



## **Library Mixed Use Project Owner's Representative RFP**

### **Process, Timeline, and Award**

- The RFP was posted on July 28<sup>th</sup>, 2020
- RFP was posted on City website
- 7 firms submitted proposals: Griffin Structures, CBRE, Cumming, Marx Okubo, WT, Bogard Construction, & NOVA Partners

#### **All proposals were evaluated based on the following criteria:**

- Project Team
- Related Past Experience
- Approach to Scope
- Fees and Cost Breakdown

The top 4 firms were identified for further consideration, and a panel consisting of Economic Development, Library, Public Works, and Planning staff interviewed the top teams.

Staff recommends awarding the contract to Griffin Structures Inc. (Griffin) because of their demonstrated experience working on projects of this size and complexity; excellent project management expertise; and solid approach to community engagement.

Griffin Structure's Proposal is included here. Per standard City practices, some information has been redacted from the proposals.



# Proposal for the Library Mixed Use Project Owner's Representative Services

**City of Santa Cruz**

August 20, 2020







August 20, 2020

City of Santa Cruz, Economic Development  
337 Locust Street  
Santa Cruz, CA 95060  
Attention: Amanda Rotella,  
Principal Management Analyst

**RE: Owner's Representative Services for the Santa Cruz Library Mixed Use Project  
City of Santa Cruz, CA**

Dear Ms. Rotella:

The City's Library Mixed-Use Project affirms the City's clear, ambitious, and exciting vision for downtown economic and social well-being. Its success depends on a number of critical factors, many of which are in place: community interest and support, Measure S passage, solid community engagement through the DLAC, thorough vetting of alternatives, numerous public hearings and stakeholder engagements, clear design goals articulated by the City planning and design consultants, and much more.

Continuing this strategic path to a successful project outcome will require further support and expertise of the best and most experienced professionals as selected by the City to assist in the challenging and complex steps toward project delivery. The skills needed for this are well established in Griffin Structures' proposal. The success of this mixed-use project requires wide ranging development and delivery ability. Owner Representation services required includes total project understanding and familiarity, and reaches substantially farther than construction management and generic construction delivery consultancy. Our Team qualifications and past project examples are provided in the proposal materials which will follow. The following points briefly list Griffin Structure's experience and proven success with the complex range of project activities that are necessary for the City to achieve multiple goals.

- **Successful Experience in ALL Relevant Project Types.** More specifically, Griffin has excelled in: **library** planning, construction management, and delivery; **affordable and supportive** housing conceptualization, integration, construction management, and delivery; and **parking structure** integration into complex projects, operational performance, and construction management.
- **Delivery of Complex Projects On-Time and On-Budget.** For the past 37 years, **all of our projects** have met their budget and schedule objectives, and the representative projects and references presented in this document will affirm that the City of Santa Cruz is assured of timely and on-budget results.
- **Management of Projects in the Post-Covid Work Environment.** Our Team has a complete and proven array of operational protocols, virtual management tools and methods, and blend of careful on-site and in-person engagement with virtual engagements, extending across all project phases, as may be needed.

- **Proven Leaders in Design-Build Project Management.** Both the pre-con and construction phases or DB management present special challenges to the management team. We have a long history in DB success with over **80** projects, as outlined in our Project Profile section of this proposal.
- **Understanding of Analyzing and Structuring, Complex Financing, and Related Requirements.** This includes for example, parking districts, bond measure compliance and funding, and identifying and securing special funding sources such as the Housing Trust Fund, grants, and others.
- **Assisting in a Comprehensive Public Outreach Program in Public Projects.** Our experience ranges from oversight and management of outreach programming by others, to full design, implementation and oversight of the outreach and public information strategy.
- **Successful Projects Involving JPA or Multi-Jurisdictional Project Structures.** Experience in multiple City, County and Special District Programs.
- **Considerable Experience with Multiple Stakeholder Groups.** Stakeholders involved in this project would include your Library Steering Committee, Docents, Council sub-committees, civic action groups, project tenant agencies, business councils, and adjacent property land-holder parties of interest.
- **Developer Experience.** Our unique developer experience lends itself to this project as we have extensive knowledge in public / private sector partnership projects, active development of affordable housing, land assembly and analysis, financing options analysis, cost/benefit evaluations, deal management and structuring, and comprehensive project problem solving.
- Griffin Serves its Clients in a **Fiduciary** Capacity, and stresses ethics and integrity in all aspects of its service.
- **Shared Risk.** Unlike its competitors Griffin Structures offers to accept financial risk based on our performance. We offer the City the ability to withhold 10% of our total fee billings, to be awarded to Griffin at project completion by the City based solely on the City's satisfaction with our performance.

During its 40 years of continuous operations, primarily serving the public sector, Griffin Structures has amassed a broad background and wide range of experience in all of the above, and more. We are, however, known for our ability to provide advice, partnership, and professional engagement with our clients, extending their own staff and internal resources seamlessly, and investing in ourselves a commitment to project success on a deep and personal level. We enjoy multiple project relationships with several clients, and are viewed as their “trusted advisors”.

We are pleased to submit the attached proposal for services to deliver the Santa Cruz mixed use library project. We believe our qualifications are perfectly suited to this project and will lead to its unqualified success.

Best Wishes,



**Jon Hughes, CCM**

Executive Vice President

(O) 949-497-9000 x208

(E) [jhughes@griffinstructures.com](mailto:jhughes@griffinstructures.com)



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# Section 1: Strategy & Methodology

The City of Santa Cruz's Library Mixed Use Project is not a typical Economic Development and Public Works undertaking. A Mixed Use Development involving the design and construction of a Library, integrated with an Affordable Housing component above, wrapped around a new Public Parking Structure, in a downtown location, with multiple stakeholders and funding sources, will require a wide range of unique and provided skills and expertise unusual and beyond those of traditional Owner Representation.

We congratulate the City in recognizing the complexity of this project, and its acknowledgment that the City will be well served by an Owner's Representative that has demonstrated excellence in all aspects of project delivery, including public outreach, development, construction management, and financing expertise. In short, we believe this project demands the ***Excellence in Project Delivery that Griffin Structures is uniquely qualified to offer.***

As experts in public sector projects, providing both traditional Program and Construction Management services and At-Risk Public Improvement Development, including Design/Build/and Finance delivery, we view the following skill sets as key to the success of this project:

## Development Expertise

- Mixed Use Development
- Affordable Housing Financing
- Land Acquisition
- Parcel Assemblage
- JPA Partnerships
- Community Outreach (assistant to City and Architect)
- Supportive Housing and Navigation Centers
- Financial Analysis
- Creative Financing Solutions
- Entitlements
- CEQA / Mitigated Negative Declaration Oversight
- Air Rights Valuation
- Master Project Development

- Contract Negotiation
- Market Analysis
- Facility Assessments
- Development Agreements

## Program and Construction Management Expertise

- Design Build Solicitation and Procurement
- Design Management
- Library Construction
- Affordable Housing Construction
- Parking Structure Construction
- Project Budgeting & Cost Oversight
- Project Scheduling & Oversight
- Ancillary Consultant Procurement
- Utility Coordination
- Permitting
- Construction Management
- Document Control
- Quality Assurance
- Move Management
- FF&E Coordination
- Punch List and Closeout
- 11th month post-completion job walk

To achieve the overall project goals, Griffin Structures will work closely with City staff to produce a comprehensive strategy for the successful delivery of the project. In that effort, we will explore all options for project delivery and will present the City with the costs and benefits of each possible scenario.

## STRATEGIES: Delivery Scenario Option: Master Affordable Housing Developer

One scenario we offer for the City to consider is to solicit an Affordable Housing Developer to serve as the "Master Developer" for the project. This Master Developer would then solicit design services from an Affordable Housing Design firm, who would then engage a subconsultant to design the Library component on the first floor. The Master Developer would also likely procure a Design/

Build Contractor to build the overall project and the Parking Structure. In this scenario, the City would still maintain direct control over the design of the library while also transferring the risk of the total development to a single development entity. We would also recommend utilizing a Guaranteed Maximum Price (GMP) form of contract that allows for complete transparency of costs, City's control of contingency usage, and will ensure the City's portion of cost is properly administered and accounted for. We believe this proposed deal structure will provide key benefits such as a single source of accountability, responsibility, an integrated design and construction effort, an efficient cost structure, and a cohesive project team that ensures success.

As Owner's Representative managing this form of delivery, Griffin Structures will employ its extensive Development Expertise combined with its considerable Design/Build Expertise to produce a thorough and comprehensive solicitation on behalf of the City and Stakeholders for the selection of the Master Developer. In this role, we will ensure the program addresses all "Keys to Successful Delivery" as discussed in the next section.

### **"Keys to Success"**

**Entitlement:** One such key to success will be implementation of preliminary entitlement and land acquisition efforts, skill sets which Griffin Structures has extensive and demonstrable experience in managing. This, combined with a robust and inclusive public outreach effort will ensure the project solicitation is structured in a way that captures the interests of the community, protects the environment, produces the highest value to the City, ensures the City's commitment to producing affordable housing, and ultimately serves to revitalize the City's downtown district.

**The "3 Pillars of Design Build":** Another key to success will be the implementation of the 3 pillars of a successful design build strategy. Those 3 pillars are: **People, Processes and Infrastructure**. A successful design build project must: a) have the right people in key roles, b) develop a comprehensive process by which each team member will contribute their area of expertise, and c) implement the proper systems

and infrastructure in which the team will deliver its product. By creating an approach which integrates all aspects of the project under one master development strategy, we will be able to encourage the highest and best use of each project team member within the framework of a single effort.

**Excellence in Construction Management:** With all projects, a construction project only succeeds when the work in the field is in fact delivered to the highest standards, on time and on budget. Griffin Structures will provide preconstruction services including design management, budget development, schedule / phasing development, constructability reviews, and establishment of a strategy producing the most efficient form of project delivery. In addition, during the construction phase we will also serve as the City's on-site Construction Management expert to ensure the product put in place is of the highest value and quality to the City. We will employ our extensive knowledge in Libraries, Affordable Housing, and Parking Structures to serve as the primary representative for the City throughout the entire construction effort. By serving as both experts in development and experts in construction, Griffin will ensure the City enjoys a project that has continuity, efficiency, cost effectiveness, and is on schedule and budget.

**Proven Experts in Affordable Housing Financing and Deal Structuring:** We understand the nuances, complexities, and compliance requirements of a wide variety of public and private financing suitable for affordable housing projects. We have experience layering multiple sources of grant, debt, and equity funding/financing available from multiple levels of government suitable for affordable housing, such as: Low-Income Housing Tax Credits, Private Activity Bond Financing, Community Development Block Grants, CA's Infill Infrastructure Grant (IIG) Program, Local and State Housing Trust Funds, Tax Increment Financing, New Market Tax Credits, Federal/HUD Rental Assistance programs, Private Sector Debt and Equity, as well as Public-Private Partnerships (P3). Since the financing process may run on different timelines, it is critical that your Owner's Representative Team recognizes the timing, importance, opportunities, and limitations of each funding source for your project. These factors impact



the complexity of construction loan draw schedules and overall compliance.

*Note: The above service deliverables will be supported by a collection of hard copy documentation and other materials in support of the first (pre-construction) phase of work, including strategic documents regarding incorporating housing, parking, and library components, as well as budget and schedule reports on an approved project timetable. In the second phase, deliverables will include all items noted in the RFP as well as other work products normally associated with Construction Management in the construction phase of project delivery. For purposes of brevity, this list has not been included here within but can be provided to the City upon request.*

### Teaming with the Consulting Architect

At the City’s option and direction, Griffin Structures will retain Group 4 Architects as its subconsultant to support the Griffin team in providing predesign, engineering, or outreach services in some or all of the following areas:

#### Technical Assistance for Predevelopment Planning

- Calculate potential available areas for library under different development scenarios such as with and without incorporation of Toadal Fitness.
- Evaluate viability of library functional needs under different configurations
- Explore mixed use project height options and number of affordable housing/market rate unit potential
- Confirm process to implement SB330 increases above current zoning

#### City/Library Criteria

- Refine design criteria as needed in design build phase
- Preparation of developer solicitation/contract exhibits
- Technical Support for interfacing with design builder or development teams.

#### Stakeholder and Community Engagement

- Subcommittee/Council Community exhibits
- Public / stakeholder input support – virtual and/ or in-person

- Surveys
- Social media
- Town Hall Meetings

We understand Group 4 has worked with the City and the Library for many years and has done multiple studies on the proposed mixed use site. This experience enables Griffin ramp up immediately to provide very quick cost-effective options for the City to consider in its decision making process.

The Group 4 team can also include the engineering and cost consultants who worked on the recent study to add further technical insights where needed. Group 4 has lead a wide variety of engagement activities for this project and Santa Cruz Metro from open houses, virtual town halls, and kiosks at the farmer’s market.

Griffin Structures currently enjoys an active and successful working relationship with Group 4 on the Yorba Linda Library & Cultural Arts Center, the Burlingame Community Center & Parking Structure, and the San Bruno Recreational & Aquatics Center.

**In the case of the Yorba Linda Library & Cultural Arts Center, our proposed Owners Representative, Justin Dirico is serving that City in a similar capacity. This project is in final stages of completion and therefore Justin is positioned to seamlessly transition to the Santa Cruz Library Mixed Use Project and begin working immediately with the Group 4 team and the City of Santa Cruz and its stakeholders.**

### Conclusion

Griffin Structures stands alone in its ability to provide the level of comprehensive experience, skill sets and excellence in the all-inclusive development, and construction management services required to effectively serve as the City’s Owner’s Representative for this project. No other firm can match our experience and knowledge in at-risk development, design build delivery, affordable housing, library, parking structure, and mixed use construction, and related public improvements. And no other firm has the breadth of skills required to deliver this project. It is for this reason Griffin Structures carries the motto “**Excellence in Project Delivery.**”

# Section 2: Team Qualifications

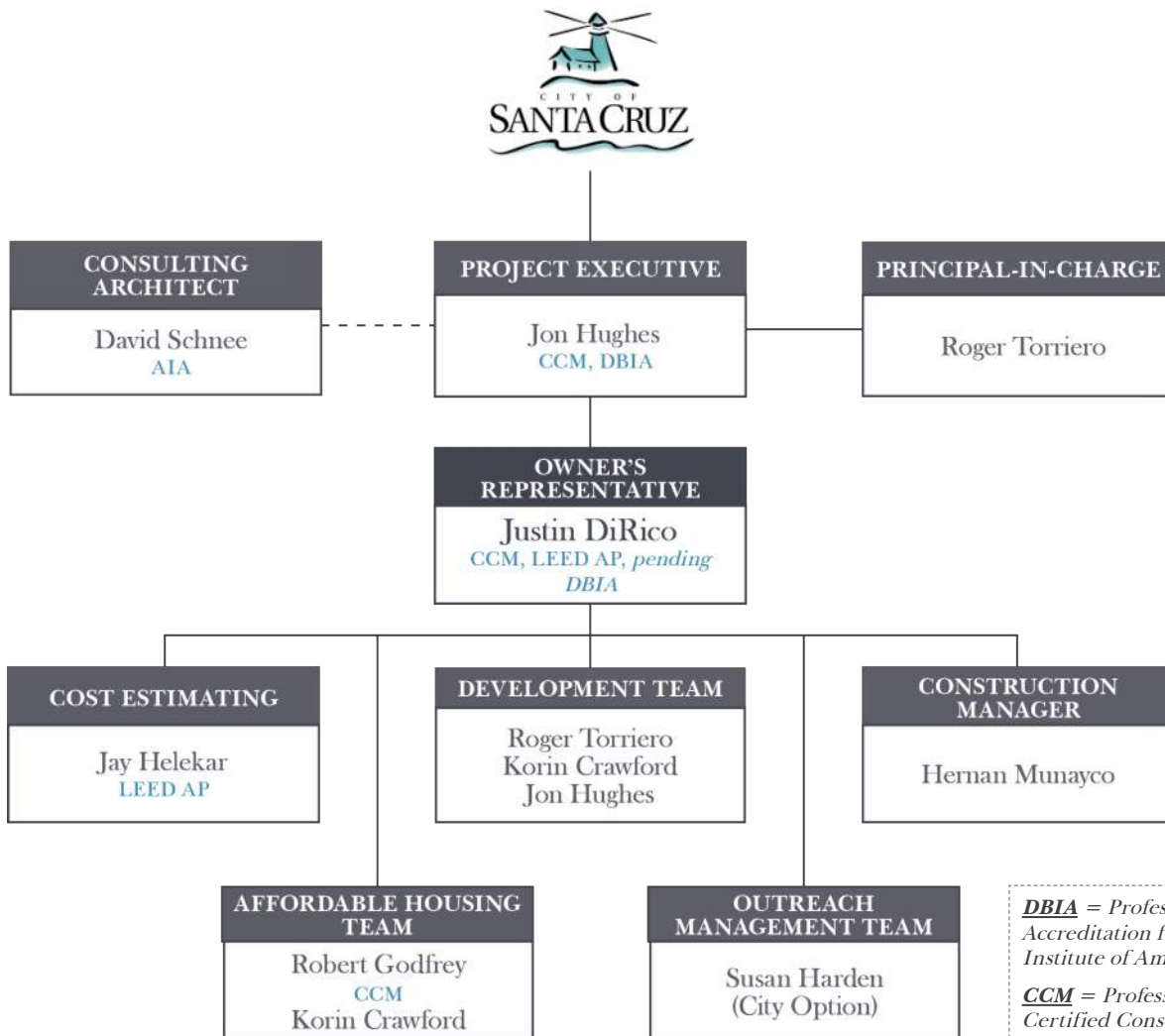
Griffin Structures is a California Corporation, providing diversified Program and Construction Management services to the public and private sectors, as noted throughout this Proposal, since 1981. We have built in excess of \$2B in public sector facilities, in value ranging from \$1M to over \$400M. Technical skills have been sharply honed and include everything from advanced methods for project document control to virtual technology aspects of construction management in this new environment.

The team we propose includes eight specifically identified persons, as identified in the organization

chart below, and is supported by the larger corporate resources of Griffin Structures if and as needed. Note that many of these individuals possess certification by the Design Build Institute of America (DBIA), and are also Certified Construction Managers (CCM) by the Construction Management Association of America.

All of the proposed team members have extensive experience over years of service in this industry. Space limitations prevent presentation of full resumés, or a list of all their completed projects, but these are available on request.

## Team Organization



**DBIA** = Professional Accreditation from Design Build Institute of America  
**CCM** = Professional designation: Certified Construction Manager  
**AIA** = Professional Accreditation from American Institute of Architects

In addition to the brief resumes we have included for our staff (see the following three pages), we have also developed a table to go along with the organizational chart which goes into more detail regarding each member's role on this project.

Name	Project Title	Team Role
 <p>Roger Torriero</p>	<p>Owner and Principal-in-Charge</p>	<p>Roger provides total corporate commitment and pro-active engagement by Griffin. He is also an expert at project development and strategic planning, and will provide overall guidance and accountability for the Team</p>
 <p>Jon Hughes</p>	<p>Project Executive</p>	<p>Jon will provide team coordination and resource planning. He will lead the team on a continual basis, and assure that financial and technical resources are available to the Team.</p>
 <p>Justin DiRico</p>	<p>Project Owner's Representative</p>	<p>Justin is the day-to-day Team captain, and will provide routine and regular contact with the City throughout all phases of the project. His responsibilities include project management, project administration, DB Team management, coordination and scheduling including risk assessments, quality control, review of contractors' technical and safety adequacy, labor compliance, and overall project documentation.</p>
 <p>Hernan Munayco</p>	<p>Project Construction Manager</p>	<p>Hernan's services will be focused on the Construction Phase of work, and will have on-site Construction Management responsibilities. He will lead in all aspects of CM, from construction planning through construction &amp; closeout. He will assure a productive work environment and will work with project teams and contractors to assure on-time and on-budget delivery.</p>
 <p>Korin Crawford</p>	<p>Affordable Housing Financing and Coordination</p>	<p>Korin has extensive experience in large-project structuring of affordable housing and has a thorough understanding of housing and mixed use financing and delivery.</p>
 <p>Robert Godfrey</p>	<p>Affordable Housing Construction</p>	<p>Robert has extensive experience in delivery of urban core projects and, in particular, construction management of urban-area housing. He has been involved during all phases of development and construction, including pre-construction services, public and stakeholder outreach, managing entitlement, and more.</p>
 <p>Jay Helekar</p>	<p>Overall Cost Estimating</p>	<p>Jay will supplement independent cost estimating as our in-house Cost Estimator. His special skills include cost estimating, LEED analysis, value engineering, constructability reviews, master planning, and scheduling.</p>
 <p>Susan Harden</p>	<p>Outreach Manager (optional services if requested and required by City)</p>	<p>Susan will be subcontracted by Griffin to provide management and coordination of outreach services for the project. She has worked with Griffin in this capacity for several years, and brings unique and extensive experience to this role. Susan has a broad background in community development, engagement, and planning.</p>

## Resumes



### REPRESENTATIVE EXPERIENCE

- El Gabilan Library, Salinas, CA
- Quartz Hill Library, Lancaster, CA
- Half Moon Bay Library, Half Moon Bay, CA
- Bloomington Library and Affordable Housing Development, Fontana, CA
- County of Orange, County Administration North and South with Parking Structure, Santa Ana, CA
- Watsonville Civic Center (City Hall, Library, and Parking Structure) and County of SC Courts, Watsonville, CA
- Triada at Station District, Santa Ana, CA



### REPRESENTATIVE EXPERIENCE

- Half Moon Bay Library, Half Moon Bay, CA
- Yorba Linda Library & Cultural Arts Center, Yorba Linda, CA
- Burlingame Parking Structure, Burlingame, CA
- MidPen Key Educator Affordable Housing, San Francisco, CA
- Buena Park Navigation Center, Buena Park, CA

## Roger Torriero

Owner Principal-in-Charge

### QUALIFICATIONS

As the Principal-in-Charge, Roger focuses on the delivery of complex projects for the private and public sectors, including mixed use projects, libraries, parking structures, affordable housing projects and a wide range of complex developments. Roger's extensive involvement in virtually all aspects of both public and private sector real estate development, finance, design, and construction 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. He is also a nationally-recognized industry leader and lecturer on in the successful implementation of Public / Private Partnerships (P3).

### EDUCATION

Master of Architecture, Accademia di Belli Arti a Firenze Italia

Bachelor of Architecture, Syracuse University, New York

### A, B CONTRACTORS LICENSES LICENSED ARCHITECT

## Jon Hughes CCM, DBIA

Project Executive

### QUALIFICATIONS

Jon's experience and skills with program and construction management tools and processes have enabled him to deliver winning results every time. His construction management experience includes preconstruction services, bid review, contract negotiations, safety protocols, site evaluation, quality control, budgetary controls, change order review, materials acquisition, schedule review and enforcement, site staging, off-sites and grading, dry utility installation, inter-contractor coordination, punch list, and turnover.

As Project Executive, Jon is responsible for the overall direction of the City's projects.

### EDUCATION

Bachelor of Science, Philosophy and History, Westmont College



## **Justin DiRico** CCM, LEED AP, *Pending DBIA* Project Owner's Representative

### **QUALIFICATIONS**

Justin has more than 17 years of experience in project and construction management for a variety of product types that includes public-private partnerships (P3), libraries, public safety, civic, hotel, retail, and office facilities. Justin has also led teams in the construction of multi-phased, complex sustainable projects which included a significant solar photovoltaic installation at various school district sites statewide.

His responsibilities include design phase management, project management, project administration, coordination and scheduling including risk assessments, quality control and surveying, review of contractors' technical and safety adequacy, labor compliance, and overall project documentation.

### **EDUCATION**

Bachelor of Science, Mechanical Engineering  
United States Merchant Marine Academy

### **REPRESENTATIVE EXPERIENCE**

- County of Los Angeles Quartz Hill Library, Quartz Hill, CA
- Yorba Linda Public Library & Cultural Arts Center, Yorba Linda, CA
- Nordstrom South Coast Plaza Remodel, Costa Mesa, CA
- Pretend City Kids Museum, Irvine, CA
- Buena Park Fire Station No. 61, Buena Park, CA
- Carlsbad Public Safety Center, Carlsbad, CA



## **Hernan Munayco** Project Construction Manager

### **QUALIFICATIONS**

As a seasoned Program and Construction Manager, Hernan is skilled in the technical, design and team work aspects in building a quality project in a complete ownership approach. With 20 years' experience, he has been involved in the overall process through a variety of projects types and sizes, enabling him to appreciate and successfully execute the "big picture."

Hernan's work includes in Building Types I,II,III & V with budgets up to \$85M in private and public projects (DSA), including commercial, mixed-use, educational facilities, parking structures, civil infrastructure, and adaptive re-use / tenant improvement, highlighted by international work experience.

### **EDUCATION**

Bachelor of Architecture, Southern California  
Institute of Architecture (SCI-Arc), 1999

### **REPRESENTATIVE EXPERIENCE**

- DTLA One Midnight Mission Homelessness Supportive Housing (Mixed Use), Los Angeles, CA\*
- Sunset & Gordon Mixed Use Highrise (Mixed Use), Los Angeles, CA\*
- LUMA Condominium Highrise (Mixed Use), Los Angeles, CA\*
- CSI Housing Remodel, Hollywood, CA\*
- 24th Street Residence, Santa Monica, CA\*

*\* Project experience prior to joining Griffin*



## Robert Godfrey CCM

Affordable Housing Team

Robert has been involved during all phases of development and construction. Robert's extensive experience in the Affordable / Supportive Housing project will be critical to this project.

### REPRESENTATIVE EXPERIENCE

- MidPen Key Educator Affordable Housing, San Francisco, CA
- Buena Park Navigational Center, Buena Park CA
- Jordan Downs Housing Revolpment, Los Angeles, CA
- LINC Housing: Temple View Affordable Housing, Los Angeles, CA



## Jay Helekar LEED AP

Cost Estimating

Jay has a unique perspective on the industry as he has a mixed background of being both a pre-construction manager, and a general contractor.

As the Cost Estimator, he will bring his creative and expert skills to his work, which includes cost estimating, LEED analysis, value engineering, constructability reviews, master planning, and scheduling.

### REPRESENTATIVE EXPERIENCE

- Buena Park Navigation Center, Buena Park, CA
- Tustin Transitional Homeless Shelter, Tustin, CA
- Atlantic Bridge Community, Long Beach, CA
- Yorba Linda Public Library & Cultural Arts Center, Yorba Linda, CA



## Korin Crawford

Affordable Housing Team

Korin has a firm understanding on the nuances and complexities of affordable housing project composition. With a background in successfully developing many similar projects, Korin's consultation will be key in navigating affordable housing funding mechanisms as well as integrating construction related draw schedules. Korin sits on the Board of Directors for EBALDC, a large Bay-area affordable housing developer, and served as past Board Chair.

### REPRESENTATIVE EXPERIENCE

- Mission Bay Mixed Use Redevelopment - Port of San Francisco (P3), San Francisco, CA\*
- Bayview Hunters Point Shipyard Mixed Use Redevelopment (P3), San Francisco, CA\*

*\* Project experience prior to joining Griffin*



## Susan Harden

Outreach Management Team

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.

### REPRESENTATIVE EXPERIENCE

- Laguna Beach Village Entrance, Laguna Beach, CA
- North Downtown Area Neighborhood Vision Plan, Lancaster, CA
- Yorba Linda Public Library & Cultural Arts Center, Yorba Linda, CA

# Section 3: Project Experience

Griffin Structures has delivered city and county facilities projects since its formation in the 1980's. Our list of completed project is formidable, and would cover several pages. We have listed, on the sheets that follow, a representative group of projects of the three key product types involved in this project: public libraries, parking structures, and housing projects (including affordable housing as well as crisis shelters for homeless persons). In addition, we have highlighted many of our projects which represent a mixed-use development. To meet page limit requirements, we have abbreviated the project profiles to basic information, and most illustrations were held back. If any projects are of special interest to the Santa Cruz proposal review team, we can easily provide full profile information on request.

## Project References

Note that references for each project are included, and we invite the city to contact any of these individuals to discuss first-hand their respective experience in working with Griffin, and in their satisfaction with our delivery of their projects.

## Additional Projects: Mixed Use Representative Project Experience

Development projects are especially challenging, with critical aspects of the user program, cost-benefit considerations, long-term operating costs, new construction costs, and many other factors to be evaluated in the course of such a project. Griffin has a long experience in the analysis, deal structuring, financing, and delivery of development projects. We present a few examples here:

- **Castiglion del Bosco.** This remarkable project entailed conversion of farmland and related ancient buildings in the Tuscany region of Italy, into a 4,000 acre, \$500M luxury destination resort complex. The work included extensive restorations, renovations, and new construction. Relevant services included project management, complex and very stringent environmental

requirements, construction of an effective and discrete wet and dry utility infrastructure, security and access considerations, incorporation of many mixed uses, and budget and schedule management.

- **Orange County Administration Buildings.** These Public-Private sector (P3) projects include the nearly \$400M delivery of two office towers as the culmination of 12 years of analysis, financial assessment, land consolidation, long-term lease structure evaluation, financial development, project financing, and construction.
- **Griffin Towers.** This was a \$125M project involving the development of two, 12-story, multi-award winning office buildings (550,000 GSF) with a multi-level parking structure. This project was developed and constructed utilizing a “fast-tracked” Design/Build approach. The mixed-use parking structure included a 2,000 stall above grade parking stalls with additional ground floor retail and related service amenities.

## Design-Build Representative Project Experience

Many of the projects listed in the profiles and elsewhere referenced in this proposal were delivered using Design-Build (DB). Griffin's DB experience is unparalleled, especially in the delivery of libraries and their associated parking, but also through other City facility types. We have demonstrated clear understanding of the nuances for the delivery method, including selection of the DB entity and managing their work from selection, through design and construction, and on to occupancy. A brief sampling of the over **80** DB projects Griffin has managed include City of Salinas Gabilan Branch Library, Los Angeles County Quartz Hill Library, City of Fullerton Library, and City of Watsonville Civic Plaza (library, city offices, parking structure, and County of Santa Cruz Courts).

## Representative Library (including mixed use) Projects

### El Gabilan Library Salinas, CA

#### Experience Type

- Library
- Community Engagement

#### Reference

Ray Corpuz, Jr., City Manager (retiring, available until Sept. 30)  
(831) 758-7201  
ray.corpuz@ci.salinas.ca.us  
Kristan Lundquist, Library & Community Services Director  
(831) 758-7222  
kristanl@ci.salinas.ca.us

The team of Griffin Structures and Swinerton Builders served as the Development Team for the new El Gabilan Branch Library. This \$20M facility was delivered utilizing a Public-Private Partnership (P3) which provided for the design, financing, construction, and delivery of the new library. The building was delivered completely finished and furnished as a turnkey project.

Working with Anderson Brulé Architects as the City's selected Architect, the Griffin | Swinerton Team delivered a fully constructed and equipped building with associated parking and site development.

### Half Moon Bay Library Half Moon Bay, CA

#### Experience Type

- Joint Use
- Library
- Community Engagement
- County of Santa Cruz

#### Reference

John Doughty, Public Works Director  
(650) 712-6660  
jdoughty@hmbcity.com



NZE

Griffin provided program and construction management services for the new \$24M library which 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

The new Half Moon Bay Library project, funded by the City of Half Moon Bay, the County of San Mateo and the San Mateo County Library Joint Powers Authority, will service the San Mateo Coastside communities and is the only library serving a 270 square mile area.

### Watsonville Civic Center Watsonville, CA

#### Experience Type

- Mixed Use
- Library
- Parking Structure

#### Reference

Jan Davison, Former Redevelopment Director (Ret.)  
(831) 588-5832  
jdvason@cathedralcity.gov

Griffin Structures served as Program Manager for this \$48M mixed-used Civic Plaza project. The four-story downtown government complex consists of approximately 200,000 GSF with the City Library on the first and second floors, the County Courts on the third floor, and City Hall on the fourth floor of the building. The library occupies approximately 42,000 SF.

Also included as part of the project is a 500 stall parking structure with integrated access from various levels to corresponding functions within the government building. The parking structure was delivered first, on time and under budget, in order to satisfy the requirements of transportation grant funding. The entire project was completed on schedule and under budget





CHILDREN

El Gabilan Library

Half Moon Bay Library



Watsonville Civic Center



## Yorba Linda Library & Cultural Arts Center Yorba Linda, CA

### Experience Type

- Library
- Mixed Use
- Community Engagement

### Reference

Carrie Lixey, Library Director  
carrie.lixey@ylpl.org  
(714) 777-2466

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The City of Yorba Linda retained Griffin Structures as its Construction Manager to work with the City, Library, and Parks and Recreation staff to provide construction management services for the construction of a new \$52M two-story Library and Arts Center.

Due to the increasing demand for services and materials, the Library facility needed to grow, but lack of space on the current lot, structural limitations and the complexity of the existing layout deterred further expansion. To ensure the Library met the needs of the Community, an extensive community outreach process was conducted.

## Quartz Hill Library Quartz Hill, CA

### Experience Type

- Library
- Community Engagement

### Reference

Fred Hungerford, Former Chief Deputy  
County Librarian  
(562) 618-2348  
fhungerford@managementcouncil.  
lacounty.gov

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Griffin Structures partnered with Swinerton Builders to deliver a turn-key library for the County of Los Angeles. The Griffin|Swinerton comprehensive proposal to replace the County's existing branch library in the unincorporated Antelope Valley community of Quartz Hill, was structured around a lease with an option to purchase the project during the lease term. The lease structure gives the County flexibility, while the design-finance-build P3 model guarantees an occupancy cost to the County.

The team designed the facility, secured entitlements and all development approvals, and financed the entire project.



## Tustin Library Tustin, CA

### Experience Type

- Library
- Community Engagement
- Joint use

### Reference

Christine Shingleton, Deputy City  
Manager (Ret.),  
(949) 650-4878  
cshingleton@roadrunner.com

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Griffin Structures provided construction management services for delivery of a new Tustin Library. The facility is owned by the City of Tustin and operated under a lease agreement with the Orange County Public Library (OCPL). The new 32,000 SF library includes an outdoor plaza and connects to Tustin City Hall. The facility serves students from both the Tustin and Santa Ana School Districts and is one of the busiest libraries in the OCPL system. Private study and tutoring rooms separate children and young adults for quality learning.

## Hesperia Civic Plaza Hesperia, CA

### Experience Type

- Mixed Use
- Library

### Reference

Michael Podegracz, City Manager (Ret.)  
(949) 421-8447  
mikepodegracz@caaprofessionals.com

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This Griffin project included development of a new Civic Center featuring a City Hall and a Library in an integrated plaza of 15 acres. Griffin managed the planning and design of this entire project and served as Project and Construction Manager for its delivery. The library was funded by a California Library Grant, the application for which was developed under contract by Griffin. Griffin also managed the development of an overall area master plan for a 27 acre complex, including the Civic Plaza, an open-air theater, and park development.

The project was delivered on schedule and under budget.

## Representative Parking Structures (including mixed use) Projects

### Burlingame Community Center & Parking Structure Burlingame, CA

#### Experience Type

- Parking Structure
- Community Engagement

#### Reference

Margaret Glomstad, Parks and Recreation Director  
(650) 558-7307  
mglomstad@burlingame.org

Griffin Structures is providing construction management services and value engineering for the new two-story community center which 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.

### Brea Superblock #1 Parking Structure Brea, CA

#### Experience Type

- Parking Structure

#### Reference

Tony Olmos, Public Works Director  
(714) 990-7650  
tonyo@ci.brea.ca.us

Working with Watry Design, Griffin Structures provided program and construction management services and bridging documentation for the new \$9.2 million parking structure off Brea Boulevard, adding much needed parking for the thriving Brea Downtown. The design-build parking structure is sited within a popular entertainment, dining, and shopping area known as the “Super Block.”

The new structure houses 476 parking stalls on four levels. A parking guidance system advises drivers on Brea Boulevard about the number of available parking stalls in all three of the City’s parking structures.

### Fullerton Transportation Center Parking Facility Fullerton, CA

#### Experience Type

- Parking Structure

#### Reference

Donald Hoppe, City Engineer (Ret.)  
(714) 738-6864  
hondoppe@gmail.com

Griffin Structures served as the Construction Manager for the expansion of the Fullerton Transportation Center Parking Facility. The multi-level, 813-stall facility adds much needed capacity to the heavily used Metrolink/Amtrak station. The project addresses the a parking shortage and provides additional spaces to serve the growing parking demand at Fullerton Station.

With LED lighting throughout, custom neon signage, and the availability for future electric vehicle charging for 10 cars, the facility is considered a zero net structure. Of special note are the photovoltaic panels, which provide 100 percent of the required power.

## NZE

### Kings Road Parking Structure West Hollywood, CA

#### Experience Type

- Mixed Use
- Parking Structure
- Community Engagement

#### Reference

Joan English, Deputy City Manager  
(Ret.)  
(310) 413-3302  
jpenglish@gmail.com

The mixed-use project consists of a 250-space above-grade parking structure with 5,000-GSF. ground floor retail fronting on Santa Monica Boulevard.

In addition to managing the planning, design, budget and schedule, Griffin Structures instituted a stakeholders’ participatory program with the Community at Large to ensure project acceptance. This project was subject of considerable public scrutiny.

# OCTA Regional Transportation Center & Multi-Modal Parking Structure



## OCTA Regional Transportation Center & Multi-Modal Parking Structure Irvine, CA

### Experience Type

- Parking Structure

### Reference

Manuel Gomez, Former Public Works Director  
(949) 677-2386  
mgomez@interwestgrp.com

This Multi-Modal Parking Structure is a three-story structure providing 1,500 parking spaces on four levels. The project was funded by the OCTA, CalTrans, and the Federal Transit Administration. The parking facility brought much needed relief to South Orange County, where 675,000 passengers come and go each year - making it the busiest of any station in the county.

Griffin Structures served as Construction Manager for this project which was designed, built within budget, and completed five weeks ahead of schedule.

## OCTA Tustin Metrolink Parking Structure Tustin, CA

### Experience Type

- Parking Structure

### Reference

Doug Stack, Public Works Director  
(714) 573-3150  
dstack@tustinca.org

Griffin Structures provided construction management for the 825 stall, five-level Metrolink Parking Structure that features a unique, segregated drive aisle to expedite entering and exiting the site, a distinct “kiss & ride” area; ample bus dock section; and designated pedestrian paths. The on-grade parking on the backside of the structure provides valuable parking stalls while at the same time preventing the necessity and cost of relocating utilities.

Embracing sustainability, the design incorporates LED lighting, drought resistant landscaping and a solar option that provides enough energy to power the structure’s lighting and elevators.

## Westminster Police Department Parking Tustin, CA

### Experience Type

- Parking Structure

### Reference

Marwan Youssef, Public Works Director  
(714) 548-3460  
myoussef@westminster-ca.gov

To help the City meet its sustainable goals, the structure was also designed to accommodate a future rooftop photovoltaic panel system. The 631-space structure services the Westminster Police Department Headquarters (PD HQ) as well as the City’s Civic Center campus.

Griffin provided program and construction management services for the PD HQ and the parking structure. The top level of the structure features a 410kW photovoltaic system which provides nearly 100 percent of the power to support the parking structure and as well as nearly all of the PD HQ’s electric needs.



## Representative Affordable / Supportive Housing (including mixed use) Projects

### MidPen Key Educator Affordable Housing San Francisco, CA

#### Experience Type

- Affordable Housing

#### Reference

Matt Lewis, Senior Project Manager  
(510) 817-2758  
mlewis@midpen-housing.org

As a solution to San Francisco's educator shortage, the Mayor committed to providing the funding needed to build affordable educator housing as an effort to help the San Francisco Unified School District (SFUSD) retain its educators and keep its schools strong. The home in this residential unit will be located at the Francis Scott Key Annex, which is currently used for a temporary community space and park known as Playland at 43rd Avenue.

This project—the City's first housing complex for educators—will provide a high-quality housing development of over 100 rental units with a mix of bedroom sizes. The homes will be affordable to low-, moderate- and middle-income SFUSD educator households.

### LINC Housing: Temple View Affordable Housing Los Angeles, CA

#### Experience Type

- Affordable Housing

#### Reference

Cecila Ngo, Project Manager  
(562) 684-1134  
cngo@linchousing.org

LINC Housing has a 34-year history of creating communities for thousands of families and seniors throughout California. LINC is committed to building and preserving housing that is affordable, environmentally sustainable, and a catalyst for community improvement. Its mission is to build communities and to strengthen neighborhoods for people underserved by the marketplace.

The project will be a five-story, 59-unit building targeted at low-income families. The residential building will include 15 studio units, 2 1-bedroom units, and 42 2-bedroom units.

### Jordan Downs Housing Redevelopment Los Angeles, CA

#### Experience Type

- Mixed Use
- Affordable Housing

#### Reference

Anna Slaby, Senior Project Manager  
(949) 229-7076  
aslaby@bridgehousing.com

Griffin Structures provided construction management services for the initial residential phase of the Jordan Downs redevelopment, a project of the Housing Authority of the City of Los Angeles. This 60 acre, master-planned, mixed use urban village concept, serves to enhance the greater Watts community.

The ultimate Jordan Downs revitalization project will encompass 1,400 residential units, the extension of Century Boulevard, a community center, park space, and up to 250,000 square feet of retail and commercial uses providing employment, services and retail opportunities. The development provides easy access to nearby mass transit options.



Jordan Downs Housing Redevelopment

## Lillian Court and Bloomington Grove & Library Bloomington, CA

### Experience Type

- Mixed Use
- Affordable Housing
- Library

### Reference

William Witte, Related California  
Chairman  
(415) 677-9000  
WWitte@Related.com

Lillian Court and Bloomington Grove was the first multi-use development of its kind, and the first developed under the County of San Bernardino's Specific Plan. Through a public private partnership, Related California was the developer selected by the County of San Bernardino, and Griffin was selected to provide program management services for this project.

This 5-acre site included the new Bloomington Public Library, 190 affordable housing units for seniors (Lillian Court) and families (Bloomington Grove), and 11 supportive housing units for direct referrals of special need tenants from the County of San Bernardino Department of Behavioral Health.

## Triada at Station District Santa Ana, CA

### Experience Type

- Mixed Use
- Affordable Housing

### Reference

Cynthia J. Nelson  
City of Santa Ana Deputy City Manager  
(Ret.)  
(714) 402-1852  
cjc54@gmail.com

Griffin was the co-developer with The Related Companies of CA and City Ventures, were selected by the City of Santa Ana to develop a rental housing community on a lot that was termed the Station District. The City envisioned a new neighborhood in its place between the train station and downtown of Santa Ana.

This development brought affordable housing for 300+ residents, with amenities like a resource center, built-in appliances, and on-site parking. Though this project, 74 affordable, two to three bedroom townhouses were built. To foster density and parking, the units were designed on two levels - some fronting landscaped sidewalks, and others atop a concealed parking podium that leads to private courtyards via a three wide stairways.

## Buena Park Navigation Center Buena Park, CA

### Experience Type

- Supportive Housing
- Community Engagement

### Reference

James B. Vanderpool, Former Buena Park  
City Manager now Anaheim City Manager  
(714) 562-3550  
jvanderpool@buenapark.com  
(until August 31, then City Manager in  
Anaheim)

Griffin was selected to assist in managing the planning, design, and construction of the Buena Park Navigation Center. This project serves 13 north Orange County cities. The Center will be a 150-bed transitional, temporary homeless shelter that will assist adults who are experiencing homelessness. The Center will also include office, class, medical, and outdoor space along with additional meeting spaces.

To fast-track construction, Buena Park re-purposed shipping containers to build the Navigation Center. Utilizing shipping containers allowed the City to simultaneously grade the land and construct the framework.



Buena Park Navigation Center

## **Tustin Transitional Homeless Shelter**

### **Tustin, CA**

#### **Experience Type**

- Supportive Housing
- Community Engagement

#### **Reference**

Doug Stack, Public Works Director  
(714) 573-3150  
dstack@tustinca.org

Griffin provided program and construction management services for the planning, design and construction of this 80-bed, transitional housing facility for the homeless community. This four month, fast-track project encompassed the site development of a former military institution.

Additionally, there are modular buildings designed as community, kitchen, and dining spaces, as well as two integrated restroom/shower facilities. The exterior community plaza space serves as the glue for the campus and connects directly to the administration building housing the site operator.

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## **Atlantic Bridge Community**

### **Long Beach, CA**

#### **Experience Type**

- Supportive Housing
- Community Engagement

#### **Reference**

Mouhsen Habib, Program Manager  
(562) 570-5754  
mouhsen.habib@longbeach.gov

The City of Long Beach selected Griffin to assist in managing the planning of the Long Beach Homeless Shelter. The 3-acre project site is located at 6845 Atlantic Avenue and will include a renovation of an existing 1950's building into what will be the City's Homeless Shelter.

This campus will be the City's first year-round homeless shelter and will eventually provide wraparound services for those experiencing homelessness. The shelter is expected to provide 125 beds with separate quarters for men, women, families, and LGBTQ individuals. This pet-friendly shelter will include limited storage and be open 24 hours. No one will be bused in, but no one needing immediate help will be turned away either.

## **Community Engagement (optional, at City's request and direction)**

Our Team has extensive experience in developing and initiating a community outreach process on project design. As such we understand the nuances of the community outreach process which will lend itself to working with the Design Build Team and other key consultants on the outreach process.

We understand that customized, comprehensive public outreach programs educate and inform communities, build and foster relationships with adjacent and impacted neighbors, identify community concerns, minimize construction impacts, and ensure a safe work zone. We have found that early engagement and input creates community connections to a project, ensures a greater understanding of project realities, controls rumors, and helps to identify potential issues before they become problems. We also understand the necessity of coordinating communication efforts with City public information staff to ensure message consistency as well as consistency with established organizational protocols.

Additionally, our program and construction management experience provides the valuable perspective needed for City capital projects. Griffin understands the process—from planning and design through construction and grand opening—and the need to engage neighbors early to share project features, potential impacts and schedules, as well as gather concerns so they can be addressed and mitigated whenever possible. Knowing the potential impacts enables us to think like project neighbors, businesses, commuters and visitors—putting ourselves in their daily lives—their commutes, their households, their businesses.







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