

**City of Piedmont**  
**COUNCIL AGENDA REPORT**

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DATE: June 7, 2021

TO: Mayor and Council

FROM: Sara Lillevand, City Administrator

SUBJECT: Consideration of an Agreement with Griffin Structures for Project Management / Owner's Representative Services for the Piedmont Community Pool Project and Approval of an Overall Budget for the Contract

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**RECOMMENDATION**

By a single motion, take the following actions with regard to the proposed agreement with Griffin Structures for Project Management / Owners Representative Services for the Piedmont Community Pool Project:

1. Approve the proposed agreement with Griffin Structures for Project Management / Owner's Representative Services for the Piedmont Community Pool Project, based on a time and materials basis, at an amount not to exceed \$557,000.
2. Approve an overall budget for this contract of \$612,700, which includes a 10% contingency, and authorize the City Administrator to spend up to this amount.

**BACKGROUND**

Following the approval of Measure UU by Piedmont voters in November 2020, City staff formed an internal team, composed initially of Recreation Director Chelle Putzer, Director of Public Works Daniel Gonzales, Finance Director Mike Szczech, Director of Planning and Building Kevin Jackson, and City Engineer John Wanger. In addition, the Council appointed retired City Administrator Paul Benoit as a Special Assistant to advise on this project. The team focused its attention on drafting and issuing a Request for Proposals (RFP) to engage a Project Manager/Owner's Representative (PM/OR). This position, as previously detailed to the City Council, will be dedicated to oversight of the Community Pool Project, from design development through construction, and will focus efforts on keeping the Project on-schedule and on-budget. Recognizing the critical nature of this position the City Council authorized issuance of the RFP on February 16, 2021.

By the March 19<sup>th</sup> response deadline, proposals were received from the following four firms: Griffin Structures; Mack5; Pound Management, Inc.; and Critical Solutions Inc. Each proposal was reviewed independently by members of staff as well as Howard Fuchs - an independent, private sector Project Manager engaged to assist with the selection process. Following this

review, the two top rated firms, as selected by consensus of the team, Griffin Structures and Mack5, were invited to interviews held on April 12<sup>th</sup>. While both firms were experienced and capable, the review team was unanimous in selecting Griffin Structures as the firm most capable of meeting the City's needs (see Attachment 2 for Griffin Structures' proposal). Following the interviews, staff completed reference checks with current and past clients of Griffin Structures. The results of those reference checks affirmed and strengthened staff's decision to propose the firm as the PM/OR for the Piedmont Community Pool Project.

Griffin Structures, headquartered in Irvine, CA and having an office in Santa Clara, CA, stood out for several reasons. Beyond their thorough proposal, the firm has extensive experience with managing aquatic facility design and construction, including:

- East Bay Regional Park District – Roberts Pool Renovation
- Mission Viejo – Marguerite Aquatics Complex
- Mountain View – Rengstorff Park Aquatic Center
- San Bruno – Recreation & Aquatic Center
- San Clemente – Aquatics Center
- Vista Hermosa – Sports Park

In addition to their relevant experience, Griffin Structures has a deep, highly qualified and seasoned full-time staff with in-house capabilities to supplement project management skills with cost estimating, value engineering, constructability review, and public engagement. The firm also communicated an understanding of the exigencies of climate change and were experienced and knowledgeable relative to both the opportunities and challenges associated with implementing green technologies in the design of aquatics facilities.

Griffin Structures has assigned George Sanen to serve as Project Manager / Owner's Representative for the Piedmont Community Pool Project. Mr. Sanen has 34 years of relevant experience and comes highly recommended (see Attachment 3 for his resume). It should be noted that the PM/OR will serve as an extension of and supplement to City staff, not a substitute for staff. Staff's designated internal project team will be fully involved and integral to ensuring the project is successful.

The fee for Griffin Structures Project Management Services, which will extend from project inception through completion, is \$523,575, plus reimbursable expenses of \$33,275, for a total contract price of \$557,000. The fees proposed by the responding firms ranged from \$492,062 to \$1,020,000. Griffin, unique among the proposals, offers a "Performance Guarantee" whereby the City would withhold 10% of their total billings, which would be released based solely on the City's discretionary satisfaction with their performance. This provision for withholding has been incorporated into the proposed contract.

While staff believes the number of hours accounted for in the agreement is sufficient, a 10% contingency is included in the overall budget for the contract to account for any unforeseen circumstances.

## FISCAL CONSIDERATIONS

The cost of the services outlined in this agreement will initially be paid from the General Fund. Subsequent to the sale of the voter approved Measure UU bonds, the General Fund will be reimbursed for all payments made prior to the receipt of bond funding.

## CITY ATTORNEY REVIEW

The attached Contract for Professional Services was drafted by David Rosenthal, an attorney with Burke Williams Sorenson specializing in construction law, contract formation, negotiation and dispute resolution, and was reviewed and approved as to form and legality by City Attorney Michelle Kenyon.

## ATTACHMENTS

1. Agreement with Griffin Structures
2. Griffin Structures Proposal
3. George Sanen Resume

By: Paul Benoit, Special Assistant

## **CONTRACT**

This Contract made June \_\_\_, 2021 (“**Effective Date**”), between the CITY OF PIEDMONT, California, a municipal corporation, 120 Vista Avenue, Piedmont, California 94611, (“**City**”) and GRIFFIN STRUCTURES INC., a California corporation, (“**Independent Contractor**”).

### **Recitals**

- A. City is a municipal corporation which needs certain services in connection with its Community Pool Project (the “**Project**”) as more specifically set forth hereafter.
- B. Independent Contractor agrees to provide these services to the City under the terms and conditions set forth in this Contract (“**Contract**”).

NOW, THEREFORE, in consideration of the mutual promises, covenants, terms and conditions hereinafter contained, the parties hereby agree as follows:

#### **1. Services/Project Phases and Schedule.**

- a. Independent Contractor shall provide the project management, owner’s representative and (if any) other services and work as set forth in Griffin Structures 05/19/2021 Project Management Scope of Work, attached hereto as Exhibit A attached hereto and incorporated herein (“**Basic Services**”).
- b. City may request Consultant to provide services or work in addition to Basic Services, referred to hereafter as “**Additional Services**” (and together with Basic Services, “**Services**”). Additional Services must be authorized by City in writing prior to performance as provided in Section 2 below.
- c. The Project is expected to proceed in the following four Phases, which the following currently estimated schedule:
  - (1) Phase 1 – Pre-Design: July 2021 – November 2021
  - (2) Phase 2 – Design & Permitting: December 2021 – February 2023
  - (3) Phase 3 – Construction: March 2023 – May 2024
  - (4) Phase 4 – Closeout: June 2024 – August 2024

City reserves the right to modify the Project schedule at any time for any reason in its sole discretion.

- d. In the event the Project is delayed due to (1) events or conditions that are outside of the control of Independent Contractor (other than within the control of any permitted subconsultant) or (2) the acts or omissions of parties for whom Independent Contractor is not legally liable (collectively, “**Non-Independent Contractor**”)

**Delays”**), Independent Contactor’s schedule for competing its Services of performance will be extended. Additionally, if Independent Contractor incurs additional costs or expenses due to Non-Independent Contractor Delays, Independent Contractor may be entitled to Additional Services compensation, if and to the extent provided in Section 2 below.

## **2. Compensation.**

- a. General. City will pay the Independent Contractor for properly performed Services as provided in this Section 2 and the Griffin Structures 05/25/2021 Revised Fee Proposal, as modified and attached hereto as
- b. B and incorporated herein.
- c. NTE and NTERC. Excluding Additional Services only, the Not-to-Exceed Price to Independent Contractor for all Services performed under this Contract shall not exceed \$523,575.00 (“NTE”), plus reimbursable expenses described in Exhibit B (“Reimbursables”) up to a Not-to-Exceed Reimbursables Cost (“NTERC”) of \$33,425.00. The NTE includes within its scope the cost of all (if any) permitted subconsultants and, together with the NTERC, shall constitute full compensation for all Services (excluding Additional Services) required, performed or accepted under this Contract. Except for Additional Services, in no event shall Independent Contractor invoice or receive any payment exceeding the NTE and NTERC.
- d. Billing Rates. City will pay Independent Contractor for Services based upon the hourly billing rates of all personnel specified in Exhibit B. The billing rates apply to all of Independent Contractor’s and permitted subconsultants’ (if any) principals, professional personnel and others engaged directly on the Project. Except as provided (if any) in Exhibit B, the billing rates shall remain constant throughout this Contract, and shall not be adjusted for inflation, salary adjustments, cost changes, or any other reason.
- e. Prior Services. If City previously authorized services within the scope of the Services of this Contract, then the services performed and any compensation paid for those services shall be subject to the terms of this Contract and the previous payments deemed payments against the NTE and NTERC.
- f. Percentage of Completion Limitation. Independent Contractor may not invoice or receive payment for the NTE or NTERC greater than Independent Contractor’s percentage completion of the Basic Services, as determined by City based on Services performed.
- g. Additional NTE Breakdown; Independent Contador’s Right to Reallocate.
  - (1) The NTE is further broken down as follows:

Phase 1 – Pre-Design:	\$53,400.00
Phase 2 – Design & Permitting:	\$190,575.00
Phase 3 – Construction:	\$236,250.00
Phase 4 – Closeout:	\$43,350.00

- (2) However, as provided in Exhibit B, Independent Contractor may reallocate hours between staff members and tasks to accomplish the overall objectives and requirements of the Project. Additionally, if Non-Independent Contractor Delays require Independent Contractor to perform Basic Services in an amount exceeding the NTE, such excess Basic Services will be deemed Additional Services, and Independent Contractor will be entitled to additional compensation as otherwise provided for Additional Services.
- h. Additional Services Amendments. City will pay Independent Contractor for Additional Services as agreed to in a written addendum or amendment (“**Amendment**”) to this Contract executed by City and Independent Contractor. Payment for all such Additional Services shall be in an amount and upon the terms set out in the Amendment. Each Amendment shall provide for a fixed price or, where payment for Additional Services is to be on an hourly basis, for a Not-to-Exceed amount plus Reimbursables. Amendments must be negotiated and signed by Independent Contractor and City before commencing Additional Services; otherwise, such costs are deemed within Basic Services.
- i. Fixed Fee Exception. Notwithstanding the foregoing, if City and Independent Contractor agree to any fixed fees for any period or Services, those shall control.
- j. Reimbursables Payment. City will pay Independent Contractor for Reimbursables for Basic Services as set forth in this Section 2 and Exhibit B, and for Additional Services as provided in any amendment and this Section 2. All costs not listed will not be allowed. All Reimbursables will be paid without premium or markup.
- k. Independent Contractor Statements for Fees and Reimbursables. Independent Contractor will provide City with monthly statements of Services fees earned and permitted Reimbursable costs incurred for Services provided during the month. Each statement will generally describe the Basic Services and (if any) Additional Services performed, the applicable rate or rates for Basic Services and (if any) Additional Services, the basis for the calculation of fees, a reasonable itemization of all Reimbursable, and receipts or other backup the City may reasonably request. Each statement shall report on Independent Contractor’s total Basic Services, Additional Services (if any) and Reimbursables paid to date.
- l. City Payments; Retained Services Fees. City shall issue payment of 90% of all approved Services fees and 100% of all approved Reimbursables (subject to the NTE and NTERC) within 30 days of receiving each approved statement. The (10%) retained Services fees are subject to release based solely on the City’s discretionary satisfaction with Independent Contractor’s performance of its obligations to the City.

**3. Term.**

This Contract shall begin on the Effective Date. Unless otherwise terminated as provided in this Contract, this Contract shall terminate 30 days after completion of all Project Services.

**4. Limitation on Independent Contractor's Authority.**

Independent Contractor shall have only the specific authority reflected in the Contract. Notwithstanding any provision of the Contract, including Exhibit A, unless specifically authorized in a writing signed by the City's City Administrator, Independent Contractor is not authorized to obligate the City to incur any cost or expense, or to modify any other Project party's scope of work or services.

**5. Independent Contractor Project Manager and Key Personnel.**

- a. Independent Contractor has designated George Sanen as its Project Manager to act as Independent Contractor's Representative in all matters relating to the Contract. Independent Contractor's Project Manager shall be the single point of contact for all Project communications between City and Independent Contractor.
- b. Independent Contractor's Proposal lists the key personnel identified on Exhibit B. Independent Contractor intends to provide to the Project to perform its services under the Contract, and their anticipated start times, anticipated duration of commitment to work on the Project, and for each duration percentage of commitment to work on the Project (together, "**Key Personnel**"). Independent Contractor represents that such staff have the necessary licenses, experience and qualifications to satisfactorily perform the requirements of the Contract and that at all times Independent Contractor shall maintain such staff or similar staff having all necessary licenses, certifications, experience and skills necessary to perform all obligations of the Contract.
- c. Independent Contractor may not change the identity of its Project Manager or any other Key Personnel without prior City written approval, which approval shall not be unreasonably withheld, provided such replacement has similar or greater experience and qualifications.
- d. Independent Contractor acknowledges that the quality and qualifications of the Key Personnel were important factors in City's selection of Independent Contractor for the Project. Independent Contractor and City agree that the personal services of the Key Personnel is a material term of the Contract, and substitution or removal or change in role or level of effort, of such Key Personnel would result in damages to the City, the measure of which would be impractical or extremely difficult to fix, and in lieu of which City and Independent Contractor have agreed to liquidated damages as described below:

- (1) For any substitution of any Key Personnel individual before the end of the individual's Project commitment period provided in Exhibit B, City may assess once and Independent Contractor shall accept liquidated damages in the amount of six (6) times the gross monthly salary for the substituted Key Personnel.
- e. Liquidated damages for substitution of Key Personnel shall be deducted from the next applicable statement or, if insufficient, shall be paid by Independent Contractor.
- f. No liquidated damages shall under be due under this Section 5 for any substitution required due to death, incapacity or employment termination of a Key Personnel.

## **6. Office Space, Supplies, Equipment, Etc.**

Unless otherwise provided in this Contract, Independent Contractor shall provide such office space, supplies, equipment, vehicles, reference materials, computers and telephone service as is necessary for Independent Contractor to provide the services under this Contract. Independent Contractor - not City - has the sole responsibility for payment of the costs and expenses incurred by Independent Contractor in providing and maintaining such items.

## **7. Contractual Relationship.**

The parties intend that an independent contractor-employer relationship will be created by this Contract. City is interested only in the results to be achieved, and the conduct and control of the work will lie solely with Independent Contractor. Independent Contractor is not to be considered an agent or employee of City for any purpose, and neither Independent Contractor nor any employees of Independent Contractor are entitled to any of the benefits that City provides for City's employees. It is understood that City does not agree to use Independent Contractor exclusively. It is further understood that Independent Contractor is free to contract for similar services to be performed for other cities, persons or entities during the term of the Contract. Independent Contractor shall be fully responsible for all income, social security or other taxes or deductions, including but not limited to worker's compensation and unemployment deductions, relating to the services it performs for City.

## **8. Indemnity and Hold Harmless.**

- a. To the fullest extent permitted by law, Independent Contractor shall defend (with legal counsel reasonably acceptable to City), indemnify and hold harmless City and its officers, elected officials, employees, and agents (collectively "**Indemnitees**") from and against any and all liability, claims, loss, cost, damage, injury (including, without limitation, injury to or death of an employee of Independent Contractor or its subconsultants), expense and liability of every kind, nature and description (including, without limitation, fines, penalties, incidental and consequential damages, reasonable court costs and attorneys fees, litigation expenses and fees of expert consultants or expert witnesses incurred in connection therewith, and costs of investigation) ("**Liability**"), where the same arise out of, are a consequence of, or are

in any way attributable to, in whole or in part, the performance of this Contract by Independent Contractor or by any individual or entity for whom Independent Contractor is legally liable, including but not limited to, officers, agents, employees, subcontractors or consultants of Independent Contractor.

- b. For design professionals (as that term is defined by Civil Code § 2782.8) acting within the scope of their professional capacity, to the fullest extent permitted by law, Independent Contractor shall, at its own expense, indemnify, protect, defend (by counsel reasonably satisfactory to the City) and hold harmless any Indemnitees from and against any and all Liability, whether actual, alleged or threatened, which arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Independent Contractor, or as may be provided by statute in Civil Code § 2782.8, as may be amended from time to time.
- c. Neither termination of this Contract nor completion of the services shall release Independent Contractor from its obligations under this Section 8, as long as the event giving rise to the claim, loss, cost, damage, injury, expense or liability occurred prior to the effective date of any such termination or completion, and this section shall survive the termination of the Contract.

## 9. **Insurance.**

- a. The following minimum levels of insurance coverage shall be provided during the term of this Contract. Prior to the execution of the Contract, Independent Contractor shall provide proof of insurance required. Insurance is to be placed with insurers authorized to conduct business in the state with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to the City.
- b. Independent Contractor shall furnish the City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive Independent Contractor's obligation to provide them. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.
- c. Coverage shall be at least as broad as:
  - (1) Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$2,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 05 09 or 25 04 05 09) or the general aggregate limit shall be twice the required occurrence limit.

- (2) Automobile Liability: ISO Form Number CA 00 01 covering any auto (Code 1), or if Independent Contractor has no owned autos, covering hired, (Code 8) and non-owned autos (Code 9), with limit no less than \$1,000,000 per accident for bodily injury and property damage.
  - (3) Workers' Compensation: as required by the State of California, with Statutory Limits.
  - (4) Professional Liability (Errors & Omissions): As appropriate to Independent Contractor's services, and not less than \$2,000,000 per occurrence.
- d. The insurance policies are to contain, or be endorsed to contain, the following provisions:
- (1) The City of Piedmont, its Council Members, directors, officers, agents and employees shall be named as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Independent Contractor including materials, parts or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Independent Contractor's insurance (at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 forms if later revisions used).
  - (2) For any claims related to this Contract, Independent Contractor's insurance coverage shall be primary insurance coverage (at least as broad as ISO CG 20 01 04 13) with respect to the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees, or volunteers shall be excess of the Independent Contractor's insurance and shall not contribute with it.
- e. Independent Contractor hereby grants to City a waiver of any right to subrogation which any insurer of said Independent Contractor may acquire against the City by virtue of the payment of any loss under such insurance. Independent Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.
- f. Independent Contractor shall require the insurer to provide City with 30-day prior notice of termination or material change in coverage and ten (10) days prior notice of cancellation for non-payment.

## **10. Assignability/Subcontracting.**

Independent Contractor shall not assign, delegate, subcontract, or transfer any interest in this Contract nor the performance of any Independent Contractor's obligations hereunder, without

the prior written consent of the City. Nevertheless, Independent Contractor will remain fully liable and responsible for all services under this Contract.

**11. Miscellaneous.**

As used in this Contract, the masculine, feminine or neuter gender, and the singular or plural number, shall each be deemed to include the others whenever the context so indicates.

**12. Notices.**

Any notices to be sent pursuant to this Contract shall be given in writing, in person (by hand or by courier), via prepaid U.S. certified or registered mail, return receipt requested, or by recognized overnight (or better) courier that maintains delivery records, addressed to City at 120 Vista Avenue, Piedmont, California 94611, and to Independent Contractor at 1850 Warburton Avenue, Suite 120, Santa Clara, California 95050, or at such other address as each party shall give the other in writing from time to time. Notices shall be deemed received at the time of delivery if on a business day (and if not on a business day or after 5:00 pm local time on a business day, on the next business day) or when delivery is refused..

**13. Governing Law.**

This Contract shall be governed by the laws of the State of California, including its statutes of limitation but excluding its conflict of law principles. Jurisdiction and venue of litigation arising from this Contract shall be in the County of Alameda, State of California.

**14. Modification.**

Any modification of this Contract will be effective only if it is in writing signed by all parties to this Contract.

**15. Time is of the Essence.**

Time is of the essence in the performance of this Contract.

**16. Termination.**

The following provisions shall govern termination under this Contract:

a. Either party may terminate this Contract for cause as follows:

- (1) The party electing to terminate shall give the other party written notice of termination at least five (5) days prior to the termination date, setting forth very specifically the grounds for termination, the specific provisions of the Contract that has been violated, and a full statement of the facts surrounding the violation(s).

- (2) If the terminated party so elects, the parties shall meet promptly and make good faith efforts to resolve the violation(s) in a mutually agreeable way.
  - (3) If any such violation cannot be resolved by the parties at such meeting, or at any mutually agreed extension(s) of such meeting, the termination shall proceed.
  - (4) If the violation(s) have not been resolved, the terminating party may proceed with termination, and with retaining other person(s) or entities to provide services, if the terminating party is the City.
- b. The City may terminate the Contract at any time without cause upon at least sixty (60) days prior written notice to the Independent Contractor. In the event of any such termination by City, Independent Contractor shall be paid for services actually performed through the date of termination, and Independent Contractor's work shall be immediately discontinued as of that date, except that City may elect, at City's option, to have Independent Contractor complete one or more projects or specific activities which are then in progress, in which case Independent Contractor shall be paid for such services until completion.

**17. Equal Opportunity.**

Independent Contractor shall insure that its policies and practices provide equal opportunity to all applicants and employees without regard to race, color, creed, gender , age, religion, national origin, sexual preference, gender identity, marital status, disability, Acquired Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) and in addition, Independent Contractor must comply with the Americans with Disabilities Act.

**18. Compliance with Laws.**

Independent Contractor shall use the standard of care in its profession to comply with all applicable federal, state, and local laws, codes, ordinances, and regulations. Independent Contractor represents and warrants to City that it has and shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Contract any licenses, permits, insurance and approvals which are legally required for Independent Contractor to practice its profession.

Without limiting the foregoing, Independent Contractor shall, if applicable, comply with all laws, codes, ordinances, and regulations requiring the payment of prevailing wages as set forth in Labor Code § 1770 et seq. Pursuant to AB 1768, effective January 1, 2020, this includes, inter alia, the payment of prevailing wages to personnel performing services considered a covered trade (e.g., operating engineer/heavy equipment operator, surveyor, carpenter, cement mason, electrician, laborer, building/construction inspector (including a geotechnical engineer acting as a construction inspector), and field soils and materials testers (including a geotechnical engineer performing duties covered under soils and materials

testing)) that undertake feasibility studies, site assessments and other pre-construction work for a project utilizing public funds.

**19. Conflicts.**

Independent Contractor represents and warrants that it presently has no interest, and shall not have any interest, direct or indirect, which would conflict in any manner with the performance of services required under this Contract. Without limitation, Independent Contractor represents to and agrees with City that Independent Contractor has no present, and will have no future conflict of interest between providing the services contemplated under this Contract to City and any interest Independent Contractor may presently have, or will have in the future, with respect to any other person or entity which has any interest adverse or potentially adverse to City, as determined in City's reasonable judgment.

**20. Entire Agreement**

This Contract constitutes the entire agreement of the parties with respect to the matters set forth herein. Any amendments, modifications, or changes to this Contract shall be in writing and signed by both parties. In the event of a conflict between the terms set forth in this Contract and the terms set forth in any exhibit to this Contract, the terms of this Contract shall govern over the terms of any exhibit.

**21. Ownership of Documents.**

All plans, studies, documents and other writings, including working notes and internal documents, prepared by and for Independent Contractor, its officers, employees and agents and subcontractors in the course of implementing this Contract, shall become the property of City upon payment to Independent Contractor for such work, and City shall have the sole right to use such materials in its discretion without further compensation to Independent Contractor or to any other party. Independent Contractor shall, at Independent Contractor's expense, provide such reports, plans, studies, documents and other writings to City upon written request. All documents prepared by Independent Contractor are confidential and shall be maintained to preserve their confidential nature. Release of any such documents to third parties shall only be made by the City, or upon written consent of City.

**22. Licenses.**

Independent Contractor represents and warrants that it has all licenses, permits, qualifications, insurance and approvals of whatsoever nature which are legally required of Independent Contractor to practice its profession. Independent Contractor represents and warrants to City that Independent Contractor shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Contract, any licenses, permits, insurance and approvals which are legally required of Independent Contractor to practice its profession.

**23. Waiver.**

Waiver of a breach or default under this Contract shall not constitute a continuing waiver of a subsequent breach of the same or any other provision under this Contract.

**24. No Third Party Beneficiaries.**

Nothing in this Contract shall operate to confer rights or benefits on persons or entities who are not parties to this Contract.

**25. Severability.**

If any portion of this Contract or application thereof to any person or circumstance shall be declared invalid by a court of competent jurisdiction or if it is found in contravention of any federal, state or local statute, ordinance or regulation the remaining provisions of this Contract or the application thereof shall not be invalidated thereby and shall remain in full force and effect to greatest extent permitted by law.

**26. Construction.**

Headings or captions to the provisions of this Contract are solely for the convenience of the parties, are not part of this Contract, and shall not be used to interpret or determine the validity of this Contract. Any ambiguity in this Contract shall not be construed against the drafter, but rather the terms and provisions hereof shall be given a reasonable interpretation as if both parties had in fact drafted this Contract.

IN WITNESS WHEREOF, the parties have executed this Contract at Piedmont, California, the day and year first above written.

**CITY OF PIEDMONT:**By: \_\_\_\_\_  
[Mayor or City Administrator]**GRIFFIN STRUCTURES INC.:**By: \_\_\_\_\_  
[Title]

Attest:

\_\_\_\_\_  
John O. Tulloch, City Clerk

Approved as to form and legality:

\_\_\_\_\_  
Michelle Marchetta Kenyon, City Attorney



Exhibit A

**Piedmont Aquatic Center**

**City of Piedmont**

05/19/2021

**Project Management  
Scope of Work**



*Marguerite Aquatics Complex, Mission Viejo, CA*

## SCOPE OF SERVICES

The City intends to retain the services of a Project Manager/Owner's Representative to help shepherd this Project through the program and pre-design, design and construction stages. One of the first duties of the Project Manager will be to assist the City in soliciting proposals for design services based on the adopted Master Plan. Once the design consultant is hired, the Project Manager will assist in the oversight of the design team, as well as assist the City with public outreach. As this Project is funded through General Obligation bonds supported by the community, communication with the community throughout the Project is essential. Similarly, working with City staff to provide updates to the City Council will also be very important.

As the Project progresses, the Project Manager will be expected to coordinate with the various City Staff and Departments (e.g. Recreation, Planning and Building, Public Works, Finance, City Administrator's office, etc.) involved with this Project. It is anticipated that the Project Manager will be integrally involved in reviewing work products from the design consultant, coordinating reviews with the various Departments, assisting in reviewing the constructability of various options, assisting with value engineering of the design, and generally working to ensure that the design meets the City's and Community's needs. Once construction documents have been completed, the Project Manager will work cooperatively with the Public Works/City Engineering Departments to bid the Project in accordance with the applicable City Codes and the Public Contract Code. During the bidding process, the Project Manager will coordinate with City Departments and the design team to ensure that any clarifications or addendums are processed in a timely manner. Once bids are received, the Project Manager will assist the Public Works/City Engineering Department in evaluating the bids and recommending award of contract.

Prior to bidding the Project, the Project Manager will also work with City staff to identify a construction management/inspection consultant for oversight of the day to day construction. If proposals are requested, the Project Manager will assist the City in generating an RFP and distributing the RFP to qualified consultants. The Project Manager will assist in reviewing and evaluating any proposal received in response to the RFP and will assist in determining the recommended consultant to retain for this work.

During construction, the Project Manager is expected to act as the Owner's Representative with respect to oversight of the Project, coordinating with the construction management and inspection firm to keep up on the progress, assisting with the resolution of any issues, keeping the public informed and providing regular updates at City Council meetings. Upon completion of construction, the Project Manager will participate in the final walkthrough of the Project, review of the punch list and generally be involved with the Project closeout.

As communication is essential on this Project, the Project Manager will be expected to assist the City in overseeing community outreach for the entirety of the Project. It is anticipated that there will be a series of public meetings to review the progress of the design and to solicit public feedback. The Project Manager will assist in communicating public comments to the design team and ensure that there is a balance maintained between the work of the design team, community desires and budget limitations. Considerable skill in working on high-profile public projects, involving extensive civic engagement is essential. The selected individual or firm must exhibit

proven, well-developed communication skills - both verbal and written, as well as the ability to manage and negotiate between competing interests. If needed, the Project Manager may consider including a facilitation and public outreach sub consultant on their team.

The Project Manager/Owner's Representative will provide comprehensive Project management services including, but not limited to, those listed below. If the responding individual/firm believes that the Project can be enhanced in any way by the addition of tasks or the deletion of any specified tasks, such information should be included in the proposal.

### **1. General**

Act as the City's representative during the Program and Pre-Design Phase, Design Phase, Construction Phase and Project Closeout Phase of the Piedmont Community Pool Project

### **2. Program and Pre-Design Phase**

- Assist the City in clearly defining the scope of the Project (refinement of the conceptual master plan that has already been developed);
- Assist in communicating with City management, Council, staff, community, and news media to enhance understanding and develop ongoing support for the Project;
- Assist in soliciting (assist in developing a Request for Proposals) and retaining a qualified design team for the Project. This will include participating in a pre-proposal meeting with interested design firms, review of all proposals received, coordinating the circulation of the proposals to a review team and collection of all ranking information, assist in developing a short list of consultants (no more than 3) for interviews, schedule and participate in the interviews, coordinate the ranking results from the interview panel, and assist in negotiating with the selected consultant team.
- Develop project management plan, clearly defining roles, key tasks, project schedule and project management tools to be used;
- Develop and maintain a master schedule and report deviations to the City and resolve schedule issues;
- Establish Project controls and procedures;
- Assist with developing and maintaining a realistic Project budget that includes all construction and non-construction costs including permit fees, site preparation, utilities, design services, construction costs, inspection services, equipment costs, furniture and fixtures and project contingency. Update the Project budget regularly, and deliver Project status reports, no less than monthly; and
- Assist with public outreach and meetings.

### **3. Design Phase**

- Manage work of the design team;
- Collaboratively work with City staff to review design documents for completeness and for conformance with the City's objectives;
- Work with the design team to ensure that the design stays within budget, that the process stays on schedule, and to assist in ensuring constructability of the design;
- Work with City staff and the design team to make suggestions or identify changes that could improve the design, constructability, or reduce costs;

- Assist in leading and participating in public engagement meetings, workshops and City Council meetings and in ensuring that relevant comments and concerns are appropriately addressed by the design team;
- Assist with value engineering studies and, if necessary, coordinate getting an independent estimate to ensure the Project will stay within the budget;
- Coordinate with all relevant regulatory agencies and assist with obtaining all required permits, building permits, and all required approvals;
- Review/recommend payment requests from the design team. If necessary, assist in negotiating any changes to the scope of work and fee as the Project progresses;
- Work with City staff to perform quality control of all design team deliverables (including those of subconsultants), such as plans, drawings and specifications, to ensure quality, completeness, and appropriateness. Note that the Project Manager will be expected to collect all comments from the various City Departments in the review of the comprehensive construction documents and to transmit them to the design team; and
- Conduct, in conjunction with the City and design team, pre-construction orientation conference(s) for the benefit of the contractors interested in bidding the Project.

#### **4. Construction Phase**

- Work with the City's selected Construction Manager and inspection team to oversee the Project during construction. Work in this phase of the Project may include, but not be limited to:
  - Work in conjunction with the Construction Manager to monitor the construction schedule and budget and bring any issues to the City Administrator or other City Departments involved;
  - Attend Project meetings as necessary;
  - Prepare monthly reports for updates to the City Administrator, the City Council and the community;
  - Work in conjunction with the Construction Manager to monitor work completed versus budgets and note any issues; and
  - Coordinate regular communication to the City staff, the City Council and the community.
- Change Management
  - Assist the Construction Manager and City staff with identification of appropriate changes in scope; and
  - Assist with validating impact of changes.

#### **5. Project Closeout**

- Along with City staff, review any punch lists provided by the Construction Manager to ensure that all items are complete;
- Review the final pay documents with the Construction Manager and City staff and provide final budgetary information to the City; and
- Work with the City as needed to coordinate move in and startup operations of the facility.

## Workplan & Approach

Griffin's team has extensive project experience in programming, designing, and managing the construction of more than 50+ aquatic, recreational, and community centers featuring both recreational and competitive pools. Our diverse background in designing these facilities affords us the opportunity to draw on lessons learned and pay the knowledge forward for Clients such as the City of Piedmont.

Additionally, as programmers, preconstruction, and construction managers of modern aquatic facilities, we are well informed on the current trends and considerations for facilities of this type. Today, the aquatic facilities we deliver and research are uniquely built structures that are integral to the communities they serve. Aquatic facilities and pools are visible and welcoming spaces that become community hubs for recreation and sports, acting much like a community hub, providing spaces for people to gather.

*We will be focused on creating flexibility for the future as well as serving the needs of today, maintaining an obligation to oversee the development of an Aquatic Center through which the voices of the community are heard and every facet of the new facility is considered thoroughly and openly.*

Griffin Structures offers a comprehensive approach to all aspects of Project Management involving technical expertise and lessons learned from nearly 40 years of experience. This approach seeks to convey both our depth of technical knowledge and the application of our best practices in a manner most suitable for the City. We recognize and affirm we will deliver the services set forth in Scope of Work sections 1 through 5 of the RFP, however, to further elaborate our understanding and approach to this project, we propose the following work plan.

### 1. Approach to Staffing

Griffin Structures recognizes the importance of continuity on a project of this scale, and especially in the role of Project Manager. It is for that reason that we are proposing George Sanen to serve as the Project Manager for this project for its entire duration utilizing his extensive experience managing very large and challenging projects throughout the Bay area as well as utilizing his degree in architecture.

Additionally, George will be supported by Lance Solomon and Tim Shaw, both of whom have extensive relevant experience in project management on an aquatics facility, serving as the Project Manager on behalf of the City of San Clemente, and the Construction Manager on behalf of the City of San Bruno. George Sanen will also receive support from And Rob Carnes will bring his extensive understanding of infrastructure and utilities to this project as well. Finally, Jay Helekar will serve in a support capacity for value engineering and in checking estimates that are produced by the design team. All of these key support team members will contribute to value engineering, constructability reviews, issues resolution, and agency coordination under the leadership of George.

On a corporate level, Jon Hughes will serve as the Project Executive and Roger Torriero will bring executive leadership to the team, bringing years of experience in developing aquatics facilities on behalf of the public sector.

## 2. Initial Assessment

Griffin Structures begins every project with a comprehensive Initial Assessment. This assessment provides the City with a fresh perspective on all aspects of the project currently and allows Griffin to strategically assess the priorities for executing our services. This assessment unfolds in 2 phases:

**Initial Investigation:** Griffin will meet with the City to establish the initial key concerns and needs of the project. Sometimes it is discovered that the design and bid schedule is in jeopardy, other times the key concern is contractor prequalification. Yet other times, the primary concern is to establish a comprehensive and succinct budget. Whatever the most pressing issue might be, Griffin will establish a short list of priorities, and engage in those key tasks first. Typically, we find that this initial assessment results in the immediate need for one or both of the following tasks:

- a. Establishing a refined project schedule
- b. Establishing a refined project budget

However, should the initial assessment phase unearth other project needs, or if the City has a priority list already established, we will adjust our initial task items accordingly.

**Identify Project Objectives:** Once this initial assessment and resolution effort is achieved, Griffin will then move toward establishing a standard protocol for the project team as a whole. We have found that clarity and consistency in direction is the single most significant feature of establishing a successful project protocol. To achieve this level of clarity and consistency, Griffin will first establish a clear understanding of City policies and protocols. Because of our extensive experience in the public sector, we are able to effectively mold our approach to the client. We effectively become an extension of City staff. With that in mind, we then establish protocols for all aspects of the project. Specifically, we will:

c. Establish communication channels and policies.

d. Oversee document strategies, specifically how information will be communicated to the field.

e. Identify key challenges to the project

f. Establish and formalize action items for respective team members

g. Identify and reinforce key project objectives.

Together, with this two-part approach, Griffin will effectively execute a comprehensive project assessment that will serve as the guiding principles for the project moving forward. Once the Initial Assessment period is completed, we will then begin to employ the following aspects of our approach. In general, our approach can best be summarized under the following 4 aspects: Communication and Document Control, Schedule Management, Financial Controls, and Quality Assurance.

## 3. Project Delivery Analysis

Recognizing the City has already determined it will proceed on a Design-Bid-Build basis, nonetheless it has been on our experience, having an accurate understanding of the various delivery options available and in-depth expertise in each will allow the City to set this project on the best course to achieve the highest value. Specifically, Griffin Structures is prepared to review Contractor procurement strategies that involve early selection of the Contractor during the design process to assist the team in the development of the Construction documents (Design-Assist). Of course, depending on the City's charter and its procurement policies, Griffin Structures is prepared to execute whatever strategy the City ultimate elects to pursue.

#### 4. Community Engagement & Presentations

In consultation with the City, Griffin will serve as the primary coordinator of public outreach efforts, whether required as a part of the City's jurisdictional authority, or as needed in its role as the owner. This will include both the oversight of consultants who are charged with making presentations and or reporting findings, as well as presenting project updates as needed. As the City's representative, Griffin Structures will oversee the community engagement process and utilize the key team members most suitable for the needs.

Specifically, Griffin Structures will craft a scope of work in the design solicitation that includes all the necessary preparations, presentations, graphic materials and community engagement to make presentations to the Aquatic Subcommittee and the Recreation Commission. Additionally, we will require the design team provide all necessary services to satisfy the Planning Commission Review. These efforts will be performed by the design team but overseen and coordinated by Griffin Structures.

Once under construction, our team will coordinate key update tools, including but not limited to:

- a. 24-hour community hotline for questions or concerns
- b. Project signage
- c. Weekly staff updates
- d. Monthly project updates
- e. Quarterly community updates
- f. All necessary content for website updates.

And of course, as the City's representative our staff will oversee and/or chair any presentations needed by City Council including, recommendations for award, updates, staff reports, issues resolution and/or other needed presentations.

#### 5. Communication & Document Control

Building on the project objectives identified in the initial assessment, Griffin will then begin establishing standardized communication protocols. These protocols are critical in a construction project of this size and scope and are particularly key to a successful design bid build delivery method. Accordingly, Griffin will establish a clear line of communication between the team members which will be utilized during the construction process. Working closely with the City, Griffin will identify the proper channels for all communication between the field (contractors and inspectors) and the support team (design, engineering, and City) to establish seamless communication for the duration of the project.

**Document Management:** Key to this effort is our approach to document controls. Griffin Structures employs the use of Submittal Exchange for all project document controls. This system is comprehensive, adaptable, and is straightforward and easy to use.

Essentially, the system works as follows:

- a. Once the project is initiated, the Submittal Exchange team will review the entire specification and upload all submittal requirements.
- b. The construction manager will then upload all team members.
- c. If used for design, the system can be easily adapted to carry all necessary documents, and documentflow.
- d. Once under contract the General Contractor will be integrated into the system. Specifications for inclusion in the bid documents will be provided requiring Contractor compliance.
- e. All RFIs, submittals, ASIs, CCDs, Delta's, Daily Reports, Project Photos, SWPPP reports, schedules, and Closeout documents will have a unique tab for cloud storage.

f. All documents that require a review flow will have associated links that clearly identify who is on task.

g. Upon final closeout, all documents will be consolidated into a single digital file that is easily searchable for future need. All As-Builts, O&Ms and Warranties will be included as well as progress documentation.

By utilizing this cloud based format, Griffin Structures is able to establish a single document portal that saves and manages all project documents. Utilizing this cloud based system as a single source of document control provides clear and consistent communication to the field, insures comprehensive document coordination, protects against claims, accelerates the construction schedule by streamlining communications, and ultimately saves the entire project significant costs by eliminating printing and shipping, and improves efficiency. For further information on Submittal Exchange see:

<http://www2.submittalexchange.com/public>



Roberts Pool Aquatic Center

## 6. Schedule Management

As with communication and document control, schedule management and efficient construction production relies on multiple factors, all of which Griffin has an established protocol.

Griffin will begin by producing a comprehensive master project schedule. This schedule will include all aspects of the project including but not limited to:

- a. Design iterations
- b. Design review times
- c. Permitting phases
- d. Contractor prequalification (if desired)
- e. Bidding
- f. Contracts and insurance,
- g. Phases of construction
- h. City installations
- i. Utility connections
- j. City IT installations
- k. Punch List
- l. Commissioning
- m. Contingency

This initial schedule will serve as the basis for establishing the overall construction duration that will be incorporated into the bid documents. Naturally, Griffin will incorporate the input of all team members in that regard.

Once a Contractor is on board, Griffin will require that they produce a comprehensive construction schedule that incorporates all the elements above that occur during construction, as well as demonstrate a clear and logical critical path. Our extensive construction experience will be able to determine if the contractor has a good understanding of the project that is both realistic and achievable.

Phasing Analysis is also critical to a successful project schedule. Understanding the key components of the project, the City's concerns, neighborhood sentiment, traffic concerns, protection of existing facilities; all these aspects need to be considered and reviewed with regard to the schedule to ensure that the project can achieve the overall objectives.

Griffin will then provide strict communication protocols to insure answers to questions, reviews of submittals, submissions for deferred permits, and requests for inspections are all process timely and effectively.

Corrective measures may need to be implemented, should the contractor fall behind. As described above, the City and project as a whole suffers when the contractor falls. Therefore, Griffin will employ extensive field experience and construction understanding to provide solutions to schedule failures to maintain the overall objectives of the project and protect the City's investment.

By these methods, Griffin will be able to maintain the project schedule and expedite the productivity as needed.

## 7. Design Solicitation

Given our experience developing projects at risk, Griffin has a robust design solicitation repository that will select the project's best Design Team. Some key features of this effort will be the request and evaluation of past projects of a similar size and character, the experience of the Design Team, familiarity with aquatic facilities, and comprehensive program which establishes a baseline of the design effort, and a clear delineation of scope that will ensure the responses which are received are comprehensive. Additionally, we will work with the City to incorporate our RFP development plan into existing City procurement procedures, if applicable. We will work closely with staff to ensure that the efforts employed are consistent with City regulations while also benefiting from our vast experience managing similar efforts for other Clients.

## 8. Design Coordination

The key to a successful project, regardless of the form of delivery, is a well-thought design coordination effort. The typical phases of design include Conceptual, Schematic, Design Development, and Construction Documents. But this only scratches the surface as it relates to the interim milestones, meetings, and coordination efforts needed to manage a design process successfully.

Every design management effort requires a clear and concise design schedule. This schedule must have milestones for deliverables, as well as adequate time for City review. At Griffin Structures, we have a comprehensive design schedule approach that allows us to tailor the project schedule to the City needs to maximize efficiency and accountability.

It is also critical that unique design coordination meetings are arranged to address key aspects of design that often go overlooked. These include, but are not limited to, low voltage coordination, utility coordination, authority having jurisdiction coordination, civil coordination with MEPs, building management system coordination (BMS),

facilities maintenance coordination. Ensuring the correct people are engaged to address key concerns of the project is essential to a well-coordinated set of drawings that can be executed efficiently in the field.

Additionally, the design coordination phase must include certain pre-design efforts for deferred submittals typically under the Contractor's purview. These include, but are not limited to, fire sprinklers, fire alarm systems, BMS systems, structural steel trusses, stairs, curtain wall systems, tie-backs and retaining walls, and others. By working through these systems early in the process, the design package can avail itself of early procurement and approval of many of these trades, facilitating construction and accelerating the schedule.

Finally, the design coordination process must engage the dry utility agencies early in the process, including SCE, the gas company, cable, internet, and telephone. These agencies often carry significant backlogs, have dysfunctional organizational structures, and severely impact the design and construction process. For this reason, we engage the utilities early and often recommend hiring a specialty dry utility consultant who can facilitate and accelerate the process.

#### 9. Constructability Review

During the design process, Griffin Structures will perform extensive constructability reviews. Griffin will evaluate key aspects of the design with each review, with a particular attention paid to those items that can result in added cost, extended time, or compromised value.

At each stage of design, the documents reveal different characteristics, which we will be evaluating. At the Concept and Schematic Design phase, our primary focus will be on the efficiency of use, adherence to the program, site layout and massing, facility orientation, and basis of design. Though these aspects of the project do not always provide a detailed analysis of constructability issues, they provide the framework that results in those issues in later iterations. Given our extensive history of delivering

projects of a similar size and nature, we will identify those basic parameters that result in challenges later.

At the Design Development and Construction Document phase of design, we will drill down into the project's critical details in a manner that is unparalleled in our industry. Many Project Managers only look for apparent discrepancies like missing call-outs, flawed notes, and other low-hanging fruit. Our review will search for inconsistencies such as civil and MEP point of connection elevations, waterproofing details and drainage, heat load orientation, framing coordination issues, and countless other pertinent information.

Finally, the key to the usefulness of our reviews is in our use of Bluebeam technology. This tool allows for the digital evaluation of the drawings, highlighting the details in question, and producing a report that is easy to understand and is actionable. Utilizing this tool with our hands-on field experience allows Griffin to produce constructability reviews of the industry's highest quality.

#### 10. Value Engineering

As the design process unfolds Griffin Structures will maintain a continuous Value Engineering effort throughout each stage of the process. Rather than wait for cost estimate to reveal the project is over budget, Griffin will use its depth of knowledge to identify and address potential cost issues in real time. This will mitigate the need for a costly value engineering exercise that could be disruptive to the project schedule and will help to mitigate any sudden reductions in program.

#### 11. CEQA & Environmental

Griffin Structures will include all necessary analysis, documentation, applications, and approvals for CEQA, environmental, and agency approvals to be included in the design solicitation scope of services. Once under contract, Griffin will manage the design team in their efforts and represent the City and its interests throughout the process.



Marguerite Aquatics Complex

## 12. Financial Controls

Key to the success of any project, are the effective management of financial controls. Griffin has extensive experience in financial controls and is uniquely qualified in employing those controls for the successful execution of public projects.

**Master Budget:** Griffin Structures will produce a comprehensive Master Budget that captures every cost associated with the project and present this document to the City for approval. This budget will include all consultant costs, design costs, construction costs, as well as any ancillary costs specific to this project to allow for the City to have a clear financial picture of the project from the very beginning.

Many of the costs listed in the initial Master Budget will be based on allowances and typical unit based percentages typical of a project of this type. As consultants are brought on board, and costs are realized as formal proposals, Griffin will update the Master Budget to reflect those changes. Additionally, we will illustrate these updates in such a way as to show the dollar amounts for previous iterations against the present update which will allow the City to maintain a complete record of costs and adjustments throughout the project.

And of course, all financial matters will be held in strict confidence with the City and key allowances, cost considerations, and forecasts will be reconciled with City staff on a regular basis, but no less frequently than on a monthly basis.

**Change Management:** Construction projects are inherently iterative operations. With multiple efforts, and coordination of tasks and efforts underway concurrently, managing the discovery and correct identification of changes is particularly challenging. Accordingly, we will review and address all possible changes in work in the following manner:

a. The first component in correctly addressing possible changes in scope and cost is to know what is and is not a real change. With our extensive experience in public projects, we will perform a comprehensive analysis of the issue at hand and determine if a change has in fact occurred. Key to this analysis is our enhanced understanding of contracts and scope so as to determine if in fact the issue is already covered under the existing scope. This approach will be employed for the management of all team members, both with consultants and contractors, as a way of justifying if a change has in fact occurred.

b. If a change is in fact necessary, we will then seek to execute this change in a manner that results in a no-cost solution to the City. This may involve proposing materials and/or methods that are comparable in scope to the original intent, thus allowing for solutions that do not compromise quality, schedule, or cost.

c. If such an option is not possible, or if unforeseen conditions materialize that result in a true change to the cost of the project, Griffin will then perform a detailed analysis of the best form of execution. This may take the form of a hard estimate for the proposed change, or if in fact a T&M execution is in the best interests of the project. Yet another option is to utilize a T&M/Not to Exceed method which allows for execution of a proposed change while putting a ceiling on the final costs of the change.

d. Finally, any change that is officially recognized will undergo a detailed examination of costs including but not limited to: materials back up, labor analysis, labor rate analysis, detailed subcontractor back-up, time impacts, and a unit cost comparison based on industry trends.

**Invoicing:** Griffin is keenly aware of the importance of maintaining financial controls over the Invoicing process. Accordingly, we will establish a methodical approach to reviewing invoices specifically by executing the following:

- a. Establishing a very detailed Schedule of Values the breaks out both labor and materials for each trade and spec section.
- b. Review all invoices for consistency with improvements installed in the field.
- c. Investigate the Contractors payment policies to subcontractors to avoid issues of non-payment.
- d. Evaluate subcontractor performance to anticipate potential bankruptcies of subcontractors who are not adequately solvent to perform on the job.

Together, with these tools, we will be able to provide financial protection of the client so as to avoid production challenges, protect the City's resources against overpayment, and insure a proper accounting of the health of the project.

**Claim Mitigation and Avoidance:** Of particular importance to the health of a project is claims management. The most effective way to mitigate claims is to avoid them altogether. This seems obvious but is in fact the most challenging aspect of managing a successful project. To avoid claims there are a few key principles we follow:

a. **Clarity = enforceability:** If the direction is clear, the drawings and specifications consistent, and the direction to the field in line with these documents, then there is little to no chance of a future claim

b. **When everyone succeeds, the City succeeds:** This is a key concept that many professionals do not grasp or pursue. Claims arise out of a need to mitigate against risk or loss. Avoiding risk for all parties lowers the likelihood of claims.

c. **Commitment to Value:** Despite our best efforts, sometimes things go wrong. A submittal is submitted and approved incorrectly. A material specification is discontinued, and its replacement is three times the cost. Drawings do not clearly identify the total scope of work. In instances like these, clear commitment to value rules the process. In each of the instances listed above, Griffin is able to navigate and resolve these issues in a manner that provides value to the City (i.e. little or no cost increase) continued progress (timely decisions that do not delay the schedule) and creative architectural solutions (maintaining the overall quality of the finished product). By having a balanced understanding of all the aspects of value to the project Griffin is able to mitigate the conditions that often result in claims.

#### d. **Clear Documentation and Legal Understanding:**

Despite all of the above, sometimes claims do arise. The key defense against these occurrences is clear documentation, and a comprehensive understanding of the contract and contract code. Griffin Structures employs elite Project Management professionals that have extensive understanding in contracts and contract code, and employs a document management system that produces proper documentation.

**13. Bid and Award Services – Other Vendors**

It is also critical that the bid process unfolds in an organized manner. This includes the response to bid questions, substitution requests, the issuance of addenda, the bid opening process, duration of bid effort, and the process's overall governance to eliminate the possibility of a protest. Griffin understands this process well and brings leadership and efficiency to this process that all too often descends into a chaotic effort fraught with irregularities.

The bid evaluation process is yet another key to success. Ensuring the bids are both responsive and responsible, that the bidders have included all necessary bid requirements and qualitative sections demonstrating similar project capabilities, Griffin will oversee this effort to provide a comprehensive bid analysis that addresses all essential requirements and facilitates the decision-making process.

**14. Bid and Award Services – Other Vendors**

Many of the key challenges to a project is the bidding of support services. These include but are not limited to; special inspection and testing, commissioning, sustainability coordination, moving services, surveying, site utilities evaluation, FF&E procurement and installation, Hazardous materials investigation, and abatement monitoring. Griffin has standard documents for the procurement of all these services, which can be incorporated to whatever extent the City chooses. Griffin will work to produce these RFP packages and will oversee the recommendations for award. And most importantly, we will do so at the right time in concert with the schedule's progress to ensure the City receives the highest value.



*Fullerton Multigenerational Community Center & Aquatic Facilities*

### 15. Owner Representation During Construction

As mentioned above, the City intends to select another firm to perform Construction Management and that our Project Manager provide Owner Representation during Construction. Because of this unique set of circumstances, and because Owner Representation does not require full time supervision, this approach will facilitate our ability to maintain a single point of contact through this phase of the project.

In the role of Owner Representative, we will oversee the Construction Manager, attend each weekly progress meeting, review any change orders the Construction Manager recommends for approval, and will represent the City in the resolution of issues. In essence, we will function as an extension of staff to the City to ensure continuity of service and to support the productivity of the team. Specifically, our role will be to:

- a. Provide monthly reports to the City staff.
- b. Work closely with City staff to provide staff reports and community updates.
- c. Ensure the project budget and schedule are maintained.
- d. Make presentations to City Council as necessary.
- e. Serve as a fiduciary on behalf of the City to ensure its success.

Additionally, as part of the Construction Manager's scope of work, we will require they perform a level of service that at minimum includes the following:

- Preconstruction Meeting
- Contract Administration
- Submittal Procedures
- Meetings
- Quality Assurance/Quality Control (QA/QC)
- Coordination of Other Consultants
- Construction Observation
- Non-Conforming Work
- Exercise of Contract Perogatives
- Progress Review
- Maintain On-Site Records
- Schedule of Values & Processing of Payments
- Evaluate Change Order Proposal Costs
- Change Order Reports
- Project Status Reports
- Equipment Instruction Manuals, Warranties, and Releases
- Future Facilities Maintenance Plan
- Completion of Contracts & Project
- As-Built Documents
- Training Sessions
- Accounting Records
- Permits
- Initial Start-Up & Testing
- Stormwater Pollution Prevention Plan
- Punch Lists

Exhibit B

Revised

**GRIFFIN STRUCTURES FEE PROPOSAL****PIEDMONT COMMUNITY POOL PROJECT****CITY OF PIEDMONT**

05/25/2021

Griffin Structures' Fee Proposal is based on all reasonable costs necessary to perform Project Management services for the Piedmont Community Pool Project. For these requisite services, Griffin Structures proposes the following Not to Exceed Fee:

Project Management:	\$ 523,575
Reimbursable Expenses:	\$ 33,425
<b>Total</b>	<b>\$ 557,000</b>

All proposed hourly rates are fully burdened and include overhead, profit, taxes, and benefits. The hours identified for each individual employee and task are estimates only and are not to be construed as not to exceed hours for any individual task, phase, or time-period. **We reserve the right to reallocate hours between staff members and tasks to accomplish the overall objectives and requirements of the project.**

Services are based on the attached Fee Schedule, Resource Allocation Schedule, which provides detail on the allocation of hours. Any extension of the schedule or services may result in additional fee, in good faith negotiation with the City.

**APPROACH TO FEE AND PROJECT SCHEDULE**

This proposal assumes a project schedule as illustrated in our technical proposal as follows:

**Phase 1 - Pre-Design:** July 2021 - November 2021

**Phase 2 - Design & Permitting:** December 2021 - February 2023

**Phase 3 - Construction:** March 2023 - May 2024

**Phase 4 - Closeout:** June 2024 - August 2024

**APPROACH TO STAFFING**

To bring value to the City and to perform all tasks listed in the RFP, Griffin Structures proposes the following staffing allocation:

**Roger Torriero** will service as Principal in Charge for the duration of the project and will provide direction and

quality assurance to the project team for a total of 152 hours. To bring value to the City, Roger's time is offered AT NO COST for a total VALUE ADDED of \$41,800

**Jon Hughes** will serve as the Project Executive for the duration of the project. In this role Jon will provide guidance and insight from his years of developing and construction multiple pools and aquatic facilities. For this level of service, we have allocated a total of 380 hours of Jon's time.

**George Sanen** will serve as the Project Manager and primary point of contact for the duration of the project. Prior to construction George will apply roughly 12 hours per week (50 hours per month) to manage the Pre-Design and Design phases of the project. Once construction begins, for the duration of Phase 3, George will ramp up his time to 70 hours per month and will stay on through Phase 4 at that same level to coordinate all turnover and move-in activities to bring about a complete resolution of the project. For this level of service, we estimate a total allocation of 2165 hours.

**Tim Shaw** will serve in a supportive role and bring his experience as a Construction Manager as well as his experience as a staff employee for the City of San Clemente. With this experience, Tim will assist in the performance of Constructability Reviews for the project to ensure the design achieves the highest level of quality. For this level of service, we have allocated 30 hours of Tim's time.

**Lance Solomon** will serve in a supportive role and bring his experience working on Aquatics projects in the Bay Area in his performance of Constructability Reviews and Value Engineering. For this level of service, we have allocated 30 hours of Lance's time.

**Robert Carnes** will also serve in a supportive role bringing his vast experience with infrastructure projects, complex utility coordination, and in-depth construction knowledge in the performance of Constructability Reviews. For this level of service, we have allocated 30 hours of Robert's time.

**Jay Helekar** will serve in a supportive role assisting the team with Value Engineering and validating estimates produced by the Design team. For this level of service, we have allocated 30 hours of Jay's time.

## QUALIFICATIONS AND EXCLUSIONS

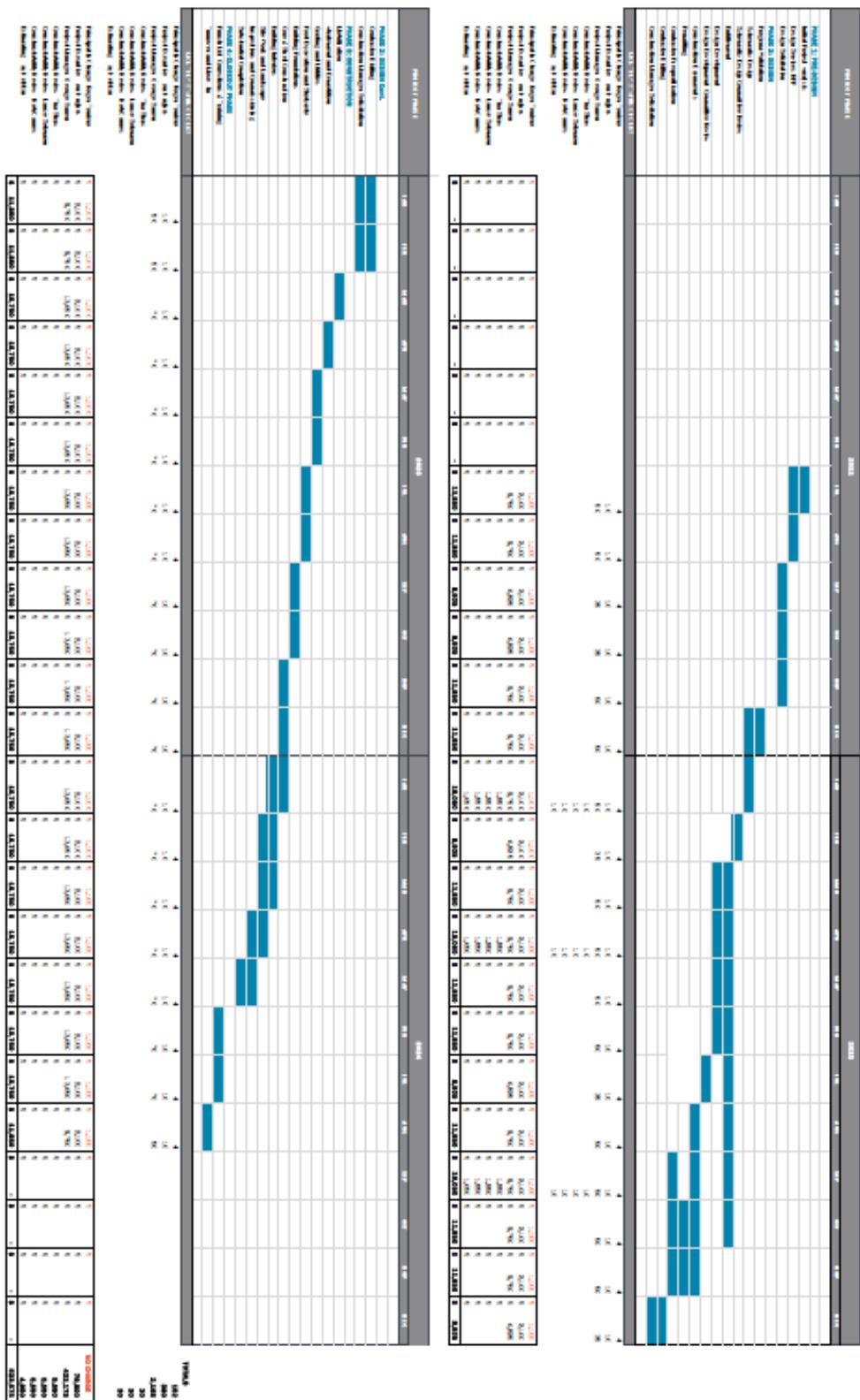
1. Hourly rates are valid through December 31<sup>st</sup>, 2024 and will escalate by CPI annually thereafter.
2. Insurance costs are included as a reimbursable expense and will be billed monthly at the rate of \$8 per \$1,000.
3. On-site trailer rental, furniture, utilities, and sanitary facilities for our field staff (Project Management team) are excluded. We assume that offices will be provided as part of the construction site trailer(s) being provided by the City's contractor.
4. Costs for all permits required for the project are excluded. It is assumed that the City will pay for all permitting fees, assessments, easements, school fees, and other agency or governmental fees or costs to support the design and construction the project. We have not included any permit related fees within our fee proposal. Permits will be pulled by others.
5. Costs for surveying, construction staking, environmental and hazardous materials surveys, and all environmental and hazardous materials transportation and remediation costs are excluded.
6. Software licenses or user fees and all software training costs for specific project management software being required by either the City or their contractor(s) is excluded.

7. Cost of bulk blueprinting for plans and specifications for use by the contractors and subcontractors is excluded. Funds included in reimbursable expenses are for Griffin printing costs alone.
8. Wage Compliance Program including Certified Payroll auditing, field interviews, or reporting is excluded. Based on State Law SB 854, it is assumed that the Dept. of Industrial Relations (DIR) will manage this effort at the State level. Griffin will enforce the Contractor registration requirements stipulated by the DIR.
9. Independent or third-party testing companies such as Roofing, Peer Reviews, LEED, or other specialized third-party oversight services other than those listed herein are excluded.
10. Commissioning requirements required by Cal Green (Title 24) are excluded. Griffin will manage the commissioning process, but we have not included a commissioning agent, nor development of commissioning specifications.
11. No FF&E or OS&E is included in this proposal.
12. Security and 24-hour surveillance is excluded.
13. Project Manager will review all pertinent RFI's, Submittals, and Substitutions only for completeness, approvals to be executed by the designer of record.
14. For document tracking control, Griffin has included the use of "Submittal Exchange" for managing construction documentation, and based the hours allocated in this proposal accordingly. The cost of "Submittal Exchange" is included here as a reimbursable expense.
15. This proposal does not include a formal independent Inspector of Record (IOR). All City Building Dept. Permit Inspections are assumed to be performed by the City Building Dept.
16. Construction Cost Estimates, when provided, are based on standard industry practice, professional experience and knowledge of market conditions. Griffin has no control over material and labor costs, contractor's methods of establishing prices or the market and bidding conditions at the time of bid. Therefore, Griffin does not guarantee that bids received will not vary from the cost estimate provided and Griffin is not liable for any costs, liabilities, or damages incurred by City arising from Griffin's opinion of cost, the actual project cost to City delays caused by events outside the control of Griffin, or any labor or material cost increases.
17. ~~Griffin is not responsible for, and City will hold Griffin harmless from, any schedule delays and/or any losses, damages, or liabilities resulting therefrom that are caused by (1) events or conditions that are outside of Griffin's control or (2) the acts or omissions of parties for whom Griffin is not legally liable (collectively, "Non-Consultant Delays"). The schedule for completion will be extended for any Non-Consultant Delays. If Griffin incurs additional costs or expenses due to Non-Consultant Delays, then Griffin's fee compensation will be equitably adjusted to cover such additional costs or expenses. (See Contract Sections 1 and 2.)~~
18. In its role as Project Manager, Griffin Structures will provide management and oversight of the project on behalf of the City, but all decision making authority will remain with the City of Piedmont, which shall provide a single point of contact authorized to make final decisions on behalf to the City.



**City of Piedmont**  
**Piedmont Community Pool Project**  
**Fee Proposal**  
**R1.**

Item No.	PROJECT PHASE	PRINCIPAL IN CHARGE	PROJECT EXECUTIVE	PROJECT MANAGER	CONSTRUCTABILITY REVIEW	CONSTRUCTIBILITY REVIEW	CONSTRUCTABILITY REVIEW	VALUE ENGINEERING
		Major Services \$216,700	Jon McNamee \$204,700	George Soren \$204,700	Tim Shire \$204,700	Lance Tolman \$204,700	Robert Corlett \$204,700	Jay Hiltner \$204,700
<b>GENERAL SCOPE OF SERVICES</b>								
<b>1. PHASE 1: PRE-DESIGN</b>		<b>20</b>	<b>80</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
1.1. Assist the City in Drafting Preliminary Plans of Project.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
1.2. Assist in Communication with City Manager/General.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
1.3. Assist in Submittals of Design Issues.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
1.4. Drafting Project Management Plan.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
1.5. Drafting a Minutes Meeting Minutes.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
1.6. Validate Project Constraints and Requirements.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
1.7. Assist in Drafting Preliminary Project Schedule.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
1.8. Assist with Preliminary Stakeholder Meeting.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
<b>2. PHASE 2: DESIGN</b>		<b>80</b>	<b>180</b>	<b>700</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
2.1. Managing Work of Design Team.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
2.2. Contract Drafting Work with City Hall for Review Design Documents.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
2.3. Work with Design Team in Preparation of Project Scope, Work, and Budget.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
2.4. Work with City Hall to Review and Approve Design.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
2.5. Assist in Drafting and Preparing for Preliminary General Meeting.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
2.6. Assist in Contracting with Subcontractors.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
2.7. Documenting Stakeholder Relationship Agreements.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
2.8. Review and Revising Project Requirements.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
2.9. Work with City Hall to Prepare Quality Control of all Design Deliverables.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
2.10. Conduct Peer-Review/Design Checks/Community.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
<b>3. PHASE 3: CONSTRUCTION</b>		<b>80</b>	<b>180</b>	<b>1800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
3.1. Work with the City, Contractors, Managers, to Ensure the Project.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
3.2. Work with CM to Monitor the Construction Work Milestones.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
3.3. Assist Project Manager.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
3.4. Project Meeting Requests.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
3.5. Work with CM to Monitor Work & Completed Work Requests.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
3.6. Communicating Requests with CM.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
3.7. Assist CM and City Hall with Identification of Appropriate Changes to Project.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
3.8. Assist with Validation/Impact of Changes.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
<b>4. PHASE 4: PROJECT CLOSEOUT</b>		<b>10</b>	<b>30</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
4.1. Review Final Tasks.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
4.2. Review Project Log Applications.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
4.3. Work with City to Coordinate Minutes and Final Log.		Ind	Ind	Ind	Ind	Ind	Ind	Ind
Total Hours		182	380	2380	30	30	30	30
Subtotal		\$41,600	\$76,800	\$433,176	\$6,640	\$3,360	\$3,360	\$4,640
<b>PROJECT / CONSTRUCTION MANAGEMENT TOTAL</b>		<b>GRATIS</b>						<b>\$633,876</b>
<b>E. REIMBURSABLE COSTS</b>								<b>\$33,426</b>
1.1. Insurance								24,700
1.2. Other Known Unforeseen Management Related to Project								20,726
1.3. Misc. Other costs								18,000
<b>GRAND TOTAL</b>								<b>\$667,000</b>



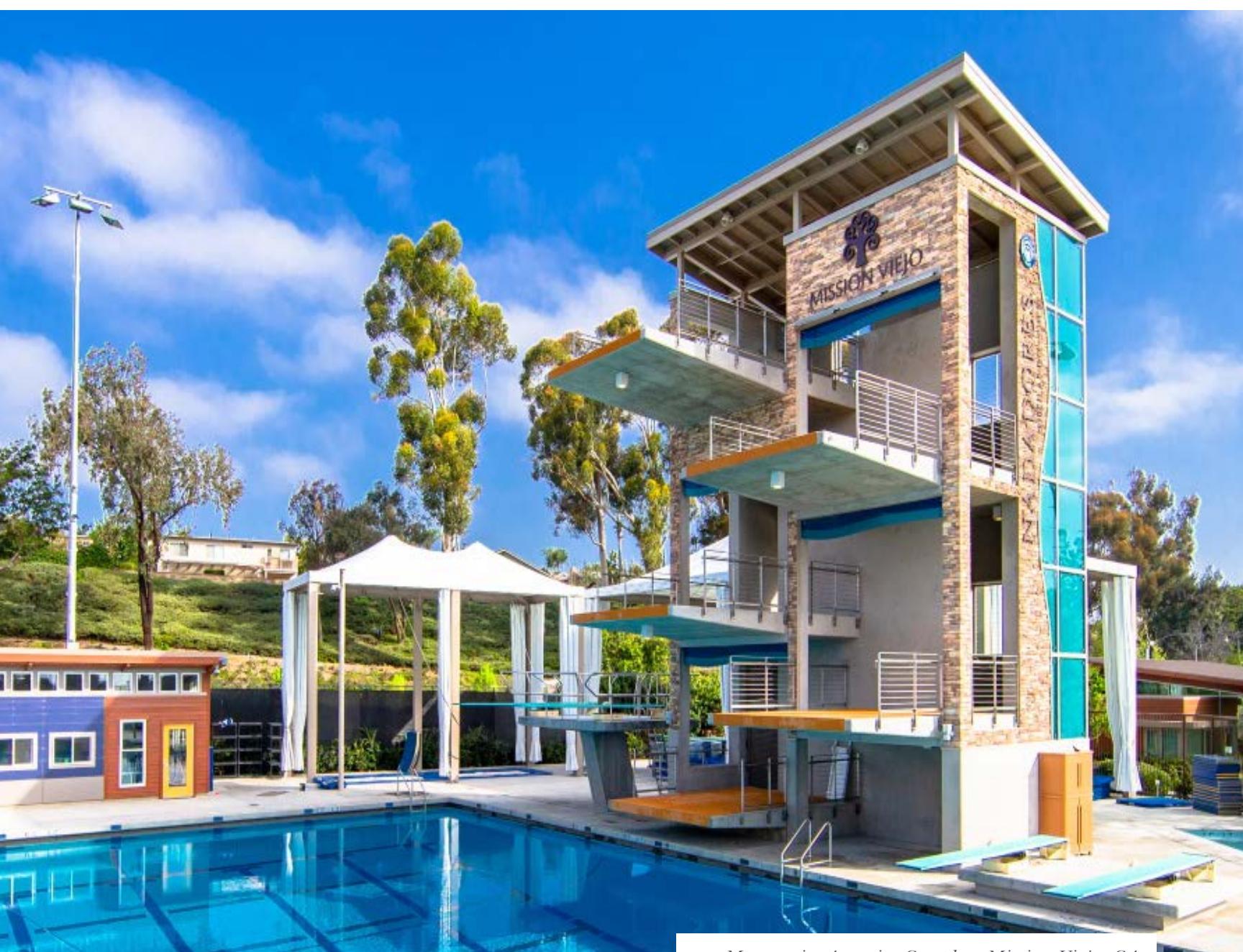


Proposal for Project Manager / Owner's Representative for the Design and Construction of the

# Piedmont Aquatic Center

## City of Piedmont

March 19, 2021



Marguerite Aquatics Complex, Mission Viejo, CA

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**CONFIDENTIAL**

California Civil Code §3426.1 (d); California Evidence Code §1040 and §1060;  
California Government Code §6254 (k); Freedom of Information Act 5 U.S.C. §552 (b)(4)

**Do not release without redactions.**



# 1. Transmittal Letter



March 19, 2021

**City Clerk's Office  
Attention: Mr. Tulloch  
120 Vista Avenue, Piedmont, CA 94611**

**RE: City of Piedmont Aquatic Center, Project Management/Owner's Rep. Services, Technical Proposal**

Dear Mr. Tulloch & Evaluation Team,

As Griffin Structures enters our 40th year of providing award-winning, industry-leading public sector Project Management services and Owner's Representation, we are pleased to submit our proposal to the City of Piedmont. Our team has the requisite technical expertise and considerable experience with this project type, local and public relations knowledge, and communications proficiency. We offer our pledge to bring the City of Piedmont's Aquatic Center to successful completion.

We have drawn upon our considerable staff resources and have selected a uniquely qualified group of Aquatic Center experts for this project. Our portfolio features several leading Aquatic Centers, including the Mountain View Rengstorff Park Aquatic Center & Pool, which contains many similarities to this project. We understand the nature and community impact of these facilities and will utilize our extensive experience on over 50 similar projects to ensure your visions are realized.

We understand that this project is a meaningful community endeavor and one of the most significant vertical construction projects undertaken in many years with bond support. Over the last 10 years, Griffin Structures has managed countless leading, state-of-the-art Aquatic Center projects from "concept to keys", understanding the nuances of design, particular construction considerations, and can offer this invaluable insight to bringing this highly anticipated project to successful completion. *Please refer to the following Strategic Considerations for additional recommendations and areas of consideration.*

A significant attribute to what truly makes Griffin Structures your "Best Value" option is our humble size and intimate approach to our services. Each Griffin team member is thoroughly vetted, highly trained, and hand-picked for our Clients. Unlike many large PMCM firms, we do not perpetually rotate staff. We value and protect your interests first. Most importantly, we serve the City in a Fiduciary and Risk Assumptive Capacity, stressing ethics and integrity in all aspects of our service. Unlike our competitors, we will assume financial risk based on our **PERFORMANCE GUARANTEE**. *We offer the ability to withhold 10% of our total fee billings, which will be released based solely on your discretionary satisfaction with our performance.*

Historically, Griffin Structures-managed projects engender significant cost savings, innovative scheduling and procurement strategies, and expeditious agency approvals due to our timely advice, advocacy, stakeholder partnership, and proactive professional engagement. We provide "best-in-class" project stewardship and nearly half a century of comprehensive experience shepherding projects through the many regulatory approval processes required for a project of this type. We hope that our significant qualifications, extensive local history, track record, current relevant engagements, and stellar reputation earn our team an interview with the City. We encourage you to contact the references included throughout this proposal.

We look forward to serving you,

Roger Torriero, CEO & Owner  
C: 949.412.9000 | E: rtorriero@griffinholdings.net



## Strategic Considerations

Griffin Structures goes to great lengths to research and understand the challenges and opportunities in every pursuit. As a result of this effort, we have prepared the following strategic considerations to demonstrate our approach and illustrate the value we bring to a project. These considerations are prepared in a question-and-answer format for ease of reading.

**Question:** *With limited resources and experience in delivering a project of this size, how will the City be assured this project can be successfully delivered to the community?*

**Answer:** Griffin Structures has a team of Project Managers who are experts in the successful delivery of Aquatics Center projects. These are unique facilities requiring a unique set of skills and experience that we will bring to bear. As your Project Manager, we will lay out a clear plan for this project, including critical steps to its success. We will provide and manage a plan that includes every aspect of the project including, but not limited to; develop a master schedule and master budget, produce and execute all consultant RFPs, oversee the design and permitting process, manage and oversee the outreach process, oversee contractor bidding, and oversee the selection of a Construction Manager. In every way, our Project Manager will provide leadership and insight to guide the City through this process to deliver a successful project.

**Question:** *What steps will the Project Manager take to minimize the impact this project will have on the surrounding neighborhood?*

**Answer:** One of the ways in which communal Aquatic Centers benefit the community is that they are located within the neighborhoods they serve. However, this poses unique challenges pertaining to construction due to its potential impact on the community. Griffin Structures is well aware of the importance of maintaining access to the properties adjacent to the Piedmont Community Pool, specifically the Main City Tennis Courts, the Recreation Building, the nearby High School, and the adjacent Arts Center. Having worked on facilities similar to this one, currently providing similar services to the City of Mountain View for the Rengstorff Park Aquatic Center, we understand and will employ many solutions-based tools to minimize the community's impact. These tools include but are not limited to just-in-time deliveries, detailed site staging plans, rigorous traffic control plans, detailed phasing schedules, robust neighborhood communication tools, and close coordination with the Construction Manager and Contractor to ensure the project poses minimal impact to the community. No other firm has the level of experience that Griffin offers, and we will bring that experience to bear on behalf of the City.



**Question: How will the Project Manager ensure there are sufficient utility services to the new facility?**

**Answer:** It is not uncommon to find that new Aquatic Facilities require upgraded or upsized utilities, especially as it relates to electricity. Similar to our experience in Mountain View, we will employ a robust evaluation of the power infrastructure, evaluate the new facility's needs, and engage PG&E early in the process should we find the power supply is lacking. This will be particularly important as it relates to the City's Reach Codes for mitigating its carbon footprint and achieving the City's Climate Action goals. This, along with the analysis of Sewer, Water, and Fire, will be pivotal to designing and eventually constructing a facility efficiently and with minimal delays.

**Question: Specific to the City's Reach Codes, how will the Project Manager manage this project in a manner that adheres to these codes and achieves the City Climate Action goals?**

**Answer:** As mentioned above, evaluating the infrastructure on this property will be vital to understanding the project site's context and informing how we might achieve Climate Action goals. Another Client benefit we employ is to embed the importance of the Reach Code requirements into every RFP, Bid Effort, and contract the City engages in. We will also make the Reach Codes a key criterion in all design decisions, every issue or field challenge encountered, and every product specified. The City Reach Code will govern such features as lighting, irrigation, and plumbing design, building orientation, Title 24 atmospheric analysis, heat load study, pool equipment specification, and others. We will ensure the latest technology is used to achieve these goals.

**Question: How will the City be assured this project engages the best Contractor for this project?**

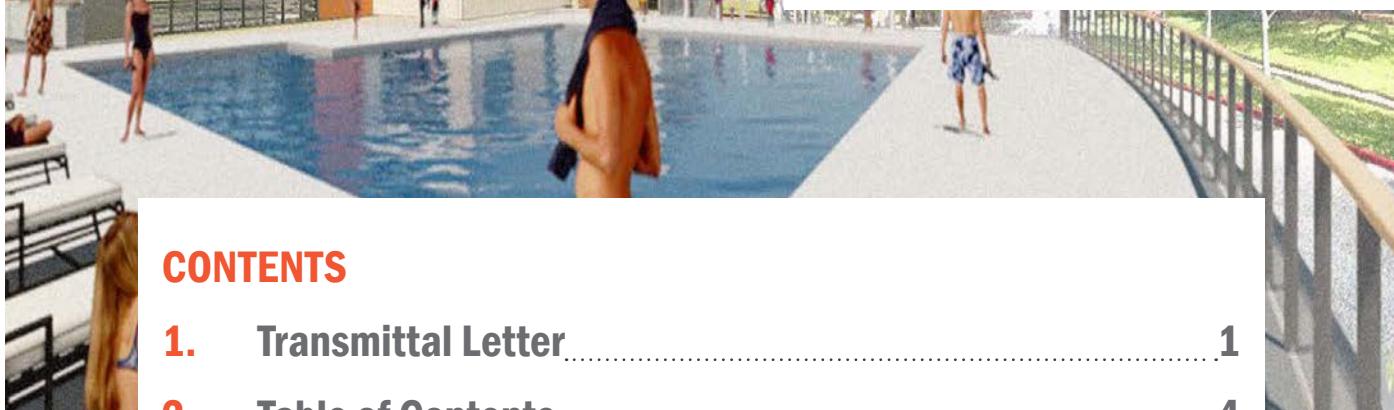
**Answer:** A: Griffin Structures has a robust and thorough Contractor Prequalification Questionnaire that has been tailored specifically for Aquatics Facilities. Based on the Department of Industrial Relations template, we have customized it to address critical aspects of facilities similar to this project. We will evaluate key criteria, including similar project experience, financial capacity, project team resumes, references, bonding capacity, EMR safety ratings, and litigation history. Additionally, we will ask that the Contractors use prequalified pool construction subcontractors and pool decking concrete subcontractors. These two trades will be key to project success as they are some of the most critical aspects of an aquatics facility. Using this prequalification method, Griffin Structures will ensure the City receives the benefit of the largest bid pool possible while ensuring that only highly qualified Contractors are permitted to bid on your project.

## 2. Table of Contents





*San Bruno Recreational Aquatic Center, CA*



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### 3. Company Profile



### 3. Company Profile

Griffin Structures, Inc. (Griffin) is a California corporation and a diversified Project Management & Owner's Representative firm serving the public and private sector. We have built in excess of \$2B in public sector facilities, the scope of these projects ranging from \$1M to greater than \$400M.

Our comprehensive experience includes various projects and building types inclusive of aquatic centers featuring both competitive and recreational pools and supportive aquatic, sports, and recreational facilities. Our award-winning portfolio encompasses not only new construction and building addition, but extensive renovations and facility upgrades.

*Please note that Griffin Structures has no conflicts of interests to disclose for this section.*



#### Services

##### Pre-Construction

- Needs Assessment
- Program Management
- Space Planning
- Site Selection
- Project Budgeting
- Design Management
- Constructability Review
- Scheduling
- Value Engineering
- Total Project Budgeting
- Contractor Pre-Qualification and Procurement
- Bid Management

##### Construction

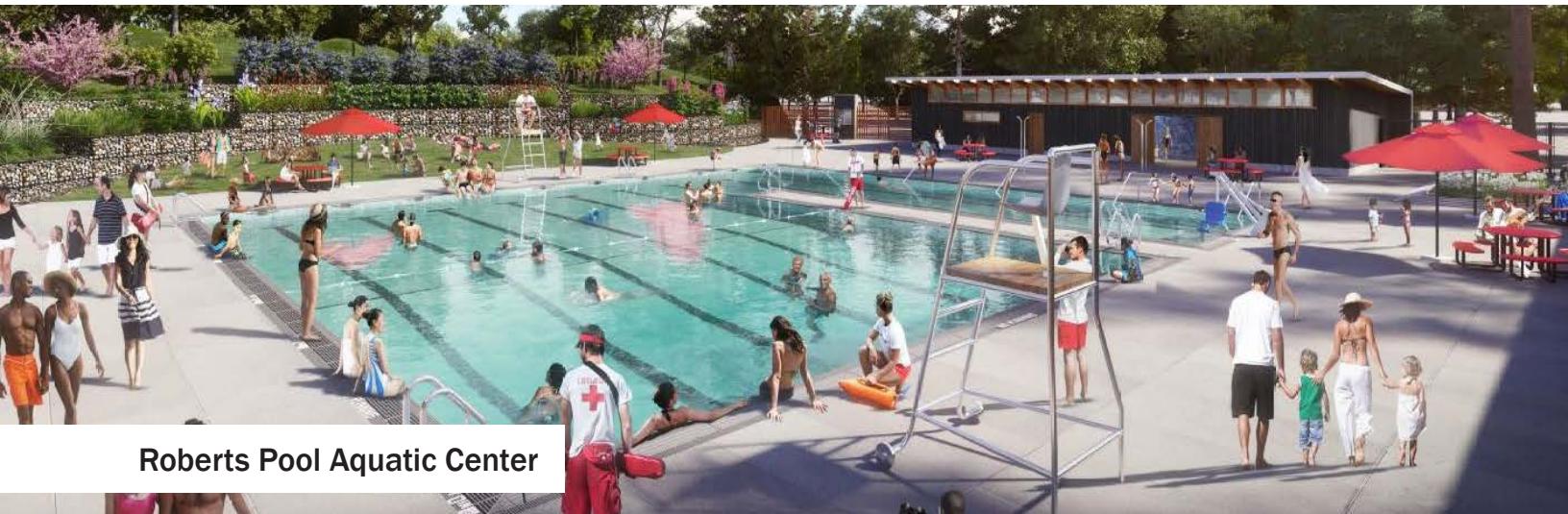
- Construction Management
- Owner's Representative
- Budget Management
- Contractor Oversight
- Document Control
- Quality Assurance/Control
- Sustainability Management
- Safety Management
- RFI & CO Management
- FF&E Procurement & Coordination
- Building Commissioning & Closeout

##### Delivery Method Consultation

- Design-Bid-Build
- Design-Build
- Integrated Project Delivery
- Public-Private Partnership



Marguerite Aquatics Complex



Roberts Pool Aquatic Center



San Bruno Recreational, Aquatic Center



Fullerton Multigenerational Community Center & Aquatic Facilities



## 4. Related Project Experience & References



## 4. Related Project Experience & References

### Qualifications

Since its formation in 1981, Griffin Structures has focused on the delivery of public sector facilities in California. Our list of completed projects is formidable and would cover several pages. Within the representative group of projects showcased in our proposal, we have focused on the following key components: *aquatic centers, competitive and recreational pools, as well as recreational and sports facilities.*

Our team has overseen the pre-design, design, and construction of many facilities similar to the Piedmont Aquatic Center project, those of which are highlighted below:

- **Rengstorff Park Aquatic Center, Mountain View, CA.** We are currently serving as the Project, Program and Construction Manager for this new \$17M community aquatic center which is not only very similar in size to the Piedmont Aquatic Center project, but also applies Reach Code standards and applicable regulation considerations.
- **San Bruno Recreational, Aquatic Center, CA.** Griffin is serving as the PMCM for the City of San Bruno's new Recreation and Aquatics Center project. This project will feature a *state-of-the-art natatorium for year-round aquatics, an outdoor pool with splash pad, gymnasium, fitness/bathhouse/wellness center, community hall, game room, conference rooms, and several multi-purpose classrooms.*
- **Marguerite Aquatics Complex, Mission Viejo, CA.** Continuing "Mission Viejo's Olympic Tradition", Griffin Structures provided Project, Program and Construction Management for the design and construction of *a new dive tower, competitive pool, and complete site renovation of the iconic Marguerite Aquatics Complex in Mission Viejo.* A new Dive Tower is enclosed with the Mission Viejo signature stone veneer. Other elements include two new mechanical buildings for the Activity and Dive Pools; pre-fab, office and storage buildings; multiple

shade structures; bleachers and a Grand Stand; Dry-land training pits for the dive program; and a warming pool/ spa. This project was also completed in coordination with Aquatic Design Group and incorporates several state-of-the-art, industry leading design and sustainability elements.

- **Pelican Hill Resort & Coliseum Pool, Newport Beach, CA.**

This internationally recognized \$750M, 5-star premier coastal resort includes *the largest circular pool in the world* with 120,000 SF hotel core space. Hotel accommodations include a couple hundred bungalow guest rooms and suites and over 120 villas. Pelican Hill's Golf Club boasts 36 holes design by Tom Fazio with stunning ocean panoramas.

- **Vista Hermosa Aquatic Center & Sports Park, San Clemente, CA.** This project was led by Lance Solomon and Tim Shaw and featured two competitive swimming pools and a water play area along with several ball fields, and a large children's play area, associated pool house, and mechanical building.

### Publicly Bid Projects

We have delivered over 300 publicly bid projects. A specialty public agency Project Management and Owner's Representative firm, Griffin Structures understands the complexities associated with public work and can forecast and mitigate potential causes for concern in real-time, providing trusted advisement from day one.

## High Profile Projects

At Griffin Structures, we understand and can properly manage high-profile projects, currently serving as the PMCM for the *\$350 million+ Orange County Administration North and South Headquarter Complex*. These projects are incredibly sensitive, requiring adept Owner Representation and top tier communication. Our motto and pledge is "no surprises" guiding our Clients through the process, offering our unyielding support and protection of your best interests.

## References

Note that references for each project are included. We invite the City to contact any of the individuals to discuss their first-hand experience working with our respective team members and their satisfaction with our delivery of their projects.



## Aquatic Facilities

### Complexities & Resolutions

Over the last four decades, Griffin Structures has encountered numerous project complexities and have met each circumstance with strategy and poise, resulting in great successes for our Clients, some of which we have described in the following pages.

#### San Bruno Recreational Aquatic Center & Pool

This project poses significant jurisdictional challenges that Griffin Structures has been instrumental in resolving. Specifically, we have had to coordinate and implement the late initiation of an Environmental Impact Report involving multiple agencies having jurisdiction including; Army Corps of Engineers, Fish and Wildlife, NEPA, CEQA, and resulting in extensive investigations related to Cultural Resources, Biological Investigations, arborist analysis, traffic analysis, noise studies, and public outreach. This was managed and executed in an expedited fashion which mitigated up to six months of potential delay to the project.

#### Rengstorff Park Aquatic Center

This project involves the construction of a new facility within an existing park and adjacent to a recently completed Senior Center. Due to these conditions, Griffin is currently preparing bid documents that clearly illustrate the existing conditions and a clearly defined site utilization plan which will ensure the Contractor's activities do not impact the existing facilities and ensure the safety of the public who will be using the park continuously through construction.

## Complexities & Resolutions Continued...

### Roberts Pool Aquatic Center

In coordination with the East Bay Regional Park District, Griffin Structures has been working aggressively to achieve a highly accelerated schedule. Griffin Structures is currently developing a critical path method schedule which will employ firm milestones, accelerated reviews, and unique procurement strategies to achieve the dates mandated.

### Marguerite Aquatics Complex

Due to the lack of as-built drawings the City faced a condition where there were many potential unforeseen conditions that could affect the performance of work, thus leaving the City exposed to significant additional costs. To address this scenario and protect the City, Griffin worked with the City Engineer and the Design Team to perform a thorough evaluation of “likely” conditions that might be encountered. Once identified, Griffin Structures then created a list of alternate bid items, some with fixed allowances, for the bidders to include in their submission. This allowed the City to have an increased level of confidence that the engineer’s estimate was realistic, protected the City from extensive change orders, and gave the bidders a better understanding of the conditions in which the work would be performed.

### Pelican Hill Resort & Coliseum Pool

This project involved both an indoor natatorium/spa and an exterior circular rim-flow pool. All of these bodies of water included the installation of 1” x 1” glass tile throughout which posed significant procurement and installation challenges. By implementing a robust procurement and installation strategy, our team was able to coordinate the manufacturing, staged distribution, and phased installation and climatization which resulted in a successful installation.

### Marina Sailing Recreation Center & Park

To offset the cost of dredging, our team recommended distributing approximately 45,000 cubic yards of sand material for beach replenishment at three other beach front locations in the City. Also, to mitigate liquefaction, vibro-displacement was used as a soil densification technique.

### Santa Clarita Canyon Community Center

The amount of work pending completion for the Santa Clarita Canyon Country Community Center calls for a multi-phased construction approach with three phases and three separate contractors, two phases which need to occur simultaneously. This approach required weekly coordination to ensure proper connections were being at the appropriate construction time, as each activity affected the other. Since the impact of construction activity was unavoidable for the adjacent businesses and residences, our team was adamant in providing weekly community outreach to ensure all parties were aware of the construction schedule at all times.

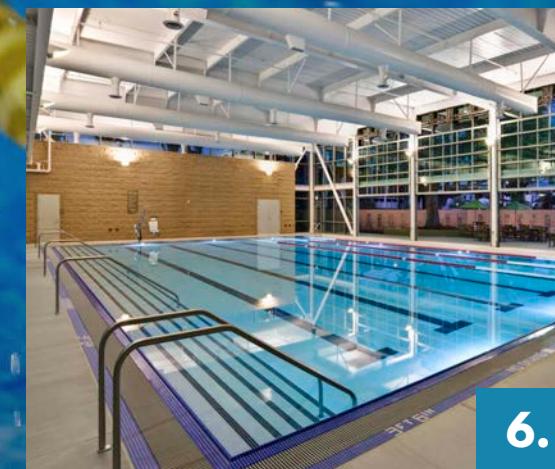
### Great Park Ice & Sports Complex

During the course of design, the Client faced a program desire versus budget realities challenge. As a way to mitigate the project cost, Griffin worked with the design team and client to recommend adaptation of a Nucor pre-engineered metal building to use for this high bay/long span structure with criteria for an extensive architectural treatment. Griffin also reviewed options for long-term maintenance and operations cost, which included the incorporation of solar panels.

## Related Project Experience & References

As you will discover on the following pages, our proposed team possesses significant aquatic center experience featuring both competitive and recreational pools and supportive aquatic, sports, and recreational facilities. Together, our project management and Owner's Representative methods result in high-performance facilities and buildings that not only serve your immediate and future needs but are delivered with timeliness and cost effectiveness.

1. Rengstorff Park Aquatic Center
2. Roberts Pool Aquatic Center
3. San Bruno Recreational Aquatic Center
4. Marguerite Aquatics Complex
5. Pelican Hill Rec. Facilities & Coliseum Pool
6. Fullerton Multigenerational Community Center & Aquatic Facilities
7. Esencia Sports Park & Aquatic Facilities
8. Crystal Cove Canyon Club & Aquatic Facilities
9. Seal Beach Aquatics Center



Please visit the appendix to view our project profiles & references

## 5. Project Team



## 5. Project Team

Our proposed team shares a long history of successful partnerships and is comprised of leading Project Managers & Owner's Representatives specializing in the development of competitive and recreational pools, as well as aquatic, recreational and sports facilities. With certifications from the Construction Management Association of America (CMAA), Design-Build Institute of America (DBIA), the U.S. Green Building Council (LEED AP), and Registered Landscape Architects (RLA). Griffin Structures employees are professionally trained as Owner's Representatives, are experienced and are highly trained to provide exceptional services to our Clients. For more detailed information, please refer to the resumes included within this proposal.



**Roger Torriero**  
Principal-In-Charge



**Jon Hughes**  
CCM, DBIA  
Project Executive



**Lance Solomon**  
CCM  
Project Manager

### PROJECT SUPPORT TEAM

**Timothy Shaw**

RLA

Constructability Review

**George Sanen**

CCM, LEED AP

Constructability Review

**Robert Carnes**

CCM

Infrastructure Support

**Jay Helekar**

LEED AP

Value Engineer, Support

**Susan Harden**

LEED AP

Community Outreach

Please visit the appendix to view the resumes  
of our proposed team



## 6. Work Plan & Approach

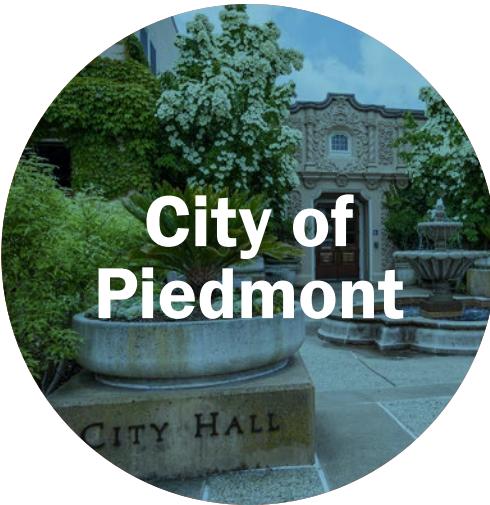
## 6. Work Plan & Approach

### Project Understanding

As the City of Piedmont embarks on their first significant vertical construction project in many decades, and the first Capital Improvement Bond project the City has issued in generations, we at Griffin Structures are here to support the City in the development and delivery of this meaningful community project as your Project Manager and Owner's Representative. First and foremost, we wish to congratulate the City on reaching this point in the process. The hard work and dedication of both your current and retired City staff and the receipt of your General Obligation bond in November 2020 are but a mere testament to the value of your efforts and their impact on the surrounding community.

Piedmont is an incredible City, with a unique community of stakeholders who share a vested interested in the progress of the Piedmont Aquatic Center project. These include the *Piedmont Ladies' Tennis Club, the residents of the surrounding neighborhood, the occupants of the Piedmont Rec. Dept. Building, Piedmont Center for the Arts, and others*. At Griffin Structures, we have encountered many complex community situations which called for specialized coordination with the surrounding neighborhood to ensure a successful project. We understand that project success is not only measured via cost and scheduling goals, but also community support, and without it the success of the project is ultimately hindered. In support of this effort, we will offer an arsenal of tools to assist in community engagement and stakeholder coordination, including outreach, 24-hour hotline support for community members, as well as frequent project updates, and other services.





We understand that this project may introduce challenges as it pertains to the surrounding neighborhood. Having managed several similar situations throughout the last 40 years, we will assist the City in developing project requirements that will seek to overcome these challenges. Once integrated, we will oversee and manage the Contractor's implementation as construction proceeds. These conditions include, but are not limited to:

- Noise, lighting, and dust control
- Traffic control
- Parking constraints strategies
- Site staging and utilization
- Site security

From the demolition of the existing facilities to the construction of the new Piedmont Aquatic Center's pools, bathhouse and associated facilities, our team will provide communicative, turn-key support. We are true Owner's Representatives and have already begun crafting our plan for partnering with the City through this process, protecting your investment from pre-design to construction completion, turnover, and afterwards. This includes informative sessions to better assist the Client with unique project elements as we begin our programming, such as the potential for CEQA and Reach code incorporation, which we are currently overseeing for the Rengstorff Park Aquatic Center and Pool project in Mountain View.

*Above all else, we are City partners. We are communicators, strategists, and experienced in the delivery of public projects and will be dedicated 150% to the delivery of your facilities.*

## Workplan & Approach

Griffin's team has extensive project experience in programming, designing, and managing the construction of more than 50+ aquatic, recreational, and community centers featuring both recreational and competitive pools. Our diverse background in designing these facilities affords us the opportunity to draw on lessons learned and pay the knowledge forward for Clients such as the City of Piedmont

Additionally, as programmers, preconstruction, and construction managers of modern aquatic facilities, we are well informed on the current trends and considerations for facilities of this type. Today, the aquatic facilities we deliver and research are uniquely built structures that are integral to the communities they serve. Aquatic facilities and pools are visible and welcoming spaces that become community hubs for recreation and sports, acting much like a community hub, providing spaces for people to gather.

*We will be focused on creating flexibility for the future as well as serving the needs of today, maintaining an obligation to oversee the development of an Aquatic Center through which the voices of the community are heard and every facet of the new facility is considered thoroughly and openly.*

Griffin Structures offers a comprehensive approach to all aspects of Project Management involving technical expertise and lessons learned from nearly 40 years of experience. This approach seeks to convey both our depth of technical knowledge and the application of our best practices in a manner most suitable for the City. We recognize and affirm we will deliver the services set forth in Scope of Work sections 1 through 5 of the RFP, however, to further elaborate our understanding and approach to this project, we propose the following work plan.

### 1. Approach to Staffing

Griffin Structures recognizes the importance of continuity on a project of this scale, and especially in the role of Project Manager. It is for that reason that we are proposing Lance Solomon to serve as the Project Manager for this project for its entire duration. Lance has extensive experience in pools and aquatic facilities, and is in many ways a resident aquatics expert.

Additionally, Lance will be supported by Tim Shaw, who himself has relevant experience in project management on an aquatics facility, serving as the Project Manager on behalf of the City of San Clemente, and the Construction Manager on behalf of the City of San Bruno. George Sanen will support the team by utilizing his extensive experience managing very large and challenging projects throughout the Bay area as well as utilizing his degree in architecture. And Rob Carnes will bring his extensive understanding of infrastructure and utilities to this project as well. Finally, Jay Helekar will serve in a support capacity for value engineering and in checking estimates that are produced by the design team. All of these key support team members will contribute to value engineering, constructability reviews, issues resolution, and agency coordination under the leadership of Lance.

On a corporate level, Jon Hughes will serve as the Project Executive and Roger Torriero will bring executive leadership to the team, bringing years of experience in developing aquatics facilities on behalf of the public sector.

## 2. Initial Assessment

Griffin Structures begins every project with a comprehensive Initial Assessment. This assessment provides the City with a fresh perspective on all aspects of the project currently and allows Griffin to strategically assess the priorities for executing our services. This assessment unfolds in 2 phases:

**Initial Investigation:** Griffin will meet with the City to establish the initial key concerns and needs of the project. Sometimes it is discovered that the design and bid schedule is in jeopardy, other times the key concern is contractor prequalification. Yet other times, the primary concern is to establish a comprehensive and succinct budget. Whatever the most pressing issue might be, Griffin will establish a short list of priorities, and engage in those key tasks first. Typically, we find that this initial assessment results in the immediate need for one or both of the following tasks:

- a. Establishing a refined project schedule
- b. Establishing a refined project budget

However, should the initial assessment phase unearth other project needs, or if the City has a priority list already established, we will adjust our initial task items accordingly.

**Identify Project Objectives:** Once this initial assessment and resolution effort is achieved, Griffin will then move toward establishing a standard protocol for the project team as a whole. We have found that clarity and consistency in direction is the single most significant feature of establishing a successful project protocol. To achieve this level of clarity and consistency, Griffin will first establish a clear understanding of City policies and protocols. Because of our extensive experience in the public sector, we are able to effectively mold our approach to the client. We effectively become an extension of City staff. With that in mind, we then establish protocols for all aspects of the project. Specifically, we will:

- c. Establish communication channels and policies.
- d. Oversee document strategies, specifically how information will be communicated to the field.
- e. Identify key challenges to the project
- f. Establish and formalize action items for respective team members
- g. Identify and reinforce key project objectives.

Together, with this two-part approach, Griffin will effectively execute a comprehensive project assessment that will serve as the guiding principles for the project moving forward. Once the Initial Assessment period is completed, we will then begin to employ the following aspects of our approach. In general, our approach can best be summarized under the following 4 aspects: Communication and Document Control, Schedule Management, Financial Controls, and Quality Assurance.

## 3. Project Delivery Analysis

One of the critical aspects of our approach is to perform an analysis of project delivery. Based on our experience, having an accurate understanding of the various delivery options available and in-depth expertise in each will allow the City to set this project on the best course to achieve the highest value. This analysis will include an evaluation of Design-Bid-Build, Design-Build, Design-Assist, CM at-Risk, and various other iterations of each. This analysis will involve looking at all aspects of the project to identify primary goals and characteristics. We will glean this information from reviewing the existing documents, performing an initial assessment, and will incorporate the primary considerations addressed from our community outreach efforts. Once these objectives are in hand, we will present various scenarios to the City staff and collectively establish a delivery method that offers the greatest value to the City.

#### 4. Community Engagement & Discussion

In coordination with the City, Griffin will assist in soliciting direct feedback from the community on programming and design priorities through a series of small group meetings to be determined based on the City's preference. Our experience has included reaching out to groups such as City staff, Ad-Hoc and Citizen's Advisory Committees, neighbors, local school staff, news media, and grassroots organizations such as the Piedmont Recreational Facilities Organization, the business community, religious organizations, and others to obtain a section of the community which can represent and support the development of the Piedmont Aquatic Center project. We will work with the City and assist in the facilitation of collaborative meetings with community members and organizations on a variety of platforms including virtual and physical via Zoom or other conferencing media.

If necessitated by the City, our approach to these events may include supporting with graphic-rich presentations integrated with live polling and "chat" to assess public opinion, collect comments, and create an interactive experience. Our team is also ready to assist the City with providing project reports to the necessary stakeholders as updates are available via virtual and/or live meetings. Supplemental outreach efforts can be integrated into our processes if so desired, such as online surveys, pop-up events, interviews, and countless additional tasks.

#### 5. Communication & Document Control

Building on the project objectives identified in the initial assessment, Griffin will then begin establishing standardized communication protocols. These protocols are critical in a construction project of this size and scope and are particularly key to a successful design bid build delivery method. Accordingly, Griffin will establish a clear line of communication between the team members which will be utilized during the construction process. Working closely with the City, Griffin will identify the proper channels for all communication between the field (contractors and inspectors) and the support team (design, engineering, and City) to establish seamless communication for the duration of the project.

**Document Management:** Key to this effort is our approach to document controls. Griffin Structures employs the use of Submittal Exchange for all project document controls. This system is comprehensive, adaptable, and is straightforward and easy to use. Essentially, the system works as follows:

- a. Once the project is initiated, the Submittal Exchange team will review the entire specification and upload all submittal requirements.
- b. The construction manager will then upload all team members.
- c. If used for design, the system can be easily adapted to carry all necessary documents, and document flow.
- d. Once under contract the General Contractor will be integrated into the system. Specifications for inclusion in the bid documents will be provided requiring Contractor compliance.
- e. All RFIs, submittals, ASIs, CCDs, Delta's, Daily Reports, Project Photos, SWPPP reports, schedules, and Closeout documents will have a unique tab for cloud storage.

f. All documents that require a review flow will have associated links that clearly identify who is on task.

g. Upon final closeout, all documents will be consolidated into a single digital file that is easily searchable for future need. All As-Builts, O&Ms and Warranties will be included as well as progress documentation.

By utilizing this cloud based format, Griffin Structures is able to establish a single document portal that saves and manages all project documents. Utilizing this cloud based system as a single source of document control provides clear and consistent communication to the field, insures comprehensive document coordination, protects against claims, accelerates the construction schedule by streamlining communications, and ultimately saves the entire project significant costs by eliminating printing and shipping, and improves efficiency. For further information on Submittal Exchange see:  
<http://www2.submittalexchange.com/public>



*Roberts Pool Aquatic Center*

## 6. Schedule Management

As with communication and document control, schedule management and efficient construction production relies on multiple factors, all of which Griffin has an established protocol.

Griffin will begin by producing a comprehensive master project schedule. This schedule will include all aspects of the project including but not limited to:

- a. Design iterations
- b. Design review times
- c. Permitting phases
- d. Contractor prequalification (if desired)
- e. Bidding
- f. Contracts and insurance,
- g. Phases of construction
- h. City installations
- i. Utility connections
- j. City IT installations
- k. Punch List
- l. Commissioning
- m. Contingency

This initial schedule will serve as the basis for establishing the overall construction duration that will be incorporated into the bid documents. Naturally, Griffin will incorporate the input of all team members in that regard.

Once a Contractor is on board, Griffin will require that they produce a comprehensive construction schedule that incorporates all the elements above that occur during construction, as well as demonstrate a clear and logical critical path. Our extensive construction experience will be able to determine if the contractor has a good understanding of the project that is both realistic and achievable.

Phasing Analysis is also critical to a successful project schedule. Understanding the key components of the project, the City's concerns, neighborhood sentiment, traffic concerns, protection of existing facilities; all these aspects need to be considered and reviewed with regard to the schedule to ensure that the project can achieve the overall objectives.

Griffin will then provide strict communication protocols to insure answers to questions, reviews of submittals, submissions for deferred permits, and requests for inspections are all process timely and effectively.

Corrective measures may need to be implemented, should the contractor fall behind. As described above, the City and project as a whole suffers when the contractor fails. Therefore, Griffin will employ extensive field experience and construction understanding to provide solutions to schedule failures to maintain the overall objectives of the project and protect the City's investment.

By these methods, Griffin will be able to maintain the project schedule and expedite the productivity as needed.

## 7. Design Solicitation

Given our experience developing projects at risk, Griffin has a robust design solicitation repository that will select the project's best Design Team. Some key features of this effort will be the request and evaluation of past projects of a similar size and character, the experience of the Design Team, familiarity with aquatic facilities, and comprehensive program which establishes a baseline of the design effort, and a clear delineation of scope that will ensure the responses which are received are comprehensive. Additionally, we will work with the City to incorporate our RFP development plan into existing City procurement procedures, if applicable. We will work closely with staff to ensure that the efforts employed are consistent with City regulations while also benefiting from our vast experience managing similar efforts for other Clients.

## 8. Design Coordination

The key to a successful project, regardless of the form of delivery, is a well-thought design coordination effort. The typical phases of design include Conceptual, Schematic, Design Development, and Construction Documents. But this only scratches the surface as it relates to the interim milestones, meetings, and coordination efforts needed to manage a design process successfully.

Every design management effort requires a clear and concise design schedule. This schedule must have milestones for deliverables, as well as adequate time for City review. At Griffin Structures, we have a comprehensive design schedule approach that allows us to tailor the project schedule to the City needs to maximize efficiency and accountability.

It is also critical that unique design coordination meetings are arranged to address key aspects of design that often go overlooked. These include, but are not limited to, low voltage coordination, utility coordination, authority having jurisdiction coordination, civil coordination with MEPs, building management system coordination (BMS), and

facilities maintenance coordination. Ensuring the correct people are engaged to address key concerns of the project is essential to a well-coordinated set of drawings that can be executed efficiently in the field.

Additionally, the design coordination phase must include certain pre-design efforts for deferred submittals typically under the Contractor's purview. These include, but are not limited to, fire sprinklers, fire alarm systems, BMS systems, structural steel trusses, stairs, curtain wall systems, tie-backs and retaining walls, and others. By working through these systems early in the process, the design package can avail itself of early procurement and approval of many of these trades, facilitating construction and accelerating the schedule.

Finally, the design coordination process must engage the dry utility agencies early in the process, including SCE, the gas company, cable, internet, and telephone. These agencies often carry significant backlogs, have dysfunctional organizational structures, and severely impact the design and construction process. For this reason, we engage the utilities early and often recommend hiring a specialty dry utility consultant who can facilitate and accelerate the process.

## 9. Constructability Review

During the design process, Griffin Structures will perform extensive constructability reviews. Griffin will evaluate key aspects of the design with each review, with a particular attention paid to those items that can result in added cost, extended time, or compromised value.

At each stage of design, the documents reveal different characteristics, which we will be evaluating. At the Concept and Schematic Design phase, our primary focus will be on the efficiency of use, adherence to the program, site layout and massing, facility orientation, and basis of design. Though these aspects of the project do not always provide a detailed analysis of constructability issues, they provide the framework that results in those issues in later iterations. Given our extensive history of delivering

projects of a similar size and nature, we will identify those basic parameters that result in challenges later.

At the Design Development and Construction Document phase of design, we will drill down into the project's critical details in a manner that is unparalleled in our industry. Many Project Managers only look for apparent discrepancies like missing call-outs, flawed notes, and other low-hanging fruit. Our review will search for inconsistencies such as civil and MEP point of connection elevations, waterproofing details and drainage, heat load orientation, framing coordination issues, and countless other pertinent information.

Finally, the key to the usefulness of our reviews is in our use of Bluebeam technology. This tool allows for the digital evaluation of the drawings, highlighting the details in question, and producing a report that is easy to understand and is actionable. Utilizing this tool with our hands-on field experience allows Griffin to produce constructability reviews of the industry's highest quality.

## 10. Value Engineering

As the design process unfolds Griffin Structures will maintain a continuous Value Engineering effort throughout each stage of the process. Rather than wait for cost estimate to reveal the project is over budget, Griffin will use its depth of knowledge to identify and address potential cost issues in real time. This will mitigate the need for a costly value engineering exercise that could be disruptive to the project schedule, and will help to mitigate any sudden reductions in program.



Marguerite Aquatics Complex

## 11. Financial Controls

Key to the success of any project, are the effective management of financial controls. Griffin has extensive experience in financial controls and is uniquely qualified in employing those controls for the successful execution of public projects.

**Master Budget:** Griffin Structures will produce a comprehensive Master Budget that captures every cost associated with the project and present this document to the City for approval. This budget will include all consultant costs, design costs, construction costs, as well as any ancillary costs specific to this project to allow for the City to have a clear financial picture of the project from the very beginning.

Many of the costs listed in the initial Master Budget will be based on allowances and typical unit based percentages typical of a project of this type. As consultants are brought on board, and costs are realized as formal proposals, Griffin will update the Master Budget to reflect those changes. Additionally, we will illustrate these updates in such a way as to show the dollar amounts for previous iterations against the present update which will allow the City to maintain a complete record of costs and adjustments throughout the project.

And of course, all financial matters will be held in strict confidence with the City and key allowances, cost considerations, and forecasts will be reconciled with City staff on a regular basis, but no less frequently than on a monthly basis.

**Change Management:** Construction projects are inherently iterative operations. With multiple efforts, and coordination of tasks and efforts underway concurrently, managing the discovery and correct identification of changes is particularly challenging. Accordingly, we will review and address all possible changes in work in the following manner:

- a. The first component in correctly addressing possible changes in scope and cost is to know what is and is not a real change. With our extensive experience in public projects, we will perform a comprehensive analysis of the issue at hand and determine if a change has in fact occurred. Key to this analysis is our enhanced understanding of contracts and scope so as to determine if in fact the issue is already covered under the existing scope. This approach will be employed for the management of all team members, both with consultants and contractors, as a way of justifying if a change has in fact occurred.
- b. If a change is in fact necessary, we will then seek to execute this change in a manner that results in a no-cost solution to the City. This may involve proposing materials and/or methods that are comparable in scope to the original intent, thus allowing for solutions that do not compromise quality, schedule, or cost.

c. If such an option is not possible, or if unforeseen conditions materialize that result in a true change to the cost of the project, Griffin will then perform a detailed analysis of the best form of execution. This may take the form of a hard estimate for the proposed change, or if in fact a T&M execution is in the best interests of the project. Yet another option is to utilize a T&M/Not to Exceed method which allows for execution of a proposed change while putting a ceiling on the final costs of the change.

d. Finally, any change that is officially recognized will undergo a detailed examination of costs including but not limited to: materials back up, labor analysis, labor rate analysis, detailed subcontractor back-up, time impacts, and a unit cost comparison based on industry trends.

**Invoicing:** Griffin is keenly aware of the importance of maintaining financial controls over the invoicing process. Accordingly, we will establish a methodical approach to reviewing invoices specifically by executing the following:

- a. Establishing a very detailed Schedule of Values the breaks out both labor and materials for each trade and spec section.
- b. Review all invoices for consistency with improvements installed in the field.
- c. Investigate the Contractors payment policies to subcontractors to avoid issues of non-payment.
- d. Evaluate subcontractor performance to anticipate potential bankruptcies of subcontractors who are not adequately solvent to perform on the job.

Together, with these tools, we will be able to provide financial protection of the client so as to avoid production challenges, protect the City's resources against overpayment, and insure a proper accounting of the health of the project.

**Claim Mitigation and Avoidance:** Of particular importance to the health of a project is claims management. The most effective way to mitigate claims is to avoid them altogether. This seems obvious, but is in fact the most challenging aspect of managing a successful project. To avoid claims there are a few key principles we follow:

**a. Clarity = enforceability:** If the direction is clear, the drawings and specifications consistent, and the direction to the field in line with these documents, then there is little to no chance of a future claim

**b. When everyone succeeds, the City succeeds:** This is a key concept that many professionals do not grasp or pursue. Claims arise out of a need to mitigate against risk or loss. Avoiding risk for all parties lowers the likelihood of claims.

**c. Commitment to Value:** Despite our best efforts, sometimes things go wrong. A submittal is submitted and approved incorrectly. A material specification is discontinued and its replacement is three times the cost. Drawings do not clearly identify the total scope of work. In instances like these, clear commitment to value rules the process. In each of the instances listed above, Griffin is able to navigate and resolve these issues in a manner that provides value to the City (i.e. little or no cost increase) continued progress (timely decisions that do not delay the schedule) and creative architectural solutions (maintaining the overall quality of the finished product). By having a balanced understanding of all the aspects of value to the project Griffin is able to mitigate the conditions that often result in claims.

**d. Clear Documentation and Legal Understanding:** Despite all of the above, sometimes claims do arise. The key defense against these occurrences are clear documentation, and a comprehensive understanding of the contract and contract code. Griffin Structures employs elite Project Management professionals that have extensive understanding in contracts and contract code, and employs a sophisticated and comprehensive document management system that

insures claims can be mitigated when unavoidable. A more detailed description of our document management system is provided below.

## **12. Construction Management Solicitation**

Griffin Structures recognizes the City's desire to solicit Construction Management services from another vendor once Construction is to commence. As both Project and Construction Managers ourselves, as well as our experience as developers, Griffin Structures is in a unique position to establish a comprehensive scope of services for Construction Management on this project.

Specifically we will seek to procure a Construction Manager who has extensive aquatics experience, a high level of skill as it relates to best practices in construction, a robust quality assurance protocol, able to utilize innovative technologies in the industry, has good communication, and applies a strict approach to cost and time management. As the City's Owner Representative during this phase, our role will be to produce an RFP that emphasizes these qualities and we will lead a robust selection effort that results in the selection of the best qualified firm.

## **13. Contractor Prequalification**

A good Contractor is not only essential to maintaining good relations with the neighborhood, but is essential to a successful project in general. In our experience, a key method for recruiting a selecting a good Contractor is by performing a prequalification RFQ selection process.

The prequalification process allows the City to establish certain minimum requirements that demonstrate competency. Griffin Structures uses the Dept. of Industrial Relations questionnaire template for performing this effort. Working with City staff and the design team, Griffin will seek to establish certain minimums for overall revenue, bonding capacity, safety EMR rating, comparable experience minimums, and possibly even specialty subcontractor prequalification.

Our experience has shown that this effort has a way of attracting a higher level of Contractor, primarily as it offers them the incentive of a limited bid pool once the project goes out to formal bid. This incentivizes the best contractors to participate without the fear of having to compete against substandard contractors who often bid projects at a loss, which hurts the project as a whole. Accordingly, Griffin recommends performing a Contractor prequalification process for establishing the final bid pool.

## **14. Bid and Award Services - Construction**

As mentioned above in the design procurement section, the bid and award of construction can take many forms. Ensuring the bid package or packages are complete and biddable is essential to a successful outcome. Though we refer to crucial distinctions related to project delivery, there are some common aspects to producing bid packages critical to any project.

The bid package must be complete, primarily related to the General Provisions, Special Provisions, and Division 01 Specifications. If a project fails, it is usually to the failure of one or all these specification sections. These categories of specifications cover such things as; precedence of documents, construction standards, standard of care, change order procedures, markups, definitions of time, conflict resolution, management requirements, existing conditions, investigation of the property, protection of surrounding facilities, and special instructions to bidders. Griffin will utilize its vast resource of documents from past projects to produce a document that incorporates the industry's best practices, which will protect the City from unnecessary risk. We can also fold in some our technological innovations to enhance the performance of the overall team.

It is also critical that the bid process unfolds in an organized manner. This includes the response to bid questions, substitution requests, the issuance of addenda, the bid opening process, duration of bid effort, and the process's overall governance to eliminate the possibility of a protest. Griffin understands this process well and brings leadership and efficiency to this process that all too often descends into a chaotic effort fraught with irregularities.

The bid evaluation process is yet another key to success. Ensuring the bids are both responsive and responsible, that the bidders have included all necessary bid requirements and qualitative sections demonstrating similar project capabilities, Griffin will oversee this effort to provide a comprehensive bid analysis that addresses all essential requirements and facilitates the decision-making process.

### **15. Bid and Award Services – Other Vendors**

Many of the key challenges to a project is the bidding of support services. These include but are not limited to; special inspection and testing, commissioning, sustainability coordination, moving services, surveying, site utilities evaluation, FF&E procurement and installation, Hazardous materials investigation, and abatement monitoring. Griffin has standard documents for the procurement of all these services, which can be incorporated to whatever extent the City chooses. Griffin will work to produce these RFP packages and will oversee the recommendations for award. And most importantly, we will do so at the right time in concert with the schedule's progress to ensure the City receives the highest value.



*Fullerton Multigenerational Community Center & Aquatic Facilities*

## 16. Owner Representation During Construction

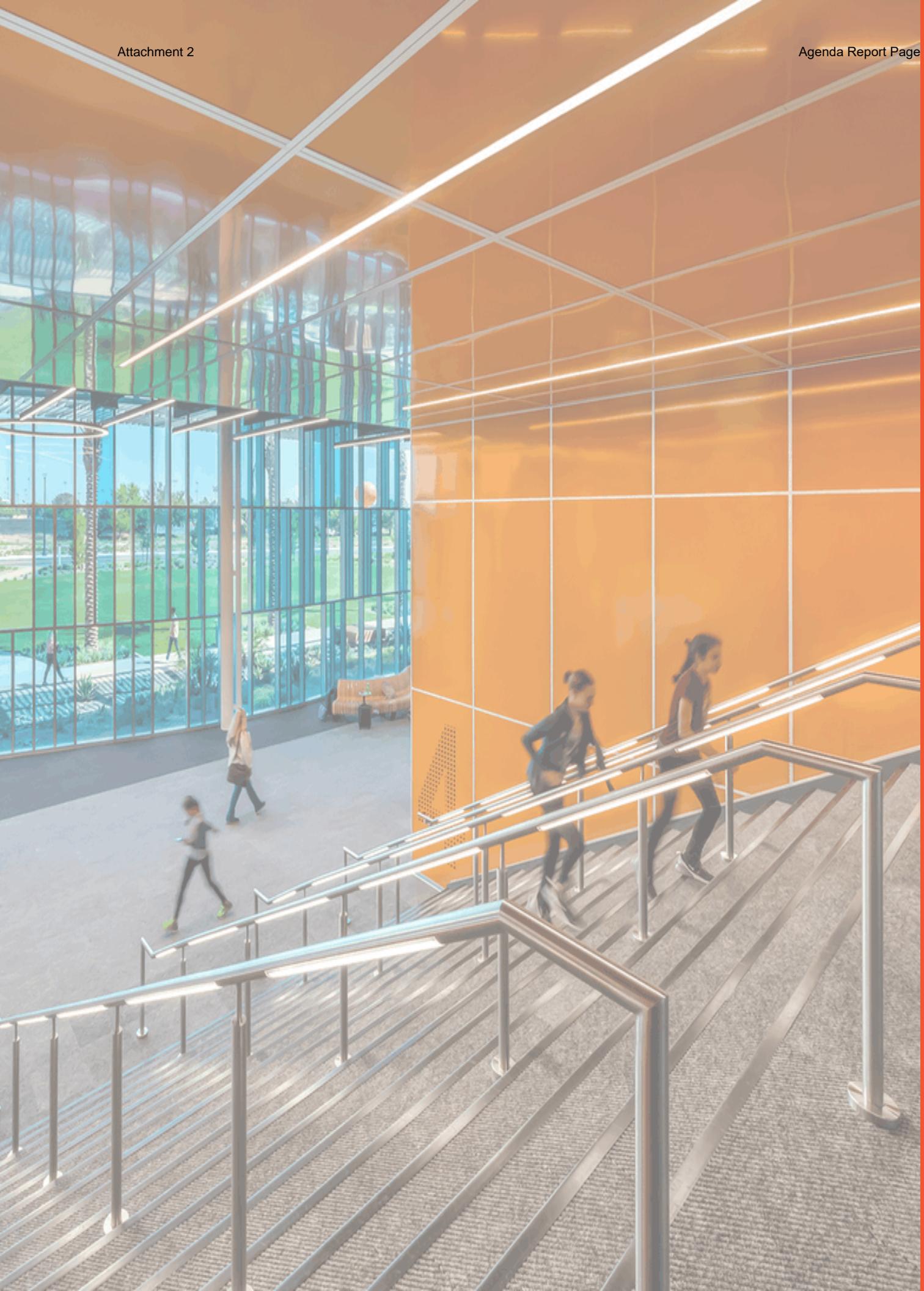
As mentioned above, the City intends to select another firm to perform Construction Management and that our Project Manager provide Owner Representation during Construction. Because of this unique set of circumstances, and because Owner Representation does not require full time supervision, this approach will facilitate our ability to maintain a single point of contact through this phase of the project.

In the role of Owner Representative, we will oversee the Construction Manager, attend each weekly progress meeting, review any change orders the Construction Manager recommends for approval, and will represent the City in the resolution of issues. In essence, we will function as an extension of staff to the City to ensure continuity of service and to support the productivity of the team. Specifically, our role will be to:

- a. Provide monthly reports to the City staff.
- b. Work closely with City staff to provide staff reports and community updates.
- c. Ensure the project budget and schedule are maintained.
- d. Make presentations to City Council as necessary.
- e. Serve as a fiduciary on behalf of the City to ensure its success.

Additionally, as part of the Construction Manager's scope of work, we will require they perform a level of service that at minimum includes the following:

- Preconstruction Meeting
- Contract Administration
- Submittal Procedures
- Meetings
- Quality Assurance/Quality Control (QA/QC)
- Coordination of Other Consultants
- Construction Observation
- Non-Conforming Work
- Exercise of Contract Perogatives
- Progress Review
- Maintain On-Site Records
- Schedule of Values & Processing of Payments
- Evaluate Change Order Proposal Costs
- Change Order Reports
- Project Status Reports
- Equipment Instruction Manuals, Warranties, and Releases
- Future Facilities Maintenance Plan
- Completion of Contracts & Project
- As-Built Documents
- Training Sessions
- Accounting Records
- Permits
- Initial Start-Up & Testing
- Stormwater Pollution Prevention Plan
- Punch Lists



## 7. Work Schedule & Estimate of Hours

## 7. Work Schedule & Estimate of Hours

In coordination with our Work Plan and Approach, please find our initial, proposed schedule and estimate of hours below.

PROJECT PHASE	2021												2022											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>PHASE 1: PRE-DESIGN</b>																								
Initial Project Analysis				4																				
Design Services RFP				4																				
Design Solicitation				4																				
<b>PHASE 2: DESIGN</b>																								
Program Validation								4																
Schematic Design							4	4																
Entitlement																								
Design Development																								
Construction Documents																								
Permitting																								
Contractor Prequalification																								
Contractor Bidding																								
Construction Manager Solicitation																								
<b>PHASE 3: CONSTRUCTION</b>																								
Mobilization																								
Abatement and Demolition																								
Grading and Utilities																								
Pool Excavation and Shotcrete																								
<b>MONTHLY STAFFING HOURS</b>																								

Principal In Charge - Roger Torriero																								
Project Executive - Jon Hughes																								
Project Manager - Lance Solomon																								
Constructability Review - Tim Shaw																								
Constructability Review - George Sanen																								
Infrastructure Support - Rob Carnes																								
Value Engineering - Jay Helekar																								

PROJECT PHASE	2023											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>PHASE 3: CONSTRUCTION Cont.</b>												
Mobilization												
Abatement and Demolition												
Grading and Utilities												
Pool Excavation and Shotcrete												
Building Foundations	4	4										
Core & Shell Construction		4										
Building Interiors			4									
Site Work and Landscape				4								
Inspections and Commissioning					4							
Substantial Completion						4						
<b>PHASE 4: CLOSEOUT PHASE</b>												
Punch List Corrections & Training												
Turnover and Move - In												
<b>MONTHLY STAFFING HOURS</b>												

Principal In Charge - Roger Torriero	4	4	4	4	4	4	4	4	4	4	4	4
Project Executive - Jon Hughes	10	10	10	10	10	10	10	10	10	10	10	10
Project Manager - Lance Solomon	70	70	70	70	70	70	70	70	70	70	70	70
Constructability Review - Tim Shaw												
Constructability Review - George Sanen												
Infrastructure Support - Rob Carnes												
Value Engineering - Jay Helekar												

## Hourly Rates

Please find our hourly rates below for the City of Piedmont. Rates include labor base rate, base rate direct costs, overhead, and fee. Hourly rates are valid through December 2024 and will escalate by CPI annually thereafter.

Name & Position	Hourly Billing Rates
Roger Torriero, Principal-In-Charge	\$275.00
Jon Hughes, Project Executive	\$210.00
Lance Solomon, Project Manager	\$195.00
Timothy Shaw, Constructability Review	\$185.00
George Sanen, Constructability Review	\$185.00
Robert Carnes, Infrastructure Support	\$185.00
Jay Helekar, Value Engineering	\$165.00
Susan Harden, Community Outreach	\$275.00
Administrative Assistant	\$140.00

## 8. Exceptions



## 9. Exceptions

We have reviewed the sample Professional Services Agreement and have one comment below. We are ready, willing, and able to discuss the following information in order to execute an agreement with the City as soon as possible.

- Prefer to remove or rephrase the phrase "agents and volunteers" in the Indemnity section 8.

## 9. Litigation



## 10. Litigation

In response to section J of the RFP, please note that we do not have any prior or pending litigation to share for this section.

## 10. Proposal Authorization Form



# 11. Proposal Authorization Form

## Exhibit B

### PROPOSAL AUTHORIZATION

NAME OF PROPOSER \_\_\_\_\_ Griffin Structures \_\_\_\_\_

1. The above-named Proposer is a proposer to the Request for Proposals of the City of Piedmont for the Project Manager/Owner's Representative for Design and Construction of the City of Piedmont Community Pool Project and possesses the legal authority to submit this Proposal.
2. The undersigned is authorized to conduct all negotiations for and legally bind the respondent in all matters relating to this proposal submittal.
3. The undersigned has reviewed, understands, is able to comply with and agrees to be bound by the General Conditions Governing this RFP.
4. The undersigned grants the City a right to the City to conduct reference checks and reasonable investigation of all information provided by Proposer.
5. The undersigned certifies that this Proposal is irrevocable for 120 days after the due date.

Signature: \_\_\_\_\_ 

Print Name: \_\_\_\_\_ Roger Torriero \_\_\_\_\_

Title: \_\_\_\_\_ CEO & Owner \_\_\_\_\_

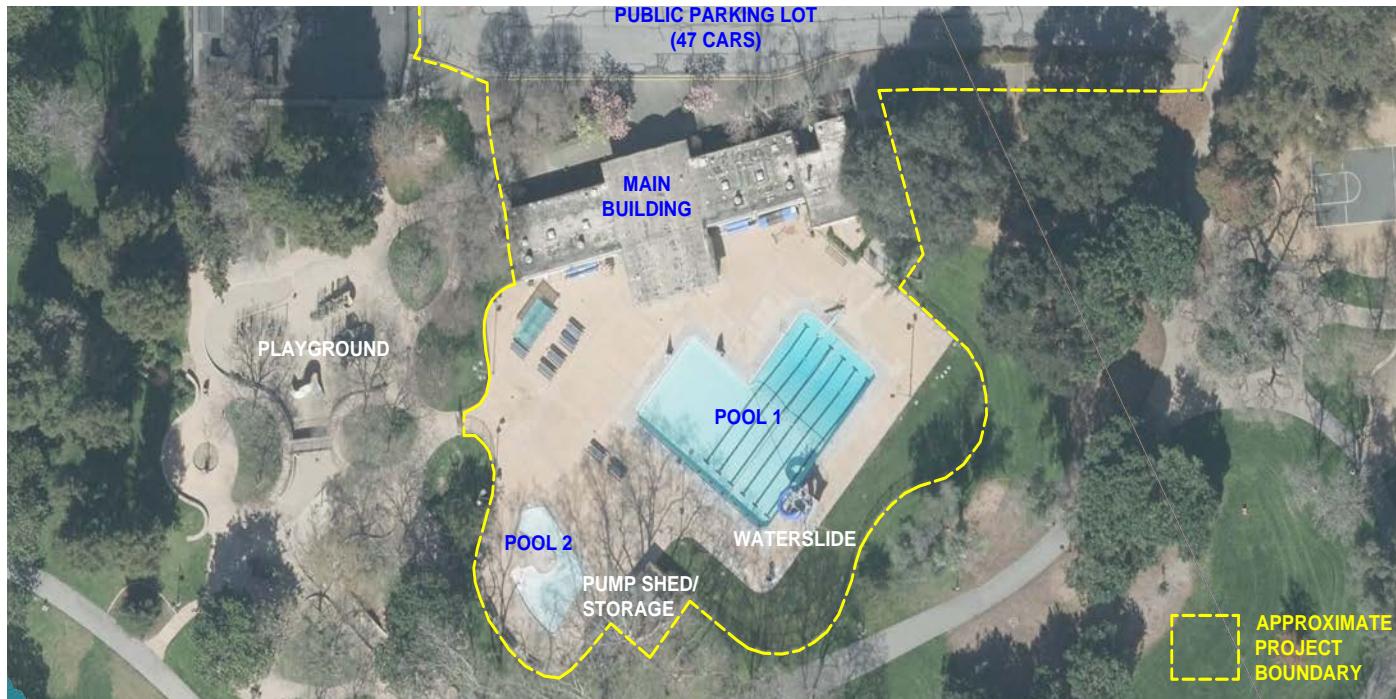
Date: \_\_\_\_\_ March 19, 2021 \_\_\_\_\_

## 11. Appendix



## 12. Appendix

### Rengstorff Park Aquatic Center Mountain View, CA



#### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

**Cost**  
\$17M

**Completed**  
In-Progress

**Client & Contact**  
ELS Architecture & Urban Design  
Clarence Mamuyac  
President/CEO  
(510) 549-2929

**Awards**  
Projected LEED® Gold



The approved program for the replacement facility includes a new 8,000+ SF building with locker and shower facilities and a multi-purpose building for training that can also be rented for social gatherings or meetings.

*The overarching goal is to design a community-based aquatics center including new recreational and lap pools, a water slide, and associated pool deck and amenities. The new facility will provide a wide range of opportunities for the public to enjoy aquatics programs using equipment, and technology to ensure a clean environment with a focus on safety awareness at all times.*

*This project is very similar in size to the Piedmont Aquatic Center project, and features coordination with Reach code requirements as well.*

## San Bruno Recreational Aquatic Center

San Bruno, CA



### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

### Cost

\$50M

### Completed

In-Progress

### Client & Contact

City of San Bruno  
Joanne Magrini  
Community Service Director  
[\(jmagrini@sanbruno.ca.gov\)](mailto:jmagrini@sanbruno.ca.gov)  
(650) 616-7181

### Awards

Projected LEED® Silver



Griffin is serving as the PMCM for the City of San Bruno in managing the design and construction phases of its new Recreation and Aquatics Center Project. This project will feature a *state-of-the-art natatorium for year-round aquatics, an outdoor pool with splash pad, gymnasium, fitness/bathhouse/wellness center, community hall, game room, conference rooms, and several multi-purpose classrooms*.

This project involves the coordination with several local, state, and federal agencies including Creek Relocation Permitting, NEPA Clearance, Regional Water Quality Control Board, the CA Department of Fish and Wildlife, and countless others.

## Marguerite Aquatics Complex

### Mission Viejo, CA



#### **Scope of Services + Features**

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

**Cost**  
\$11M

**Completed**  
2018

**Client & Contact**  
City of Mission Viejo  
Keith Rattay  
Assistant City Manager  
(949) 470-3014

**Awards**  
APWA/SC Chapter, Project of the Year, Recreation & Athletic Facilities Category; CPRS Facility Design, Aquatics



Griffin Structures provided Project, Program and Construction Management services for the design and construction of *a new dive tower, competitive pool, and complete site renovation of the iconic Marguerite Aquatics Complex in Mission Viejo*. A new Dive Tower is enclosed with the Mission Viejo signature stone veneer. Other elements include two new mechanical buildings for the Activity and Dive Pools; pre-fab, office and storage buildings; multiple shade structures; bleachers and a Grand Stand; Dry-land training pits for the dive program; and a warming pool/ spa.

## Roberts Pool Aquatic Center

Oakland, CA



### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

### Cost

>\$10M

### Completed

In-Progress

### Client & Contact

City of East Bay  
Toby Perry  
Project Manager  
(510) 544-2317



This project will include the construction of a 5,620 SF pool and new pool deck, a 2,515 SF pool house with changing rooms, restrooms, offices and lifeguard break room. A 1,450 SF pump house mechanical building with pump room, storage spaces, and equipment rooms are also included.

Site improvements will include retaining walls, landscaping, pool lighting, ticket kiosk, and perimeter fencing. This project will also bring accessible parking and path of travel from the parking lot to the pool facilities up to current code.

## Pelican Hill Recreational Facilities & Coliseum Pool

Newport Beach, CA



### **Scope of Services + Features**

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

**Cost**  
\$750M

**Completed**  
In-Progress

**Client & Contact**  
Irvine Company  
Chris Marsh  
President  
(949) 375-1173



*This internationally recognized \$750M, 5-star premier coastal resort includes 80,000 SF pool with grill and a 120,000 SF hotel core space. Hotel accommodations include a couple hundred bungalow guest rooms and suites and over 120 villas. Pelican Hill's Golf Club boasts 36 holes design by Tom Fazio with stunning ocean panoramas.*

*One of the most notable features of the resort is the Coliseum Pool. The largest circular pool in the world, it was designed with more than one million glass mosaic tiles, laid by hand to form the pool's perfect circle, 136 feet in diameter and was featured as one of the world's largest circular pools. Other features of the resort include a spa adjacent to the Coliseum Pool, children's pool and water play area, two indoor spas, three interior hand carved "water-wall" features, and exterior fountains.*

## Fullerton Multigenerational Community Center & Aquatic Facilities

Fullerton, CA



### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

### Cost

\$30M

### Completed

>2015

### Client & Contact

City of Fullerton  
Donald Hoppe  
Director of Engineering  
(714) 738-6864

### Awards

CPRS Award of Excellence in Facility Design; APWA Project of the Year, Recreation & Athletic Facilities

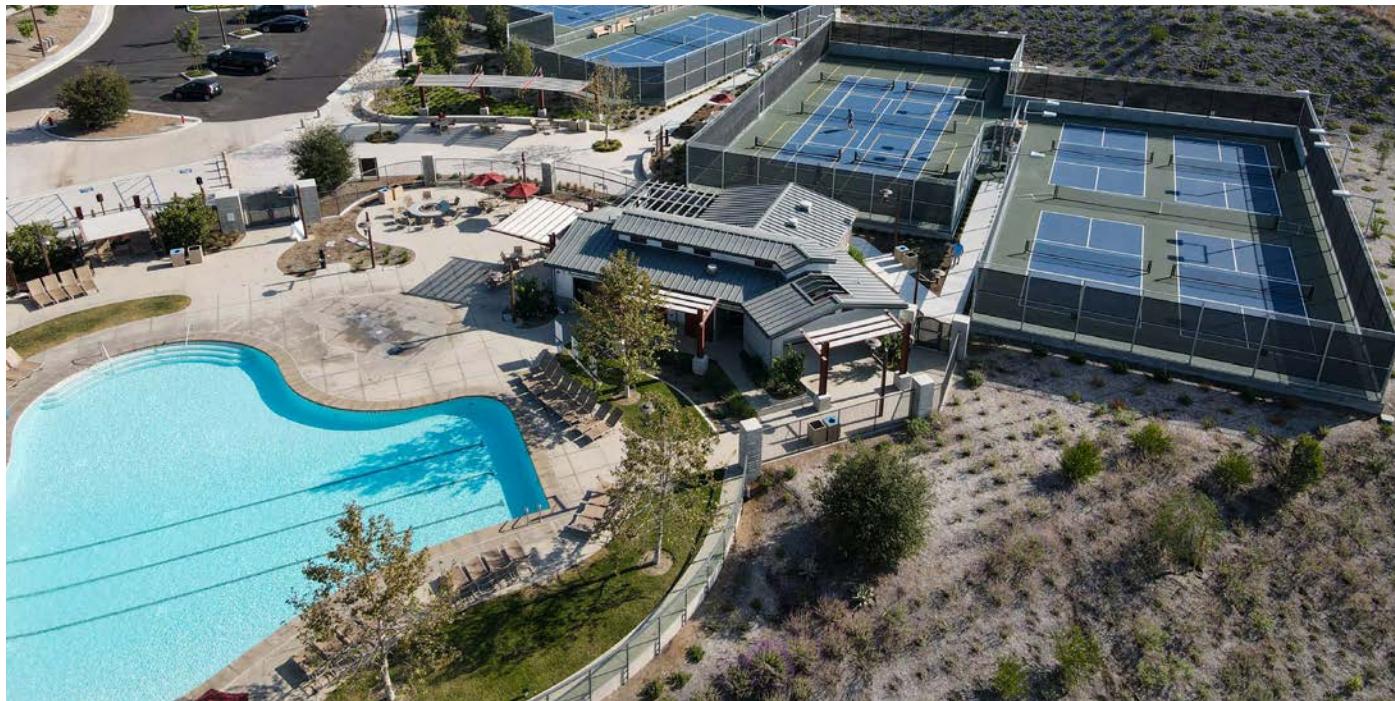


Griffin Structures served as the Project, Program and Construction Manager for the new construction of the Fullerton Multigenerational Community & Performing Arts Center, incorporating its Senior Center and the Boys and Girls Club into a single complex.

The project features a 20,000 SF Community Center, a 15,000 SF Senior Center, music, visual arts, and community program space, and natatorium. *The natatorium building houses a six-lane, 25-yard indoor competitive pool designed for year-round swim lessons and senior water-exercise therapy programs* and includes a double gymnasium, a fitness room, and men's and women's locker rooms. The Recreation Center also houses a 32-station computer lab and a 5,000 SF Grand Hall with a formal performance stage and full-service kitchen.

## Esencia Sports Park & Aquatic Facilities

### Mission Viejo, CA



#### **Scope of Services + Features**

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

**Cost**  
\$20M

**Completed**  
2020

#### **Client & Contact**

City of Mission Viejo  
Keith Rattay  
Assistant City Manager  
(949) 470-3014



Designed to fit into a tiered landscape concept, Esencia Sports Park is a 30-acre multi athletic park site in one of Rancho Mission Viejo's newest communities.

The upper park site encompasses two lighted tennis courts, two lighted pickleball courts, *a competitive swimming pool with three swim lanes, splash pad, and a 1,500 SF pool building*. The pool area amenities include community barbecues and fire pits as well as cabanas surrounding the pool for comfort.

The lower park site encompasses two lighted baseball fields and one lighted softball field with supporting amenities, including covered dugouts, attached bullpens and soft toss cages, tiered concrete spectator seating, batting cages and scoreboards. A lighted multi-use soccer field with tiered concrete spectator seating and a 1,500 square foot concession/restroom building support the team sports uses. The lower park also includes a children's tot lot and play features.

This sports park was envisioned as a center for sports and family activities with connections to Esencia's network of trails.

## Crystal Cove Canyon Club & Aquatic Facilities

### Newport Beach, CA



#### **Scope of Services + Features**

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

#### **Cost** \$12M

#### **Completed** >2015

#### **Client & Contact**

Calles Consolidated Contracting  
Tony Elias  
President  
(714) 323-1535



Designed on the edge of El Moro Canyon, this recreation facility involved extensive over excavation and pad reconstruction. Final installations included retaining walls with 20-foot caissons and three stepped pad elevations. Built adjacent to nature conservancy, it required significant BMP management and Orange County Fire Authority fuel modification of surrounding hillsides. The Canyon Club provides exclusive swimming and recreational activities for the custom home sites developed in the adjacent hillsides. In addition, the *Canyon Club includes a Jr. Olympic pool, children's wader and adult spa* positioned with breathtaking views of the canyon down to El Moro point.

## Seal Beach Aquatics Center

Seal Beach, CA



### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

### Cost

\$20M

### Completed

In-Progress

### Client & Contact

City of Seal Beach  
Iris Lee  
City Engineer  
(714) 328-9760



Griffin is currently providing Project, Program and Construction Management services for the City of Seal Beach's Aquatic Center project. The project consists of a 10,000 SF building equipped with locker & shower facilities, a multi-purpose room for rental space, and administration offices for the Community Services Department and its lifeguards.

*The site includes a new \$20M pool with the ability to accommodate competitive lap swimming, recreational sports, and training programs as an all-in-one resource for the community of Seal Beach. Additionally, the site will include a splash pad and small park for children and families.*

One unique aspect to this project includes partnering with the US Naval Weapons Base to work through a 99-year land lease for the property which is currently situated on Navy owned property. This has required the project to go through typical stages of approval for CEQA and Coastal Commission as well as some unique Navy Architectural Review and Security Review Boards.

## Woodbury Recreation Center & Aquatic Facilities

Irvine, CA



### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

**Cost**  
\$10M

**Completed**  
>2015

**Client & Contact**  
Calles Consolidated Contracting  
Tony Elias  
President  
(714) 323-1535



Spanning 26 acres, The Commons project included grading for four building pads, three pools, four tennis courts, soccer fields, three parking lots, and playgrounds. Infrastructure included 36-inch RCP storm drain system, new sanitary sewer, complete domestic and reclaimed water installations, and all necessary dry and wet utilities.

The Commons serves as the central hub for social gathering and recreation. At its heart is the Recreation Center which exhibits all the elements of an integrated parks experience. A series of pools and water features form the primary recreational facilities of the recreation center including: a *Jr. Olympic competition pool, lagoon pool with lithocrete beach entry, adult pool and spa*, children's play area with custom pre-cast "Tiki" feature.

## Summit Park & Aquatic Facilities Irvine, CA



### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

### Cost

\$10M

### Completed

>2015

### Client & Contact

Calles Consolidated Contracting  
Tony Elias  
President  
(714) 323-1535



Aptly named, Summit Park sits atop the Turtle Ridge development in Irvine, California. Summit Park provides both a family facility and a separate adult facility. Summit Park's features include a *Jr. Olympic pool, children's wader, family spa, and two separate adult pools and spa*. This project involved grading and infrastructure for two parking lots, four pools, two playgrounds, and five building pads.

## Vista Hermosa Aquatic Center & Sports Park

### San Clemente, CA



#### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

#### Cost

\$30M

#### Completed

>2015

#### Client & Contact

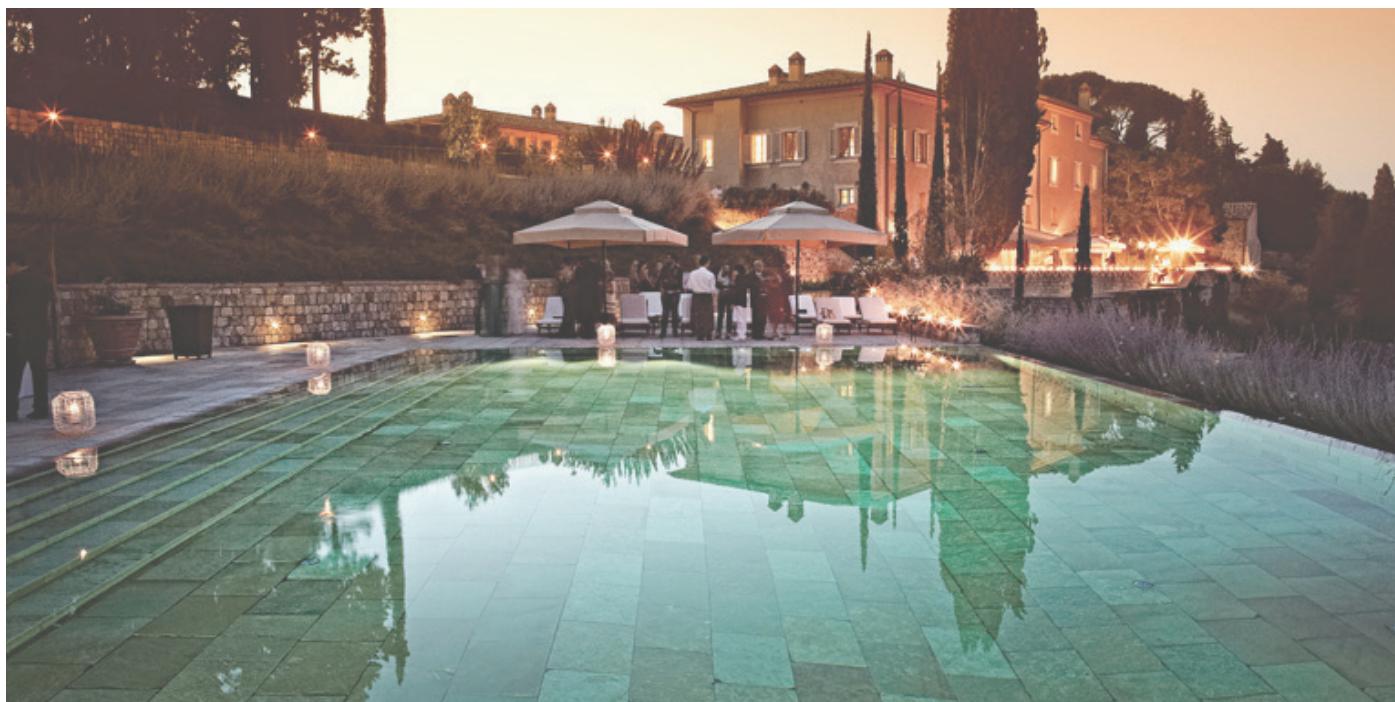
City of San Clemente  
Sean Nicholas  
Former City Planner  
(949) 248-3588



The Vista Hermosa Sports Park and Aquatics Center features include *two competitive swimming pools and a water play area along with several ball fields, and a large children's play area.*

Specific work included sewer, storm drain, gas, power, potable and recycled water lines, telephone, grading, curb and gutter, parking lots, asphalt paving, roadway widening, aquatics complex with 50-meter competition pool and 25-yard activity pool with water play feature and zero-depth entry, pool house, mechanical building, landscaping and hardscaping, 2 soccer fields, and a football / La Crosse field with synthetic turf

## Castiglion del Bosco Resort, Luxury Spas & Aquatic Facilities Sienna, Italy



### **Scope of Services + Features**

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

### **Cost**

\$500M



### **Completed**

>2015

### **Client & Contact**

The Ferragamo Family

Working in association with the Ferragamo Family, Griffin Structures was the Master Developer for the 1.700 hectare (4000 acres) brunello wine estate and boutique luxe resort - voted #1 Wine Resort in the World by CondeNast Traveler.

*This project consisted of 22 suites hotel and multiple luxury spas and pools, 20 renovated/restored villas, production winery, 18-hole Tom Weiskopf signature golf course, extensive hiking, biking, and equestrian trail network. Extensive vegetable, herb and fruit gardens to serving two restaurants and a cooking academy constructed in a 13th century priests' residence.*

# Great Park Ice & Sports Complex

## Irvine, CA



### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

### Cost

\$108M

### Completed

>2015

### Client & Contact

H&S Ventures, LLC  
Bill Foltz  
Chief Financial Officer  
(949) 760-4304

### Awards

LEED Silver, ASCE Project of the Year Award



Griffin Structures served as the Program and Construction Manager and Owner's Representative for the new 280,000 SF Great Park Ice Complex & Cultural Arts Center. The community ice and cultural arts facility, located on a 13.5 acre site at Orange County's Great Park will also serve as the new training facility for the Anaheim Ducks NHL hockey team.

*This project features state-of-the-art figure skating and competitive sports programs. The main arena seats 2,500 with the ability to host a wide variety of sporting and entertainment events. Other features include a sports bar, party rooms, classrooms, outdoor public spaces, and amenities.*

*The pre-engineered metal framework resulted in significant schedule and cost savings to the Client.*

## Marina Sailing Recreation Center & Park

Newport Beach, CA



### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

### Cost

\$50M

**Completed**  
>>2015

### Client & Contact

City of Newport Beach  
Dave Webb  
Public Works Director  
(949) 664-3330

### Awards

LEED® Silver; APWA Project of the Year; ASCE Project of the Year; OCEC Achievement Award



This LEED Silver designed project, encompasses a 10.5 acre site and involved new construction of a public park; a 24,000 SF Community and Sailing Recreation Center building with classroom, office and meeting space; a 23-slip visitor marina; a reconstructed 19th Street restroom building; a freestanding playground lighthouse feature; themed playground; outdoor fitness circuit; parking lots; open space and picnic areas; and frontage street improvements. Marina Park will also be home to a new 6,100 SF Girl Scouts Leadership Center.

The scope of work involved overseeing, managing, and controlling schedules and cost during all phases of the four separate packages, which included demolition of the mobile home park; marina basin dredging and foundation soil remediation; the Community and Sailing Recreation Center buildings, restroom buildings and park; and construction and installation of new marina docks.

*This project resulted in over \$4M in returned Client savings.*

# Community & Recreation Center

## Additional Representative Experience

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### Burlingame Community Center Burlingame, CA

This new, 35,700 SF, two-story community center will be built over the footprint of the existing facility, expanding the existing space by nearly 11,000 SF. The Center will feature an active lounge, community room, classroom, music studio, tech shop, ceramics and fine arts workshops, teen center, fitness studio, and more.

#### **Scope of Services + Features**

- Project, Program & Const. Management
- Aquatic & Recreational Facilities

**Value**  
\$40M



### Santa Clarita Canyon Community Center Santa Clarita, CA

Griffin is currently providing Construction Management services for the development of a new 27,780 SF community center and the outdoor recreational facilities on a 16.5 acre project site, requiring adept agency coordination for the Mint Canyon Channel. The project will be divided into two Phases that is scheduled to be completed and open to the public by the 4th Quarter of 2021.

#### **Scope of Services + Features**

- Project, Program & Const. Management
- Aquatic & Recreational Facilities

**Value**  
\$37M



### Cypress Community Center Cypress, CA

This extension renovation included upgrades to the original building which houses a 4,000 SF auditorium with kitchen, classrooms, dance rooms, and support spaces. In addition, the facility serves as the administrative offices for the City's Recreation and Parks department. The project is the recipient of an APWA Project of the Year Award, Parks & Recreation Facilities, Refurbished.

#### **Scope of Services + Features**

- Project, Program & Const. Management
- Aquatic & Recreational Facilities

**Value**  
\$10M



### Huntington Beach Senior Center Huntington Beach, CA

The facility features a fitness room, group exercise and dance rooms, and classrooms for accommodate educational arts and crafts activities. The Senior Center also includes indoor and outdoor gathering spaces as well as a transportation passenger lounge. A commercial kitchen provides for the preparation of weekday meals at the Senior Center as well as meals for home-bound seniors.

#### **Scope of Services + Features**

- Project, Program & Const. Management
- Aquatic & Recreational Facilities

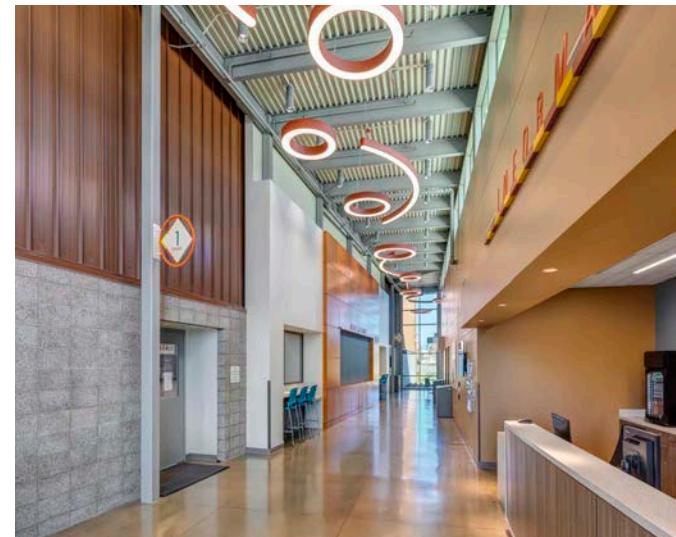
**Value**  
\$22M

# Community & Recreation Center

## Additional Representative Experience



Rancho Cucamonga Sports & Community Center



Marina Sailing Recreation Center & Park



Quail Hill Community Center



# Community & Recreation Center

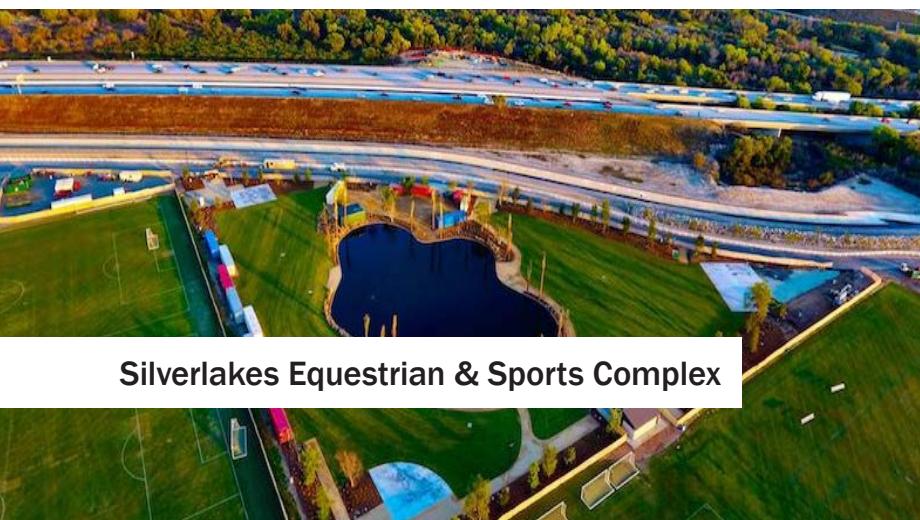
## Additional Representative Experience



Laguna Beach Community & Senior Center



Pine Ave. Community Center & Gardens



Silverlakes Equestrian & Sports Complex





## Roger Torriero Principal-In-Charge

### EDUCATION

Master of Architecture, Accademia di Belli Arti a Firenze Italia

Bachelor of Architecture,  
Syracuse University, New York

### CERTIFICATION

California Contractor License  
#793600, Class B

### AFFILIATIONS

U.S. Green Building Council, Member

Urban Land Institute, Member

American Public Works Association

Associated General Contractors of America, Member

Construction Management Association of America, Member

Design-Build Institute, Member

### YEARS OF EXPERIENCE

42+

### QUALIFICATIONS

As our Principal-In-Charge, Roger focuses on the delivery of complex projects for the private and public sectors, including **aquatic centers, competitive and recreational pools, as well as recreational, and sports facilities.** Roger has also led the pre-design, design, and construction for virtually all public and private sector projects, including real estate development, finance, design, and construction. Roger provides Griffin with specialized expertise in the conceptualization and realization of challenging projects. He is an expert in forward planning, finance, entitlements, project delivery methodologies, and community-based participatory planning.

As Principal-In-Charge, Roger will offer his guidance throughout the life cycle of the project to ensure our services align with your expectations.

### REPRESENTATIVE EXPERIENCE

- Mt. View Rengstorff Aquatic Center Replacement, CA
- San Bruno Aquatic, Recreational Facility & Pool, CA
- East Bay Regional Parks District, Roberts Pool, Oakland, CA
- Marguerite Aquatics Complex & Pool, Mission Viejo, CA
- Fullerton Multigenerational Center & Pool, CA
- Esencia Sports Park & Pool, Rancho Mission Viejo, CA
- Long Beach, Belmont Plaza Olympic Pool Center, CA
- Castiglion del Bosco Resort & Spa, Sienna, Italy
- Lake Forest Recreational Center & Sports Park, CA
- Lillian Court & Bloomington Grove Pool, CA
- Wild Rivers Water Park, Temecula, CA
- Seal Beach Aquatics Center & Pool, CA
- Terra Lago Community Center & Pool, CA
- Laguna Beach Community Center & Pool, CA
- Long Beach Belmont Pool, CA
- Manhattan Beach Begg Pool, CA
- Marina Park Shorefront Community Center, Newport Beach, CA
- Great Park Ice & Sports Complex, Irvine, CA
- Rancho Cucamonga Sports Center, CA
- Santa Clarita Canyon Community Center, CA
- Burlingame Community Center, CA
- Huntington Beach Senior Center, CA



**Jon Hughes**  
**CCM, DBIA**  
**Project Executive**

**EDUCATION**

Bachelor of Science, Philosophy and History, Westmont College

**CERTIFICATION**

Certified Construction Manager (CCM)

Design Build of America Institute (DBIA) Associate

California Contractor License #793600, Class A

**AFFILIATIONS**

NAVFAC and US Army Corps Construction Quality Management (CQM) Program

Construction Management Association of America, Member

**YEARS OF EXPERIENCE**

28

**QUALIFICATIONS**

Jon Hughes' career spans some of the region's most prestigious properties in Southern California. His experience and skills with program and construction management tools and processes have enabled him to deliver winning results every time. Jon's resume highlights include **aquatic centers, competitive and recreational pools, as well as recreational, and sports facilities**, police stations, emergency operations, training, dispatch and communications centers, and correctional facilities. Jon's construction management experience includes pre-construction services, bid review, contract negotiations, safety protocols, site evaluation, quality control, budgetary controls, change order review, materials acquisition and supply chain management, schedule review and enforcement, site staging, off-sites and grading, dry utility installation, inter-contractor coordination, punch list, and turnover.

As the Project Executive, Jon's responsibility is to provide the needed resources and support to the team for a successful completion of project.

**REPRESENTATIVE EXPERIENCE**

- Mt. View Rengstorff Aquatic Center Replacement, CA
- San Bruno Aquatic, Recreational Facility & Pool, CA
- East Bay Regional Parks District, Roberts Pool, Oakland, CA
- Marguerite Aquatics Complex & Pool, Mission Viejo, CA
- Pelican Hill Resort & Coliseum Pool, Newport Beach, CA
- Fullerton Multigenerational Center & Pool, CA
- Esencia Sports Park & Pool, Rancho Mission Viejo, CA
- Long Beach, Belmont Plaza Olympic Pool Center, CA
- Castiglion del Bosco Resort & Spa, Sienna, Italy
- Lake Forest Recreational Center & Sports Park, CA
- Seal Beach Aquatics Center & Pool, CA
- Lillian Court & Bloomington Grove Pool, CA
- Canyon Club & Pool, CA
- Summit Park & Pool, CA
- Woodbury Recreation Center & Pool, CA
- Marina Park Shorefront Community Center, Newport Beach, CA
- Great Park Ice & Sports Complex, Irvine, CA
- Rancho Cucamonga Sports Center, CA
- Santa Clarita Canyon Community Center, CA
- Burlingame Community Center, CA



## Lance Solomon CCM Project Manager

### CERTIFICATION

Certified Construction Manager  
(CCM)

CA Storm Quality Association  
Certified (QSP)

Certified Public Works Inspector

Certified Professional in Erosion &  
Sediment Control

CPR & First Aid

Confined Space Training

Concrete Field Testing Technician

Construction Safety & Health, OSHA

Construction Quality Management,  
U.S. Army Corps of Engineers

### YEARS OF EXPERIENCE

24+

### QUALIFICATIONS

Lance Solomon has more than 24 years of construction experience that encompasses a wide variety of project types including public works, renovations and new construction, **aquatic centers, competitive and recreational pools, including recreational, and sports facilities**, underground utilities, demolition, and stormwater. His responsibilities have encompassed preparation of a bid ability review, evaluation of the bids, conduction of the preconstruction conference, and processing control documents such as minutes, progress payments, schedules, change orders, weekly reports, and all federally and state required documents.

As the Project Manager, Lance will be responsible for the day-to-day management of the project.

### REPRESENTATIVE EXPERIENCE

- Mt. View Rengstorff Aquatic Center Replacement, CA
- San Bruno Aquatic, Recreational Facility & Pool, CA
- East Bay Regional Parks District, Roberts Pool, Oakland, CA
- Marguerite Aquatics Complex & Pool, Mission Viejo, CA
- Marina Park Shorefront Community Center, Newport Beach, CA
- Pelican Hill Resort & Coliseum Pool, Newport Beach, CA
- Fullerton Multigenerational Center & Pool, CA
- Lake Forest Recreational Center & Sports Park, CA
- Irvine Company Woodbury Recreation Center & Pool, CA
- Summit Park, Olympic, Adult, and Children's Pools, Irvine, CA
- City of Long Beach, Belmont Plaza Olympic Pool Center
- Great Park Ice & Sports Complex, Irvine, CA
- Rancho Cucamonga Sports Center, CA
- Huntington Beach Senior Center, CA
- Laguna Beach Senior Center, CA
- Vernola Park Family Expansion, Jurupa Valley, CA
- Carlsbad Pine Ave Community Center & Gardens, CA
- Rancho Santa Margarita Community Center, CA
- Santa Clarita Canyon Community Center, CA



## Timothy Shaw

RLA

### Constructability Review

#### EDUCATION

Master of Landscape Architecture,  
Ball State University

Bachelor of Science, Geography/  
Geology minor, Indiana State  
University

#### CERTIFICATION

Registered Landscape Architect, RLA  
#5075

Certified Pool Operation Course &  
Certificate, 2012

#### AFFILIATIONS

San Clemente Beaches, Parks &  
Recreation Commission

Orange County Regional Recreational  
Trail Advisory Committee

#### YEARS OF EXPERIENCE

20

#### QUALIFICATIONS

Timothy Shaw has 20 years of professional experience and is an accomplished program and construction manager as well as a registered landscape architect. His specialized expertise encompasses professional design and technical oversight for the management of public parks, **aquatic centers, competitive and recreational pools, including recreational, and sports facilities.**

As a valued Constructability Reviewer, Tim and George will review the project documents to ensure utmost quality control and financial feasibility of your facility.

#### REPRESENTATIVE EXPERIENCE

- Mt. View Rengstorff Aquatic Center Replacement, CA
- San Bruno Aquatic, Recreational Facility & Pool, CA  
Marguerite Aquatics Complex, Mission Viejo, CA
- East Bay Regional Parks District, Roberts Pool,  
Oakland, CA
- San Clemente Aquatics Center & Vista, San Clemente,  
CA
- Aliso & Wood Canyons Wilderness Park, Phase I and  
Phase II Entry Improvements, Laguna Niguel, CA
- Pier Bowl Lighting & Landscape Project, San Clemente,  
CA
- San Gorgonio Park Renovation, San Clemente, CA
- Steed Park Renovation, San Clemente, CA
- Santa Ana River Trail, Pocket Park
- Irvine Regional Park, Irvine, CA
- Courtney's Sandcastle Sensory Garden, San Clemente,  
CA
- Capistrano Villas Park Master Plan and Playground  
Rehabilitation\*, San Juan Capistrano, CA
- City of San Clemente, Beaches, Parks & Recreation  
Department, San Clemente, CA
- Indy Parks, City of Indianapolis Parks & Recreation  
Department, IN
- Buena Park Navigation Center, CA
- Half Moon Bay Library, CA
- Long Beach Supportive Housing / Atlantic Ave. Bridge  
Community, CA
- Tustin Corporate Yard & Emergency Ops Center, CA



**George Sanen**  
**CCM, LEED AP**  
**Constructability Review**

**EDUCATION**

B.A., Public Administration, University of San Francisco, Facilities Planning and Management, Cornell University

Interior Architectural Design, Harvard University Graduate School of Design

Correctional Facilities Planning & Design, Harvard University, Graduate School of Design

Airport Planning & Design, Harvard University, Graduate School of Design

Hotel Planning & Development, Harvard University, Graduate School of Design

Courthouse Design, Harvard University, Graduate School of Design

Hospital Design & Operations, Harvard University, Graduate School of Design

**YEARS OF EXPERIENCE**

34

**QUALIFICATIONS**

George has more than 34 years of professional experience in project management of multi-million dollar public facilities. He brings strong leadership, teamwork and project management skills, including a demonstrated track record in managing complex projects with a range of \$20M to \$1.3B. Several of these projects included project, program and construction management for large campuses with multiple buildings.

As a valued Constructability Reviewer, Tim and George will review the project documents to ensure utmost quality control and financial feasibility of your facility.

**REPRESENTATIVE EXPERIENCE**

- Burlingame Community Center, Burlingame, CA
- Half Moon Bay Library, Half Moon Bay, CA
- Walnut Creek Relocation, Walnut Creek, CA
- Moffett Place, Google Campus, Mountain View, CA\*
- Marin County Civic Center, San Rafael, CA\*
- Corcoran II State Prison, Corcoran, CA\*
- Alameda County Juvenile Detention Center, San Leandro, CA\*
- 555 California Plaza Improvements, San Francisco, CA\*
- Pacific Vision Foundation, Eye Surgery Center, San Francisco, CA\*
- Highland Hospital Acute Care Tower, Oakland, CA\*
- U.S. Public Health Service Program, Seattle, WA\*
- Pomona Valley Community Hospital, Pomona, CA\*
- Rees Steely Medical Clinic, San Diego, CA\*
- Providence Medical Center, Everett, WA\*
- Alexian Brothers Hospital, San Jose, CA\*
- American Hospital Association, Headquarters, San Francisco, CA\*
- SF State University, Extension Learning Center, San Francisco, CA\*
- Analytical Resources Inc. Laboratory, Seattle, WA\*
- Batelle Memorial Institute DNA Laboratory, Columbus, OH\*
- Roswell Park Cancer Institute Medical Complex, Buffalo, NY\*

*\*Project prior to joining Griffin Structures*



## **Robert Carnes**

**CCM**  
**Infrastructure Support**

### **EDUCATION**

Civil Engineering, Pierce College

### **CERTIFICATION**

Certified Construction Manager (CCM)

General Engineering Contractor A

Registered Public Works Inspector

Specialty Concrete, Paving & Earthwork Inspector

Certified Professional in Erosion & Sediment Control

Qualified SWPPP Developer & Practitioner

### **AFFILIATIONS**

American Construction Inspectors  
Associate

California Office of Emergency Disaster Services

### **YEARS OF EXPERIENCE**

39

### **QUALIFICATIONS**

Robert Carnes has more than 39 years of construction experience that encompasses a wide variety of project types including aquatic centers, competitive and recreational pools, including recreational, and sports facilities, public safety and new construction, educational facilities, sports parks/recreational facilities, underground utilities, demolition, and stormwater. His responsibilities have encompassed preparation of a bid ability review, evaluation of the bids, conduction of the pre-construction conference, and processing control documents such as minutes, progress payments, schedules, change orders, weekly reports, and all federally and state required documents.

Robert will provide invaluable support as it pertains to infrastructure as well as existing site conditions and adjacencies in order to protect the City's best interest throughout the pre-design, design, and construction process. Although these services will be handled separately, Robert is a qualified Stormwater Prevention Developer & Practitioner and Erosion & Sediment Control Professional, offering an enhanced understanding of how to best position the City for success on this project

### **REPRESENTATIVE EXPERIENCE**

- San Luis Coastal USD, Morro Bay High School Competitive Pool & Athletic Facilities, Morro Bay, CA
- San Luis Coastal USD, San Luis Obispo Competitive Pool & Aquatic Facilities, San Luis Obispo
- Santa Clarita Canyon Community Center & Mint Canyon Channel, Santa Clarita, CA
- Paso Robles Public Safety Building, CA
- Visalia Emergency Communications Center, CA
- Morro Bay Fire Station No.53 Apparatus Bay, CA
- Avila Beach Reconstruction Project, Avila Beach, CA
- 1255 Las Tablas, Templeton, CA
- Cal Poly San Luis Obispo Canyon Village Student Housing Project, CA
- San Luis Coastal USD, 16 School Modernization Projects, San Luis Obispo, CA



**Susan Harden**  
**LEED AP**  
**Community Outreach**

**EDUCATION**

Master of Environmental Planning,  
 Arizona State University

Bachelor of Arts, Architectural Studies,  
 University of Kansas

Bachelor of Arts, Environmental Studies,  
 University of Kansas

**CERTIFICATION**

Leadership in Energy and  
 Environmental Design Accredited  
 Professional (LEED AP)

American Institute of Certified Planners

Certified Main Street Manager  
 Professional

Certificate in Neighborhood  
 Revitalization, NeighborWorks America

Certificate in Dialogue, Deliberation and  
 Public Engagement, Fielding University

**AFFILIATIONS**

U.S. Green Building Council, Member

**YEARS OF EXPERIENCE**

20

**QUALIFICATIONS**

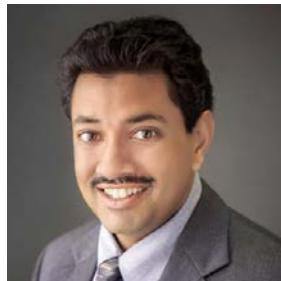
Susan has a broad background in community development, engagement, and planning. For 20+ years, she has built her career around community-based planning and visioning, striving to create a network of healthier, more livable communities. She has provided planning, revitalization, and community engagement services to public Clients across the country. As an educator, author, and presenter, Susan is committed to empowering communities to create positive and meaningful change.

As your Community Outreach Specialist, Susan will assist the City and project teams in facilitating community engagements, planning, and visioning sessions to achieve community buy-in, public support, and consensus.

**REPRESENTATIVE EXPERIENCE**

- Yorba Linda Library & Cultural Arts Center, CA\*
- Santa Cruz Downtown Library & Mixed-Use, CA\*
- Laguna Beach Village Entrance, CA\*
- Cupertino Library Expansion, CA\*
- Community & Engagement Support, Scottsdale, AZ
- Aliso Canyon Disaster Community Advisory Committee, LA Department of Public Health, CA
- Facilitation & Engagement Services, Rancho Cucamonga, CA
- NeighborhoodWorks America Training Institute, Various U.S. Locations
- Riverside Innovation District Vision Plan, CA
- Buena Park General Facilities Plan, CA
- Fullerton General Facilities Plan, CA
- Garden Grove General Facilities Plan, CA
- Vista Civic Center Master Plan, CA
- Garvey Avenue Corridor Mixed-Use Study, El Monte, CA
- Orange County Space Opportunities Planning, CA

\*Completed with Griffin Structures



## Jay Helekar LEED AP

### Value Engineering Support

#### EDUCATION

Construction Management Engineering,  
California State University, Long Beach

#### CERTIFICATION

Leadership in Energy and  
Environmental Design Accredited  
Professional (LEED AP)

#### AFFILIATIONS

U.S. Green Building Council, Member

#### YEARS OF EXPERIENCE

22

#### QUALIFICATIONS

Jay has 22 years of estimating and engineering experience on various municipal projects, including renovation and new construction. He has a unique perspective on the industry, as he has a mixed background of being both a preconstruction manager and a general contractor. He brings his creative and expert skills to his work, including cost estimating, LEED analysis, value engineering, constructability reviews, master planning, and scheduling. He is also a skilled mediator, participating in change order preparation, validation, and negotiation.

As our Value Engineering Support, Jay will provide value engineering and cost control services through each stage of the project to ensure your fiscal objectives are achieved from inception to completion.

#### REPRESENTATIVE EXPERIENCE

- Mt. View Rengstorff Aquatic Center Replacement, CA
- San Bruno Aquatic, Recreational Facility & Pool, CA
- East Bay Regional Parks District, Roberts Pool, Oakland, CA
- Marguerite Aquatics Complex & Pool, Mission Viejo, CA
- Pelican Hill Resort & Coliseum Pool, Newport Beach, CA
- Fullerton Multigenerational Center & Pool, CA
- Esencia Sports Park & Pool, Rancho Mission Viejo, CA
- Long Beach, Belmont Plaza Olympic Pool Center, CA
- Castiglion del Bosco Resort & Spa, Sienna, Italy
- Lake Forest Recreational Center & Sports Park, CA
- Seal Beach Aquatics Center & Pool, CA
- Lillian Court & Bloomington Grove Pool, CA
- Canyon Club & Pool, CA
- Summit Park & Pool, CA
- Woodbury Recreation Center & Pool, CA
- Marina Park Shorefront Community Center, Newport Beach, CA
- Great Park Ice & Sports Complex, Irvine, CA
- Rancho Cucamonga Sports Center, CA
- Santa Clarita Canyon Community Center, CA
- Burlingame Community Center, CA



*San Bruno Recreational Aquatic Center, CA*

Northern California Office  
1850 Warburton Avenue, Suite 120  
Santa Clara, CA 95050  
(408) 955-0431

Southern California Office  
2 Technology Drive, Suite 150  
Irvine, CA 92618  
(949) 497-9000



**George Sanen**  
**CCM, DBIA**  
**Project Manager**

**EDUCATION**

B.A. Public Administration,  
 University of San Francisco

Facilities Planning and Management,  
 Cornell University

Interior Architectural Design,  
 Harvard University Graduate  
 School of Design

Correctional Facilities Planning &  
 Design, Harvard University,  
 Graduate School of Design

Airport Planning & Design,  
 Harvard University,  
 Graduate School of Design

Hotel Planning & Development,  
 Harvard University,  
 Graduate School of Design

Courthouse Design,  
 Harvard University,  
 Graduate School of Design

Hospital Design & Operations,  
 Harvard University,  
 Graduate School of Design

**YEARS OF EXPERIENCE**

34

**QUALIFICATIONS**

George has more than 34 years of professional experience in program and construction management of multi-million dollar recreational, aquatic, and community centers, civic, commercial, justice, healthcare, laboratory, and technology projects throughout the U.S. and internationally.

He brings strong leadership, teamwork and project management skills, including a demonstrated track record in managing complex projects with a range of \$20M to \$1.3B. Several of these projects included program and construction management for large campuses with multiple buildings.

Some of his responsibilities include preparation, negotiations and review of contract documents essential for all projects. Other tasks include preparation in writing/editing of contract documents, determination of proper language and coverage for client protection, as well as being fair and reasonable with all contractors, consultants and A/E teams. George has extensive experience in determining the best delivery process for a project - preparing RFQs and RFPs, managing formal interview processes for architects, engineers, Design/Build firms, contractors, and consultants.

**REPRESENTATIVE EXPERIENCE**

- San Bruno Recreational Aquatic Center, CA
- Burlingame Community Center, Burlingame, CA
- Half Moon Bay Library, Half Moon Bay, CA
- Walnut Creek Relocation, Walnut Creek, CA
- Moffett Place, Google Campus, Mountain View, CA\*
- Marin County Civic Center, San Rafael, CA\*
- Corcoran II State Prison, Corcoran, CA\*
- Alameda County Juvenile Detention Center, San Leandro, CA\*
- 555 California Plaza Improvements, San Francisco, CA\*
- Pacific Vision Foundation, Eye Surgery Center, San Francisco, CA\*
- Highland Hospital Acute Care Tower, Oakland, CA\*
- U.S. Public Health Service Program, Seattle, WA\*
- Pomona Valley Community Hospital, Pomona, CA\*
- Rees Steely Medical Clinic, San Diego, CA\*
- Providence Medical Center, Everett, WA\*
- Alexian Brothers Hospital, San Jose, CA\*
- Analytical Resources Inc. Laboratory, Seattle, WA\*

\* Project prior to joining Griffin Structures

## San Bruno Recreational Aquatic Center

San Bruno, CA



### Scope of Services + Features

- Project, Program & Construction Management
- Aquatic & Recreational Facilities

### Cost

\$50M

### Completed

In-Progress



Griffin is serving as the PMCM for the City of San Bruno in managing the design and construction phases of its new Recreation and Aquatics Center Project. This project will feature a *state-of-the-art natatorium for year-round aquatics, an outdoor pool with splash pad, gymnasium, fitness/bathhouse/wellness center, community hall, game room, conference rooms, and several multi-purpose classrooms.*

This project involves the coordination with several local, state, and federal agencies including Creek Relocation Permitting, NEPA Clearance, Regional Water Quality Control Board, the CA Department of Fish and Wildlife, and countless others.

### Client & Contact

City of San Bruno  
Joanne Magrini  
Community Service Director  
[jmagrini@sanbruno.ca.gov](mailto:jmagrini@sanbruno.ca.gov)  
(650) 616-7181

### Awards

Projected LEED® Silver

## Half Moon Bay Library

### Half Moon Bay, CA



#### **Scope of Services + Features**

- Project, Program & Construction Management

#### **Cost**

\$24M

#### **Client & Contact**

City of Half Moon Bay  
John Doughty  
Public Works Director  
(650) 712-6660

#### **Awards**

APWA National Project of the Year  
APWA Silicon Valley Project of the Year  
ALA Building Award



George Sanen and team provided PMCM services for the much-needed new library in the City of Half Moon Bay. The project entailed the demolition of the existing 7,825 SF library and construction of a new 22,000 SF library.

Planning for the new \$24M library involved extensive community engagement and outreach. The contemporary design includes a lobby, children's area, study, teen and literacy areas, as well as a roof deck, courtyard and atrium. The project is designed to be a Net Zero Energy (NZE) building, with LEED® Silver or better certification.

The new Half Moon Bay Library project was funded by the City of Half Moon Bay, the County of San Mateo, and the San Mateo County Library Joint Powers Authority, who will service the San Mateo Coastsider communities and is the only library serving a 270 square mile area. This project has been awarded LEED Platinum status September 2019 and resulted in over \$2M returned client savings.

# Burlingame Community Center

## Burlingame, CA



### Scope of Services + Features

- Project, Program & Construction Management

### Cost

\$52M

### Client & Contact

City of Burlingame  
Margaret Glomstad  
Parks and Recreation Director  
(650) 558-7307



George Sanen is currently providing CM and Value Engineering services for the new, 35,700 SF, two-story community center which will be built over the footprint of the existing facility, expanding the existing space by nearly 11,000 SF. This project is also in collaboration with Group 4 Architects.

The new 35,700 square foot, two-story community center will be built over the footprint of the existing facility, expanding the existing space by nearly 11,000 square feet. The site also encompasses the popular Washington Park.

The \$40 million project will encompass an active lounge, community room, classroom, music studio, tech shop, ceramics and fine arts workshops, teen center, fitness studio, and more. Other components include the addition of new above-ground and underground parking adjacent to the new building. Community input help guide the elements for Washington Park which will feature a new relocated playground, sports court, and picnic area.