

Consulting Services to Provide a Public Interpretation Program for the San Francisco Veterans Affairs Medical Center (SFVAMC)

I. General

The San Francisco Veterans Affairs Medical Center (SFVAMC) facility is located on 29 acres of land in northwestern San Francisco, immediately north of the Outer Richmond District neighborhood. The facility is bordered on three sides by scenic parkland of the Golden Gate National Recreation Area (GGNRA), including the historic Fort Miley Military Reservation (FMMR) Historic District. The land associated with the SFVAMC historically was part of Fort Miley, which the U.S. Army acquired in the 1890s to aid in the shore defense of the Golden Gate channel into the San Francisco Bay. As Fort Miley fell into disuse, ownership of 29 acres at the core of the larger property was transferred to the Department of Veterans Affairs (VA) in the early 1930s. From 1933 to 1934, the VA constructed a hospital campus including approximately 18 buildings and structures, many designed in the Mayan Art Deco style. To date, the majority of these historic buildings remain intact, with varying degrees of alteration, and a grouping including 14 of these buildings and structures and their landscaping was listed in the National Register of Historic Places (NRHP) as a historic district in 2009. Surrounding SFVAMC, the remainder of the Fort Miley lands became managed by the National Park Service's Golden Gate National Recreation Area in the 1970s, and the historic resources of Fort Miley were listed in the NRHP as a Historic District in 1980.

Every day, citizens view and interact with the historic SFVAMC campus, but many do not understand the site's significant historical role in the military defense plans for San Francisco, in the development of a nationwide system to provide healthcare to veterans after World War I, or in the popularization of the Art Deco style of architecture for prominent institutional and commercial buildings across the nation in the 1930s. The SFVAMC is a visible landmark in northwest San Francisco; a fixture in the views from heavily-used public spaces like the Golden Gate Bridge, the Marin Headlands, Fort Miley, the Land's End trail, and the streets of the Outer Richmond District neighborhood. The aesthetic beauty and sense of history of the site also are valued by the many veterans who receive healthcare there – nearly 1,500 veterans daily and over 60,000 unique veterans annually. The healthcare providers and research staff employed at the site actively use and enjoy its aesthetic and historic amenities. For each of these constituencies—public citizens, veterans, and employees—providing a Public Interpretation Program (PIP) will enhance understanding and appreciation of the history of both the SFVAMC and Fort Miley, as well as the significance of the work of the VA as a whole.

II. Project Background

In order to plan and manage growth of its campus, SFVAMC first prepared a Long Range Development Plan (LRDP) in 2006. Through discussions with the community and other interested parties, the VA updated the LRDP in 2012 and again in 2014. The process of evaluating the impacts to cultural resources and other environmental resources is summarized in the *Environmental Impact Statement (EIS): San Francisco Veterans Affairs Medical Center (SFVAMC) Long Range Development Plan (LRDP)*. Through the consultation process, the VA determined that its mission necessitated some significant expansion projects, while acknowledging their potential to adversely affect the cultural resources. To mitigate the potential adverse effects proposed in the LRDP, the VA entered into a Programmatic Agreement (PA) in 2015 that required the development of a

Public Interpretation Program (PIP) Historic Landscape Study (HLS), as well as a number of additional work products. This solicitation is a result of that PA.

This contract to complete a PIP is part of the following internal VA timeline for implementation of the requirements of the PA:

- A. 2015: Finalize the PA regarding the LRDP for SFVAMC (completed)
- B. 2015: Complete a Work Plan defining services required as part of the preparation of the PIP
- C. 2016: Designate funding for the PIP
- D. 2018: Complete PIP

III. Purpose

The purpose of the PIP is to formulate and implement a high-quality ongoing public interpretation program within the SFVAMC campus and possibly on the adjacent FMMR Historic District lands. Although public interpretation is not the central mission of the VA, the VAMC understands that public interpretation enhances the experience of being at the Medical Center for all who reside, work, receive treatment and services, and visit there. The process of developing the interpretive materials should be collaborative, borrowing from the wealth of knowledge and skills available among the staff of the GGNRA, the staff of the San Francisco Recreation and Parks Department, the neighboring community, and the veterans themselves. Public forums—both in person and online—should provide an opportunity to share materials and to encourage interested parties to educate one another. The PIP should focus on development of interpretive materials that are targeted toward the interests of a varied array of audiences, and that are readily accessible to members of these groups. Target audiences for the PIP should include, at a minimum, the populations of resident and non-resident patients at the SFVAMC, their families, veterans organizations, visitors to Fort Miley and Land's End, and residents of the Outer Richmond District neighborhood.

The quality of the interpretive materials should reflect the high quality of the historic architecture of SFVAMC and should communicate the priority that the VA places upon preserving its legacy and communicating effectively with its public constituents. (The high professional standards expected of the respondent are detailed in the *Technical Requirements* section below.) The interpretive materials also should express the SFVAMC's commitment to economic efficiency – providing the most relevant information to the greatest number of constituents in the most economic manner possible.

IV. Government Furnished Information

The following is a list of previously completed documents that will be made available:

- *National Register Nomination, Fort Miley Military Reservation (Point Lobos Military Reservation), 1980* (<http://pdfhost.focus.nps.gov/docs/NRHP/Text/80000371.pdf>);
- *National Register Nomination, San Francisco Veterans Affairs Medical Center, 2009* (<http://pdfhost.focus.nps.gov/docs/NRHP/Text/05001112.pdf>);

- *National Historic Preservation Act Baseline Documentation: San Francisco Veterans Affairs Medical Center, 2011*
(http://www.sanfrancisco.va.gov/docs/01_NHPA_Baseline_Documentation_12%E2%80%909015%E2%80%902011.pdf);
- *Draft EIS, 2012* (<http://www.sanfrancisco.va.gov/planning/DEIS.asp>);
- *Supplemental Draft EIS 2015* (<http://www.sanfrancisco.va.gov/planning/EIS.asp>)
- *Fort Miley and the Marine Exchange Lookout: Cultural Landscape Report. Golden Gate National Recreation Area, July 23, 2013*;
- *Updated Long Range Development Plan, 2014*
(http://www.sanfrancisco.va.gov/docs/Updated_LRDP_2014.pdf); and
- *Programmatic Agreement Regarding the Long Range Development Plan for the San Francisco Veterans Affairs Medical Center, 2015*.

V. Technical Requirements

- Authors and/or staff must include personnel who meet *Secretary of the Interior's (SOI) Professional Qualification Standards* in the areas of History and/or Architectural History;
- Authors and/or staff must have successfully completed a minimum of three projects of similar scope and scale within the past 10 years;
- All PIP work products must follow the guidance set forth in the 2007 NPS publication entitled *Foundations of Interpretation: Curriculum Content Narrative* (<http://www.nps.gov/idp/interp/101/foundationscurriculum.pdf>).

In addition, the contractor should refer to the following publications for further guidance and assistance.

- Beck, Larry, and Ted T. Cable
 - 2002 *Interpretation for the 21st Century: Fifteen Guiding Principles for Interpreting Nature and Culture*; second edition. Urbana, IL, Sagamore Publishing.
- California State Parks Interpretation and Education Division 2013 Interpretation Planning Workbook.
 - <http://www.parks.ca.gov/pages/735/files/InterpPlanningWorkbookWEB2013.pdf>
- Knudson, Douglas M.
 - 2003 *Interpretation of Cultural and Natural Resources*; second edition. State College, PA, Venture Publishing.
- Lewis, William J.
 - 1981 *Interpreting for Park Visitors*. Ft. Washington, PA, Eastern Acorn Press, Eastern National Park & Monument Association.
- Tilden, Freeman and R. Bruce Craig
 - 2008 *Interpreting Our Heritage*; fourth edition. Raleigh, NC, University of North Carolina Press.

VI. Scope of Work

The authors shall develop a PIP according to the following scope of work:

- A. Project Initiation, including the following meetings and preparatory work:

1. Review and analysis of each of the documents listed in the *Government Furnished Information* section of this solicitation, as well as all of the publications listed in the *Technical Requirements* section above
 2. Development of a project contact list and log of all project meetings and communications, to be maintained and updated throughout the duration of the project
 3. Attendance at a kick-off meeting with the internal VA project team
 4. Attendance at a meeting with representatives from the Golden Gate National Recreation Area
 5. Attendance at a meeting for interested community organizations in order to summarize the project and publicize the upcoming roundtable (VI. A.6):
 - a. Veterans organizations, such as the American Legion, the Veterans of Foreign Wars (VFW), the Coming Home Project, the San Francisco Veterans Equity Center, the Service Women's Action Network (SWAN), Swords to Plowshares, and the Association for Service Disabled Veterans (ASDV)
 - b. County Veteran Service Officers
 - c. Planning Association for the Outer Richmond District neighborhood
 - d. Friends of Land's End
 - e. Coalition to Save Ocean Beach
 - f. Friends of Sutro Heights Park
 - g. People for a Golden Gate National Recreation Area
 - h. City of San Francisco Veteran Affairs Commission
 6. Organization and facilitation of a public roundtable meeting to solicit input regarding planned interpretive materials, including the following:
 - a. Development of a flyer with information regarding the roundtable, to be posted throughout the campus and distributed to the community and other interested parties via mail and email.
 - b. Development of a questionnaire regarding priorities for interpretive themes, to be distributed at the roundtable.
 7. Development of a system for sharing information such as historic photos, historic documents, and personal remembrances related to the history of SFVAMC/Fort Miley—both online and in hard copy—to be maintained by SFVAMC.
- B. Development of a PIP
1. Draft PIP. The authors shall prepare a draft version that shall include the following content:
 - a. Statement of Purpose that summarizes the various audiences for the document and their different priorities for interpretation. This section should reference an appendix that chronicles the public meetings listed above.
 - b. Brief narrative summaries of selected interpretive themes that are relevant to SFVAMC. Themes should be assigned a priority level, based on input from interested parties and coordination with the SFVAMC staff. Although the themes are subject to change based on public input, a preliminary list of themes to be explored is included as Attachment 1.

- c. Summary of the different possible vehicles and methods that can be used to communicate the interpretive information to the SFVAMC staff, patients, visitors, and the general public. This discussion should include descriptions of the pros and cons of each vehicle (such as expense, accessibility, security concerns, and appeal to different audiences), and considerations regarding what kinds of discussions typically are best suited for each vehicle. A preliminary list of possible interpretive vehicles is included as Attachment 2 to this solicitation. The summaries should cite precedents for each type of vehicle and provide illustrations and/or internet links for examples.
 - d. Specific recommendations regarding the vehicle that is best suited to each selected theme, including:
 - i. The approximate length of any textual elements (e.g., number of characters and/or pages)
 - ii. Bibliographical sources for information to be included
 - iii. Proposed graphics to be included
 - iv. Any relevant technical specifications (such as printing requirements, web hosting requirement/limitations, or materials and finishes for physical displays)
 - e. Bibliography
 - f. Appendices
 - i. Chronicle of public meetings
 - ii. Illustrated previous examples of each potential type of interpretive vehicle
- C. Solicitation of Public Comments
- 1. Preparation of materials in electronic (PDF) format for dissemination to the public or consulting/interested parties (as detailed in Section V. Deliverables below)
 - 2. Preparation of responses to comments from the public or consulting/interested parties, to be completed with SFVAMC staff
 - 3. Finalization of the PIP in response to comments
- D. Development of an Implementation Plan:
- 1. Cost estimates for each recommendation
 - 2. Timeline for implementing recommendations
 - 3. Final recommendations for options to be implemented, including an estimated budget for recommendations
 - 4. Up to three (3) meetings with SFVAMC staff to make final decisions regarding the options to be implemented
- E. Implementation of the highest priority recommendations. Funding for implementation will be requested separately by SFVAMC, based upon recommendations in the Implementation Plan, as a subsequent phase to this project. Contingent upon funding, work to be completed under this phase possibly may include the following:
- 1. Developing the full textual content for selected options
 - 2. Developing the full graphic layout for selected options
 - 3. Fabricating any physical interpretive materials, either in-house or through subcontractors

4. Installing any physical interpretive materials, either in-house or through subcontractors
5. Launching any online materials that will be hosted by the SFVAMC
6. Arranging for hosting of external online materials, for a minimum of five (5) years

VII. Deliverables

A. Format of Deliverables

1. Draft Materials for Public Roundtable: Electronic format submitted via email
2. Final Materials for Public Roundtable: Electronic format submitted via email
3. PIP Preliminary Draft: Two (2) CDs/DVDs with electronic files in both Adobe PDF and Microsoft Word formats
4. PIP Final Draft: Two (2) CDs/DVDs with electronic files in both Adobe PDF and Microsoft Word formats
5. PIP Final: Two (2) bound hard copies, as well as two (2) CDs/DVDs with electronic files in both Adobe PDF and Microsoft Word formats, and two (2) sets of CDs/DVDs with all graphics and/or scanned research materials
6. Implementation Plan Preliminary Draft: Two (2) CDs/DVDs with electronic files in both Adobe PDF and Microsoft Word formats
7. Implementation Plan Final Draft: Two (2) CDs/DVDs with electronic files in both Adobe PDF and Microsoft Word formats
8. Implementation Plan Final: Two (2) bound hard copies, as well as two (2) CDs/DVDs with electronic files in both Adobe PDF and Microsoft Word formats
9. Relevant interpretative materials, to be specified in the Implementation Plan

B. Timeline for Deliverables

The VA anticipates providing a Notice to Proceed (NTP) for the start of the project by **[March 1, 2017]**. The following project timeline will be followed to insure that all deliverables are completed in advance of **[August 30, 2019]**.

Deliverable	Timeline from Notice to Proceed (NTP)	Estimated Completion Date*
Kick-off telephone call with VA	NTP + 14 days	March 15, 2017
On-site meetings with VAMC and GGNRA	NTP + 28 days	March 29, 2017
Meetings with community organizations	NTP + 112 days	June 21, 2017
Submission of Draft Public Roundtable Materials	NTP + 140 days	July 19, 2017
Comments on Draft Public Roundtable Materials provided by VA	NTP + 147 days	July 26, 2017
Submission of Final Public Roundtable materials	NTP + 154 days	August 2, 2017
Approval of Final Public Roundtable materials by VA	NTP + 161 days	August 9, 2017

Deliverable	Timeline from Notice to Proceed (NTP)	Estimated Completion Date*
Public Roundtable	NTP + 168 days	August 16, 2017
Submission of Preliminary Draft PIP	NTP + 252 days	November 8, 2017
Comments on Preliminary Draft PIP provided by VA	NTP + 280 days	December 6, 2017
Submission of Final Draft PIP	NTP + 308 days	January 3, 2018
Comments on Final Draft PIP provided by VA	NTP + 336 days	January 31, 2018
Submission of Final PIP	NTP + 364 days	February 28, 2018
Submission of Preliminary Draft Implementation Plan	NTP + 448 days	May 23, 2018
Comments on Draft Implementation Plan provided by VA	NTP + 476 days	June 20, 2018
Submission of Final Draft Implementation Plan	NTP + 504 days	July 18, 2018
Comments on Final Draft Implementation Plan provided by VA	NTP + 532 days	August 15, 2018
Submission of Final Implementation Plan	NTP + 560 days	September 12, 2018
Approval of Final Implementation Plan provided by VA	NTP + 588 days	October 10, 2018
Completion of all Implementation	NTP + 882 days	July 31, 2019
Contract Expiration	NTP + 912 days	August 30, 2019

*Assuming a NTP date of **March 1, 2017**.

VIII. Requirements for Responses to the Request for Proposal

- A. Technical Proposal
 - 1. Team Qualifications
 - a. Narrative description of team's qualifications (1 page)
 - b. Résumés for key team members
 - 2. Proposed Work Plan
 - 3. Past Performance
 - a. Contact information for at least three references.
 - b. Respondent must have successfully completed at least one project of similar scope and scale within the past 10 years, or explain satisfactorily why this requirement should be waived.
- B. Cost Proposal
- C. Format for the Response
 - 1. One (1) electronic PDF copy of the Technical Proposal, submitted via the GSA e-buy system
 - 2. One (1) separate PDF of the Cost Proposal, submitted via the GSA e-buy system

Attachment 1: Preliminary List of Interpretive Themes Relevant to SFVAMC

1. The SFVAMC itself, as a historic but contemporary VA medical and research facility:
 - a. How the VAMC mission has evolved through the decades
 - b. Historical VAMC operations and temporary relocation during World War II
 - c. The experience of VAMC patients over time, referencing the sketches drawn by World War II veterans and exhibited in Building 2
 - d. Contemporary VAMC medical and research operations
 - i. HIV/AIDS research
 - ii. Outreach and cooperation with other universities and medical programs to coordinate and support highly innovative and cutting-edge medical research
 - e. The VAMC's staff and volunteers and the patients and their families
 - f. The campus as a whole
2. The context of the development of the VA nationwide
 - a. Response to influx of veterans after World War I
 - b. Relationship to New Deal construction programs
 - c. Changing role in response to a changing military context
3. The SFVAMC's distinctive architecture
 - a. Mayan Art Deco/Mayan Revival architecture
 - b. How it is expressed at SFVAMC
 - c. Relationship to the architecture of other VA campuses from the same time period
 - d. Changes through time
 - e. Intact examples of original architectural detail that are hidden from public view (e.g. the eagle on the original front façade of Building 2, or the unaltered glazed terra cotta ornament within the screen porch in Building 11)
 - f. Documentation of buildings that have been or will be demolished under the recommendations of the LRDP
 - i. A high priority must be given to interpretation of any historic buildings that will be demolished under the 2014 LRDP. Currently, the 2014 LRDP proposes the demolition of Buildings 18 and 20. However, these demolition proposals have not been finalized to date, and the proposed demolition of any historic building will require additional review and consultation, as set forth in Stipulation III of the 2015 PA. These additional consultation processes also will determine whether any additional, project-specific mitigation will be necessary (such as HABS survey and documentation, re-use of salvaged architectural materials, and/or monitoring during demolition).
4. Fort Miley
 - a. The history of the Golden Gate
 - b. History of Fort Miley and within context of Endicott Period Batteries
 - c. Structures and landscape
 - d. Relationships among East and West Fort Miley and the VAMC
 - e. Relationship with NPS and GGNRA

5. View toward the Golden Gate
 - a. The view toward the water and bridge
 - b. Its historical significance
 - c. Its characteristic features
6. The Outer Richmond District
 - a. Character
 - b. History
 - c. Relationships with VAMC

Attachment 2: Preliminary List of Possible Interpretive Vehicles

1. A book or books;
2. Video and other media;
3. Interactive computer- and/or smartphone-based media;
4. Websites;
5. Static exhibits in interior welcome areas with locations specified;
6. Static outside exhibits with locations specified;
7. Re-use of salvaged architectural elements;
8. Interpretive paths and trails (in cooperation with GGNRA);
9. A volunteer organization (in cooperation with GGNRA) with responsibilities and duties for the SFVAMC staff specified; and
10. Organizing and hosting volunteer activities such as: oral history recording, service days to work on preservation and maintenance of historic facilities and landscapes (including Fort Miley structures), interpretive walks, or wildlife viewing – with responsibilities and duties for the SFVAMC staff specified.