With the right positioning, the right story, the right strategy, and patient repetition, the City of Antioch can be everything it aspires to become.

On the following pages we outline our plan to create, test, refine, propagate and promote the brand story of Antioch.

We have successfully positioned brands as diverse as Amazon, Kaiser Permanente, Google Fiber, Chevron and Walmart. We look forward to helping Antioch become a magnet for business, development and growth for years to come.

Contents

- Introduction.....2
- Goals.....6
- Discovery.....8
- Position.....9
- Plan.....11
- Implementation.....14
- Evaluation.....16
- Budget.....17
- Work Samples.....19
- Company Overview.....23

Goals

The City set ambitious, attainable goals for this project:

- Identify target audiences
- Publicize Antioch with stories published in statewide, national and international media
- Support Antioch's Economic Development Strategies and future needs
- Status reports to City Council
- Raise Antioch's identity regionally and nationally among real estate, development and corporate decision-makers
- Recruit and retain companies to Antioch
- Positively impact impressions of Antioch
- Further economic goals
- Enhance governmental relationships
- Promote Antioch's innovation and diversity
- Promote advantages of living, working and doing business in Antioch
- Establish Antioch's "brand"

Begin with Brand



The first priority for the City is to establish a brand position. What's a brand? A clear, relevant, resonant, differentiating idea. It's the one thing we remember about a product, service or place that everything else "fits into."

"Silicon Valley" is a brand. "Google" is a brand. "Paris" is a brand. "Kaiser" is a brand. "Napa" is a brand.

Each brand carries a specific set of associations: Silicon Valley is tech. Google is search. Paris is love. Kaiser is thrive. Napa is wine.

What is Antioch?

The last objective on Antioch's list must be the start of our journey. Unless we know what Antioch stands for, all we can do is make noise. But once we know what Antioch means, we can tell the story of the brand.

Brand Discovery

Goals:

- Identify facts and storyline to support City narrative
- Understand current activities, past success and past misses
- Document the City's competitive advantage
- Understand corporate recruiting and business retention process are people starting businesses locally or relocating?
- Define most desirable businesses (e.g. seniority vs. entry level, trade or professional, etc.)
- Data on open / unfilled real-estate -open due to turnover or growth?

Deliverable: Analysis and summary of insights

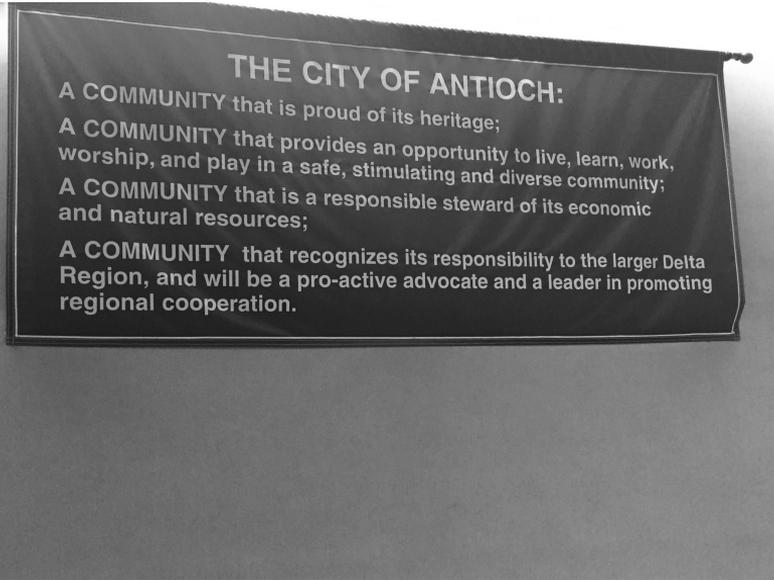
Our first steps on the brand journey begin with brand discovery. We will spend time in Antioch, reviewing business plans, strategies and other City data.

Then we will interview residents and business owners from the “four corners” of Antioch about why they're here, what they love, why they stay, and what “outsiders” don't get about Antioch.

We'll also interview “outsiders,” people from other parts of the Bay Area indirectly connected to Antioch by rail, highway, waterway or employment.

Their perspectives and insights, the places they connect, and where they don't, the City's and residents aspirations, will allow us to develop a series of possible brand propositions answering the question, “what is Antioch?”

Brand Positioning



We will lead three visioning sessions with Antioch citizens, and any City Council and Economic Development Staff who care to participate.

The goal of these visioning sessions will be to gather community feedback and to decide on one of the draft brand positions Evviva has developed for Antioch.

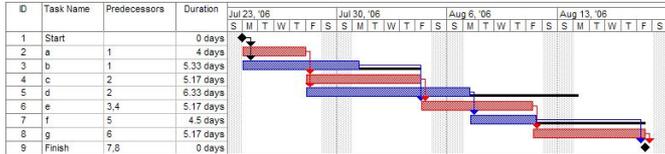
We will provide three positions with rationales (paragraphs providing context for the positions) as well as pros and cons and demographic assumptions for each position.

With the benefit of Antioch's input, we will finalize the selected position. We will finally be able to simply say, "**this is what Antioch is.**" And to begin to build the story to support our claim.

Deliverables: validated brand positioning.

Timing: We anticipate starting discover in January and completing positioning by early February.

Planning



Concurrently with positioning, we will draft a comprehensive integrated communications plan (including earned and paid tactics), to develop, place and promote messages in appropriate channels and informed by data uncovered during Discovery phase.

We will:

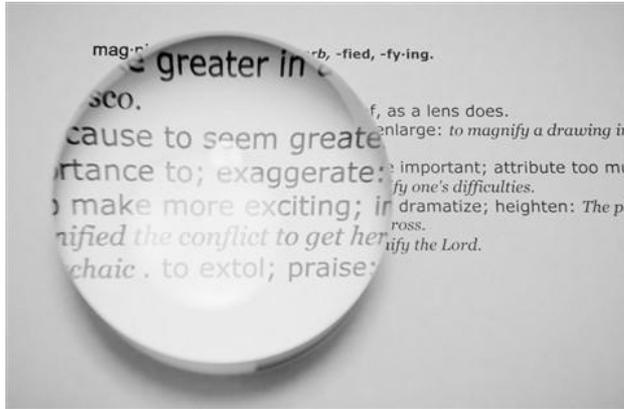
Develop overall strategy to enhance company presence / brand:

- Expand bench of spokespersons for City of Antioch
- Leverage national data trends to support Antioch positioning
- Identify spokespeople to comment on/amplify relevant trends
- Partner with appropriate regional and state-based organizations (ABAG, Chambers of Commerce, West County)

Create roadmap

- Detailed calendar of opportunities
- Menu of tactics (media training, commission data, big ideas)
- Quarterly themes and editorial calendar
- Timeline and resources

Plan Elements



The plan will include:

- Development of prioritized target audiences of interest to the City and relevant to City informational targets
- A comprehensive outreach target list and defined messages for these target groups (e.g., small business owners, millennial and 55+ homebuyers, golfers, etc.)
- An enhanced City narrative (developed and shaped proof points for brand positioning in transformation context)
- Fact sheets leveraging government and other third-party resources
- A cross promotion strategy for content on social channels and platforms (blog posts, newsletter articles, Twitter, Facebook, Instagram, YouTube, LinkedIn, etc.)
- Media and presentation train bench
- Plan for participation in statewide initiatives on City's behalf
- Coordination among existing activities carried out by key City stakeholders
- A training plan for City partner resources.

Big Ideas



The plan will also include operational ideas that have intrinsic media value. Thought starters include:

1. Antioch is the Bay Area's newest biotech hotspot
2. Antioch is the Bay Area's newest tech incubator (City could subsidize live/work space and bring in fiber.)
3. Antioch will become the Gourmet Ghetto of cannabis cuisine
4. Antioch has the best niche music festival in the Bay Area for [form TBD]
5. Antioch is the new "it" spot for craft breweries

In addition to sharing the City's new brand narrative to the media, we will bolster locally-sourced product and service stories to raise company visibility and job attractiveness (people want to work for employers that make "cool" things). This "reflected light" strategy reflects favorably on Antioch: "who knew?"

We will also explore strategic sponsorships with media value (e.g. Society of Manufacturing Engineers, community-based events).

Deliverables: Communications plan and detailed roadmap.

Timing: We anticipate delivering the plan and roadmap by the end of February.

Implementation



Deliverables: *Communications plan and detailed roadmap.*

Timing: *We anticipate delivering the plan and roadmap by the end of February.*

Once we have an agreed plan in place, we will implement the plan. The editorial calendar (described on previous pages) will cover approximately 60% of the content we anticipate developing and delivering. 40% (or so) will be responsive content--content around current events we develop real-time content in response to.

Antioch Stories

We will gather/curate a gallery of real stories featuring Antioch and based on the equities uncovered during our discovery session and supporting the Antioch brand position. These may take the form of “day in the life,” “my Antioch journey,” “impact,” “business journey,” etc. Each story will be developed in long, short, tweet and snap formats. We will have one dedicated writer supporting interviews, asset collection and story creation at 50% FTE.

Antioch Content Management System

We will develop a [Smartsheet](#)-based content management system to track and manage all assets we create to ensure that they’re fresh, that no individual assets are over-deployed, to track what we elevate, and to track their results.

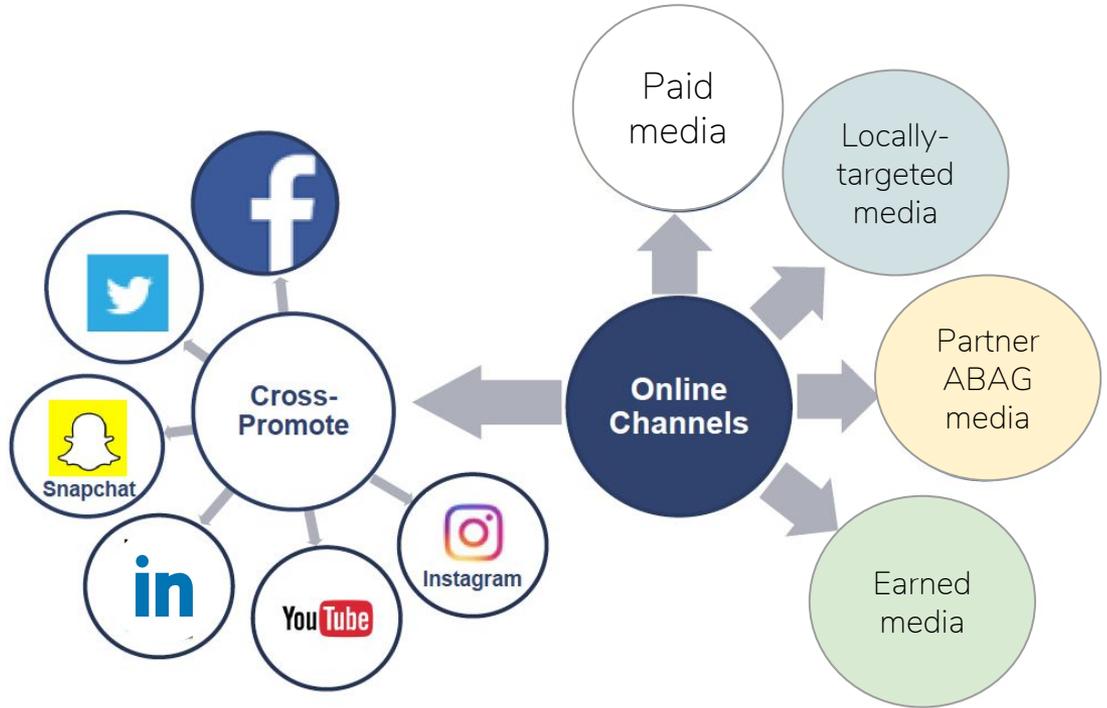
Amplification

Our plan will include a timed “push strategy” coordinating copy/story elements with online channels and assuming multiple social placements each business day, up to three blog postings per week and daily amplification and cross-promotion of story assets.

We will have a balanced focus on placements in paid, locally-targeted, partner and earned media. (Our paid focus will be social, both because social targeting is much more cost-effective than traditional media and because social response metrics are much better.)

We will amplify the effectiveness of our placements by cross-promotion on social channels, with a balance of copy, photo and video content we will co-curate with City resources.

If we are fortunate to be awarded this work we will be pleased to hire at least one Antioch-based resource as a paid intern for the project’s duration.



Evaluation

Medium	Current	2018 Target
Facebook	2,050 followers	15,000 followers
Twitter	309 followers	15,000 followers
YouTube	6,812 views	15,000 views
Instagram	101 followers	2,500 followers
LinkedIn	258 followers	1,500 followers

We will dramatically increase the number of followers and social interactions between the City and the community. These numbers are our proposed year one target. (We were able to take Marriott International from 14,000 Facebook followers to more than one million in just over a year by activating local resources. We will follow a similar plan for Antioch.

We will track and report on the following key performance indicators to define the impact of and refine our efforts:

- Content produced (number of tweets/posts by social medium)
- Articles submitted (op-eds/letters to the editor/bylines)
- Followers increase/decrease (social media channels)
- Follower sentiment and engagement
- Website traffic to key City websites
- Earned media coverage volume (major media, trades)
- Sentiment (positive,negative, neutral, factual)
- Executives quoted
- Key message penetration
- Relationships cultivated
- Initiatives launched

Reporting: We will provide reporting on a monthly basis or every six weeks on agreement with the City.

Timing: We will provide in-person updates and reviews with City staff on a quarterly basis.

Budget

Element	Description	Cost
Discovery & Positioning	Review City materials, conduct interviews and intercepts, develop reporting. Develop draft positioning and brand story, validate with City staff and in working groups, finalize.	\$25,000
Plan Development	Develop detailed comprehensive integrated communications plan (including earned and paid tactics), to develop, place and promote messages in appropriate channels and informed by data uncovered during Discovery phase.	\$10,000
Execution & Evaluation	Deliver and measure daily placements across channels for 10 months at \$5,500/month by dedicated Evviva resource focused on Antioch account.	\$55,000
Account Management	Internal project management, client response, in-person reporting, event support.	\$5,000
Total	The services described above are offered on a fixed-bid basis.	\$95,000

Discovery, Positioning and Plan Development will be invoiced on completion (anticipated end of January and February, respectively). Execution will be invoiced on monthly basis. Account management will be invoiced at the conclusion of contract.

Work Samples

The following work samples provide a look at our approach and our results.

Methanex. In addition to being the world's largest manufacturer and marketer of methanol, Methanex must manage complex relationships with their "fenceline community" in markets as varied as Egypt, Chile, Canada, the United States, Barbados and New Zealand.

Energy Recovery. The world's leading desalination company needed to undertake a massive pivot to succeed in oil and gas. Thanks to Ewiva, they inked a \$125 million deal with Schlumberger within a year.

Marriott is the world's largest hospitality brand. We developed universal positioning...and our strategy led to them to more than a million Facebook followers and being the most followed employer on the internet.

CASE STUDY: METHANEX



Thoroughly modern marketing keeps the world's leading methanol producer at the head of the pack.

Challenge

Methanex produces and markets methanol – a building block for countless products and applications, from fuel to the rubbing alcohol in your bathroom cabinet. As is often the case with ubiquitous products, the marketing needed polishing. The logo was poorly designed, the company had never undertaken a comprehensive look at the brand and the meaning of their brand line, “A Responsible Care Company,” had become diluted.

Solution

Research with Methanex leaders, employees, community members, public affairs officers and NGOs in Canada, Chile,

China, Egypt, New Zealand, Trinidad and the United States helped Evviva discover the company’s strongest and most differentiating quality - its ability to adapt to changing conditions faster and more effectively than the competition. We shared this idea with the world via the brand line and promise The Power of Agility. Deliverables included a full creative suite from logo to livery.

Results

Our work clarified the company’s branded differentiators around the promise The Power of Agility. We developed a new messaging platform, modernized and updated the company logo, design and type system, conducted a week-long photo shoot in Egypt and a video shoot in Punta Arenas, Chile, to deliver a completely new set of photo assets and visual

identity for the brand which has subsequently been rolled out globally.

According to BrandFinance, an external auditor, Evviva’s work resulted in a YOY improvement from #58 to #51 in Canada’s Top 100 brands, a positive shift in brand contribution from 14% to 16% (brand value to enterprise value) representing an increase of brand value of more than \$110 million in added brand value in 10 months post-launch.





Case Study: Energy Recovery

CASE STUDY: ENERGY RECOVERY

Energy Recovery pioneers oil and gas technology essential to recapturing energy. Evviva helped channel some into the launch of their groundbreaking new flagship product.

Challenge

Energy Recovery's innovative VorTeq uses their patent pressure exchange (PX) technology to divert abrasive material away from high-pressure pumps, and keeps job sites running. But new ideas can be a tough sell in the notoriously conservative oil and gas space. Evviva came aboard to develop strategy, product positioning, messaging and design for product launch—and helped the company land one of their biggest deals ever.

Solution

By digging deep into Energy Recovery's sales process and targets, we learned most operators were small, independently-operated outfits, densely focused in

Texas and Pennsylvania. We visited trade shows in the US and UK, interviewing analysts, leading wildcatters and representatives from major players.

We learned that the informal network of operators was the industry's only trusted source of recommendations, and that the only way to earn those recommendations was to be proven tough, yet simple to use.

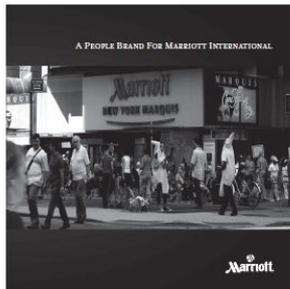
We focused on the proposition that VorTeq's unique technology kept water and abrasive material separate, extending pump life and lowering costs and positioned VorTeq around the idea of Pure Grit, a simple, robust line the industry immediately responded to.

We developed a clear, straightforward taxonomy of messages and hierarchy, a suite of communications materials and traditional sales brochures and analyst information packets.

Results

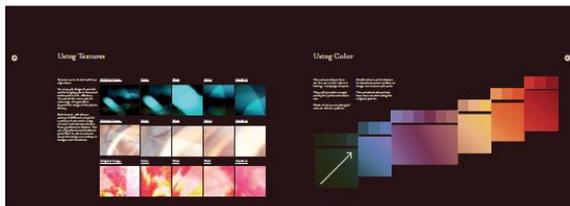
Despite a profound reversal in global oil markets that sent the price per barrel plunging from over \$100 to less than \$30 and decimated the fracking industry, the idea caught on. After several months of roads shows and meetings, VorTeq was successfully licensed to industry giant Schlumberger for \$125 million in an exclusive, unprecedented 15-year deal, leading to headlines like, "Small fry hooks a giant" and sending Energy Recovery's stock soaring.





“When I read the brand line, it made the hair on the back of my arm stand up.”

Susan Strayer
Director, Employer Brand
Marriott International



CASE STUDY: MARRIOTT INTERNATIONAL

Marriott International is the world's largest hospitality brand. With more than 4500 hotels, 18 brands and 300,000 employees, Marriott turned to Evviva to find and express the brands' shared DNA.

Challenge

Marriott engaged Evviva to develop a clear, relevant, resonant global employer brand. This position would have to speak to talent in emerging markets - and fill 50,000 jobs - many in countries where brand recognition is low, barriers to entering the hospitality field are high and social media participation is ubiquitous.

Solution

By conducting interviews with Marriott leaders, Evviva learned that the most important brand differentiators weren't the “brass and glass” but the guest experience. Guest research confirmed these insights and set us off to find service-based universal truths. We knew people often base employer preferences on brand recognition - if it's a

good brand, people assume it must be a good place to work.

That's good news in markets where the Marriott name is known, less good where it isn't. To further complicate things, the world of Western-style hospitality was incomprehensible to those who had never experienced it for themselves - how could someone imagine what it would be like to work somewhere they couldn't even imagine going?

Results

Research and concepting led us to Find Your World, a powerful line that elevates the brand and connects it to Marriott's strongest differentiators for hospitality talent. Our research also demonstrated a causal relationship between staff-to-staff service and guest satisfaction scores. We found when hotels shifted focus from training on cost management to creating opportunities for staff to serve staff they experienced an increase in guest satisfaction of up to 30%. Our deliverables for Marriott ranged from a brand style guide, launch campaign and an internal communications

suite to a host of supplemental materials from targeted apps to games to ensure Marriott's is an easy target for talented people to find.

As the result of Evviva's work, Marriott won Employer Brand of the Year (ERE) and in the following year grew their Facebook follower base from fewer than 14,000 to more than 1,000,000 to become the most-followed employer brand on the internet. Evviva's work also resulted in significant earned media including feature stories in top global publications including The Wall Street Journal, USA Today, The Financial Times, The Economic Times and the Times of London.

Marriott was so pleased with the work that was featured on the cover of the company's annual report. The “Where I Belong” creative campaign Evviva developed in support of the brand line remains in use in all of the 80 countries in which Marriott hires talent and has led to dramatic improvements in hiring and retention. (Exact numbers are client confidential.)



CASE STUDY: RITZ CARLTON

How does the world's most iconic hospitality brand identify and attract the world's best talent? Obsessive attention to detail. And the understanding that great service can bring out the best in host...and guest.

Challenge

At first glance, looking at the brand portfolio of Marriott International, the Ritz-Carlton may appear a thing apart. And as the *sine qua non* of luxury hospitality, in many ways, it is. Look closer, however, and you find the tie that binds: an authentic commitment to truly excellent service. But that common bond was getting lost in a multitude of messages and mixed vocabulary. The Ritz-Carlton needed to find a way to articulate both its shared and unique employer brand values - and to do so in terms that would resonate with its Ladies and Gentlemen around the globe. So they contracted with Evviva Brands to do just that.

Solution

To assess the Ritz-Carlton's shared and unique brand strengths and differentiators, Evviva designed and conducted a series of insight investigations at locations across North America, Europe, North Africa and Asia. Using a mixture of techniques, we captured insight from a multitude of perspectives, from upper level executives to housekeepers, inside out, and outside in.

Evviva found strong equities to build on - and some barriers to break down - through messaging, resulting in a comprehensive messaging strategy for the Ritz-Carlton's employer brand recruitment and retention efforts - and for individuating The Ritz-Carlton within the Marriott family of brands, while still celebrating it as a fully-fledged member.

We learned, for example, that what set apart the most impressive staff members - or Ladies and Gentlemen, as the brand calls them - were an obsessive attention to detail and the understanding that

great service elevated both host and guest. Whether it was noticing a single hair on a carpet, a poorly-folded washcloth or a box of tissue at the wrong angle, the best Ladies and Gentlemen understood that it wasn't the environment, but the obvious attention to the environment, that let guests fully relax. And along the way they learned that great service was both a gift and a dialogue, that at their best, they were a conduit between the aspirations of brand and guest.

Results

From this positioning, Evviva built an emotionally resonant creative concept. We scouted and creative directed a photo shoot at a Ritz-Carlton property to support brand expression. And we developed a comprehensive asset guide for The Ritz-Carlton's use in global attraction.

This is us.

OUR STORY

Evviva Brands opened our doors in September of 2009 with a simple mission: to help clients increase their brand value from the inside out.

We started during worst economy since the 1920s. It was nery to start a people-centered business with unemployment at record levels and people being laid off in the hundreds of thousands monthly. But we knew if we could succeed when times were tough, we'd have built a worthy business.

We were fortunate, and we worked hard. Business started strong and didn't slow down. By 2010, Evviva had won global accounts with Marriott International, E.ON, Xilinx and Moss Adams. We

had colleagues working in San Francisco, Washington, DC, London, Edinburgh and Austin.

By our second birthday in 2011 we had added an India office, conducted market research in China, Egypt, Europe, India, Thailand, Egypt, the UAE and across the US. We had conceptualized, built and launched our first social media game and garnered global media accolades including feature coverage in The Wall Street Journal, USA Today, the Times, the Financial Times, The Economic Times, and more than 100 other media outlets. Our Marriott work won industry recognition as Best Employer Brand. Our brand line graced the front cover of Marriott's annual

An introduction to Evviva Brands

report. And our Leadership Principles hung in the office of the CEO at E.ON.

Since then, our business has continued to grow and prosper. We have been fortunate to build employer brands for some of the world's most admired companies, including Amazon, Atlassian, Alaska Airlines, Dignity Health, HSBC, Hewlett-Packard Enterprise, The Ritz-Carlton and Walmart.

Our goals have been the same for every client:

- To find and express the human truth that animates their brand in art and copy.
- To combine the power of insight with the art of identity to make people act.



OUR APPROACH

We believe creative outcomes can only be as good as the insights they're built from. So we begin every engagement with questions.

We love creative that gets the job done. So we develop strong strategies to drive great briefs.

By putting the emphasis on outcomes, Evviva's work is aligned with client objectives from day one.

This simple idea is fundamental to everything we do. It's why our creative works - and why it lasts.

Research

Evviva is an evidence-based agency. So whether it's employer branding, product positioning or brand strategy, we begin with questions.

Our researchers are experts in qualitative and quantitative research, from ethnography

and recruiting and facilitating focus groups to finding statistically significant results in reams of data.

In fact, we've conducted market research in more than 35 countries, from China to Chile, Alaska to South Africa, Brazil to Bangalore.

We offer secret shopping to help design a better experience, competitive assessments to or delivering the value of

your brand's contribution to your bottom line.

Strategy

Whether we're advising or implementing, the goal of our strategy practice is to ensure the right tools are chosen and they're used the right way.

That can mean positioning the brand. Creating its architecture and audience segments. Developing a brand playbook. Designing

the brand experience. Or working with leadership to align the brand and business strategies.

It always means listening carefully, collaborating closely, and bringing an evidence-based point of view to every discussion and deliverable.

Creative

Creative is where logic meets magic. And it all begins with the brief. Because our process

is evidence-based, every brief has a clear problem to solve.

We offer full-service creative solutions, from brand guides to integrated marketing campaigns for interactive, ambient and social channels.

We also offer specialized creative services like naming, translation, transcreation and multi-country creative concept testing and validation.



This is us.



David Kippen
Managing Director US



Cate Newsom
Managing Director UK



Marissa Kirk
Controller



Susanna Forrest
Digital Marketing
Manager



Andy Smith
Designer &
Art Director



Paulina Babicova
Digital Insight Analyst



Marin Van Young
Senior Copywriter



Julia Young
Brand Manager

Thank you





David Kippen, PhD

Dr. David Kippen is an internationally recognized leader in brand strategy and transformation. He has been quoted in the Wall Street Journal, Times of London, Economic Times of India, and Financial Times. He has lectured on brand, culture and engagement at the University of Chicago Booth School of Business, Nova Southeastern University's Huizenga School of Business, and the Conference Board and teaches brand and marketing in San Francisco State University's Integrated Marketing Program.

Dr. Kippen's approach to brand strategy and culture change is drawn from market research in more than thirty countries over the past eighteen years. He has applied these insights to transform a Who's Who of leading global brands including Amazon, Ameriprise Financial, Bain & Company, Burger King, Chevron, Coca-Cola, Dell, Disney, Energy Recovery, E.ON, HP, HSBC, General Mills, Intel, Kaiser Permanente, Kentz, KLA-Tencor, Lam Research, Microsoft, Methanex, Nokia, Teva, Total, T-Mobile and Xilinx.

In 2009, Dr. Kippen founded Evviva Brands (www.evvivabrands.com) with a simple goal: unlock brand value by making brands better people. Evviva's specialty is positioning "unsung heroes," component, ingredient and B2B brands in the technology, energy, and financial services sectors. Equal parts strategy consultancy and creative agency, Evviva uses workforce insight to transform brands from the inside out. Today, Dr. Kippen serves as CEO and Chief Strategist of Evviva Brands, Managing Director of Evviva Ltd. (Edinburgh) and CEO of Evviva Games. Prior to Evviva Brands he led global brand strategy for TMP Worldwide.

Dr. Kippen has held leadership roles in a variety of professional associations supporting brand, communications and human resources industries. He earned his PhD in Rhetoric at the State University of New York at Stony Brook and was a visiting scholar at the Stanford-UC Berkeley Joint Center for African Studies.

He currently lives in the East Bay with his wife Valerie and cats Basil and Midge.



Cate Newsom

Managing director (and University of Edinburgh neighbour) Cate Newsom has over 10 years of experience in research and strategy in the field of branding and marketing. Cate has worked with leading multinational corporations and third sector organisations, covering the sectors of aviation, communications, consumer packaged goods, energy, financial services, hospitality, management consulting, and technology.

In addition to her work in branding, Cate's diverse background includes anthropological documentary film production, extensive field research on five continents, and project management, conducted in the private, public and voluntary sectors.

Cate has a Bachelor's of Arts degree in film studies from Yale University and a Master of Arts degree from New York University's Graduate School of Arts and Sciences / Tisch School of the Arts in cinema studies (with an emphasis on the ethnographic documentary). She also has a second Master of Arts degree in social anthropology from the University of Amsterdam, and is completing her PhD in clinical psychology with Utrecht University. Cate has a professional certification in project management from UC Berkeley.

Cate lives in Edinburgh's Old Town with her husband, a university lecturer. Both have yet to see a ghost, but reckon by now they could lead a mean ghost tour.



STAFF REPORT TO THE CITY COUNCIL

DATE: Regular Meeting of March 13, 2018

TO: Honorable Mayor and Members of the City Council

SUBMITTED BY: Alan Barton, Information Systems Director
Scott Buenting, Project Manager *SB*

SUBJECT: Review of Council Chambers Remodel Project Design Options and Construction Cost Estimates, P.W. 247-P

RECOMMENDED ACTION

It is recommended that the City Council review the proposed design options and construction cost estimates for the Council Chambers Remodel project and provide direction to staff.

STRATEGIC PURPOSE

This item supports Strategy K-1 in the Strategic Plan by ensuring well maintained public facilities.

FISCAL IMPACT

The 2017-18 Capital Improvement Budget includes \$500,000 for design services and physical remodeling of the Council Chambers through the Public, Educational and Government (PEG) Fund. This fund can only be used for equipment, capital improvement projects and maintenance of facilities that produce PEG video content. There is a total of \$1,400,000 that could be used for this project.

DISCUSSION

The City's Council Chambers was constructed in 1980, and though it has served the City well over the past 37 years, it is dated and overdue for a renovation. The proposed improvements will provide the City Council, staff, and community with a high-quality and efficient facility for a variety of community meetings and events.

On August 3, 2017, staff mailed letters to six (6) consulting firms requesting architectural and design qualifications pertaining to the interior remodel of the City's Council Chambers. The proposed work included developing design recommendations, preparing project plans and specifications and providing support during the bidding and construction of the project.

On August 18, 2017, qualifications were received from Shah Kawasaki Architects of Oakland, Swatt Miers Architects of Emeryville and Ware Malcomb of Pleasanton. Based on the content of the qualifications and discussions each firm had with staff

during the pre-submission site visits, Swatt Miers Architects, who also designed the Antioch Community Center and Police Station Community Room remodel, was selected as the most qualified firm to provide the services required for this project. The City Manager subsequently entered into a Design Consultant Service Agreement with Swatt Miers Architects in the amount \$49,200 to perform the required services.

Staff has worked with Swatt Miers to develop various facility layouts and design options with associated implementation costs. Some changes Council will be considering in this presentation include:

- A reconfiguration of the dais has been developed that provides Council and other committee members better sightlines with each other.
- Two options for the reconfigured dais, one raised and one at ground level are being shown for Council's input on their preference.
- A rearrangement of the aisles within the audience seating area in order to improve flow within the chambers.
- Creating a new look to the ceiling and installing LED lighting would more efficiently brighten the room and decrease energy cost.
- Various finishes and color schemes could be chosen to refresh the venue's chairs, carpet and wall coverings.
- A proposal to enclose the breezeway between City Hall and the Council Chambers is also being shown as an option to create a new and improved "front door" to these two buildings.

It is recommended that the City Council review the Council Chambers Remodel options and cost estimates and provide direction to staff.

ATTACHMENTS

A. PowerPoint Presentation