



City of Salinas Public Safety Center

February 10, 2017



CONFIDENTIAL: Proprietary information and intellectual property of Proposer

Griffin
Swinerton

February 10, 2017

CITY OF SALINAS
Attn: City Clerk's Office
200 Lincoln Avenue
Salinas, California 93901

RE: CITY OF SALINAS PUBLIC SAFETY CENTER REQUEST FOR PROPOSAL

Dear Selection Committee Members:

Griffin|Swinerton's team brings the comprehensive skill set and experience essential for the successful Public/Private Partnership (P3) delivery of the Salinas Public Safety Center. With many decades of collective public sector project experience, including a wide range of public safety facilities, our team's proven expertise demonstrates our ability to deliver a community-inspired facility which will provide the City's required public safety services in a welcoming, community-oriented environment. The specific strengths and attributes of our team include:

Public-Private Partnership Delivery: Griffin|Swinerton, formed in 2009, is a fully integrated, highly experienced organization that combines the best of the development and construction industries. Griffin Structures, Swinerton Builders and LPA Architects have delivered numerous public facilities using an integrated project delivery (IPD) method. Projects delivered in P3 partnership by Griffin|Swinerton with public agencies in California are described in this proposal, and range from the P3 delivery of Orange County's new \$166 million administration center to the \$12 million P3 turn-key Quartz Hill Library for Los Angeles County.

Project Management: Experience in the management of a project of this magnitude and importance is critical. With nearly four decades of project management experience, Griffin Structures' experience encompasses countless public sector projects, including public safety design and construction; developer financing; Guaranteed Maximum Price (GMP) formulation and commitment; on-time delivery and budget management; open-book client accessibility; direct cost, no markup competitively bid trade subcontractor contracts; and other proven cooperative project management and delivery protocols. This model protects the City with time-efficient, cost-effective, well-managed coordination among all members of the project team. Conceptual designs align with budgetary realities and are vetted early with the contractor. Swinerton's experience in the tri-county area is invaluable in understanding and sourcing the local bid market and securing professional, responsible trade contractors with proven performance histories.

Public Safety Programming and Design Excellence: LPA, a fully integrated design firm, is a proven and longtime partner of the Griffin|Swinerton team. LPA will combine the practical and aesthetic aspects of the project while working with McClaren Wilson & Lawrie (MWL). LPA and MWL have a solid understanding of the public safety service needs and community elements, having together prepared the initial Space Needs Assessment and Masterplan Study for this project. The two firms have worked together planning and designing projects for the City of Visalia (also a Griffin project) and the County of San Bernardino, and have developed a complementary working relationship: LPA works from the "outside in" while MWL works from the "inside out" to plan and design public facilities that reflect the service needs of public agencies as well as the needs and desires of the communities they serve.

Public Outreach: Comprehensive community engagement is critical. Salinas has created a Division of Community Safety to foster a high level of community-police interaction and to channel the resources of the Community Alliance for Safety and Peace. Collectively, the City of Salinas, its City Police Department and the community at large expect a facility that reflects this collective commitment to community-oriented policing. Our exclusive team partner, MIG, will lead these important community outreach efforts. Having worked within the City collecting multilingual community feedback for Salinas Visioning, Chinatown Revitalization and award-winning Housing and Community Initiatives, MIG has an intimate and current understanding of the Salinas community, the most effective methods to reach multilingual audiences and encourage their participation and the need to include and coordinate with key community stakeholders. With this key experience, our team will "hit the ground running."

In Conclusion, Griffin|Swinerton and its integrated team members have designed, managed and built award-winning projects throughout California. Our office is in nearby in Santa Clara, with field offices in Pebble Beach in Monterey County, and LPA has offices in San Jose. **Our Construction Project Manager, a Salinas resident, lives only six miles from the project site.** Our local knowledge and P3 and IPD experience assure an efficient and successful project. The City is protected with a GMP, and financial responsibility rests with the project team—a team with incomparable collective resources and expertise. Griffin|Swinerton is prepared to plan, design and build a Salinas Public Safety Center that embodies the City's commitment to community public safety services and reflects the stakeholders' vision for an inclusive and welcoming facility.

Thank you.

Sincerely,

GRIFFIN|SWINERTON



Roger Torriero
Project Principal

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PUBLIC SAFETY CENTER



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Team Qualifications



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1. Who is the Development Team? For each firm proposed, please provide the following: name, local address, phone, number of years in business under current name or previous names. The name, project role and resume of each individual assigned to this project, the individual assigned to back up the primary person. Provide similar information concerning each individual to be provided by subcontract.

The Development Team is led by Griffin|Swinerton, a joint venture, serving as the “Developer” as referred to in the project documentation. The venture partners are Griffin Structures, Inc. and Swinerton Builders. The Development Team includes the following (please see proposed organization chart on a later page):

Role Noted in RFP	Firm
Developer	Griffin Swinerton
Contractor	Swinerton Builders
Architect	LPA, Inc.
Outreach	MIG (also providing certain design services under LPA)

The specifically requested information is below. Resumes for key team personnel appear on the pages which follow. Resumes for back-up personnel are available upon request.

Griffin|Swinerton

Local Address: 2880 Lakeside Drive, Suite 300, Santa Clara, California 95054
 Phone: (408) 567-9755
 Number of Years in Business: Since 2009; 8 years
 Previous Names: No name changes
 City of Salinas Business License: No. 66850 / Expiration: 6/30/17

Griffin Structures, Inc.

Local Address: 1850 Warburton Avenue, Suite 120, Santa Clara, California 95050
 Phone: (408) 955-0431
 Number of Years in Business: Since 1981; 36 years
 Previous Names: No name changes

Swinerton Builders

Local Address: 2880 Lakeside Drive, Suite 300, Santa Clara, California 95054
 Phone: (408) 567-9755
 Number of Years in Business: Since 1891; 126 years
 Previous Names: until 2000; Swinerton & Walberg

LPA, Inc.

Local Address: 60 South Market Street, San Jose, California 95113
 Phone: (408) 780-7200
 Number of Years in Business: Since 1965; 52 years
 Previous Names: in 1971; Leason F. Pomeroy Associates, Inc.; in 1979: Leason Pomeroy Associates, Inc.; since 1986: LPA, Inc.

MIG

Local Address: 2635 North First Street, Suite 149, San Jose, California 95134
 Phone: (650) 327-0429
 Number of Years in Business: Since 1981; 35 years
 Previous Names: Moore Iacofano Goltzman, Inc. (dba MIG) since 1982

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Roger Torriero

Person authorized to execute a contract on behalf of the proposer
Firm: Griffin | Swinerton
Role: Project Principal



Gary Chubb

Firm: Griffin | Swinerton
Role: Project Executive

Mr. Torriero’s extensive and successful involvement in virtually all aspects of both public and private sector real estate development, finance, design and construction provides specialized expertise in both the conceptualization and the realization of complex and challenging projects. He is considered an expert in forward planning, finance, entitlements, project delivery methodologies and community-based participatory planning. He is also a pioneer in the successful implementation of Public/Private Partnerships (P3).

Mr. Chubb has more than 25 years of experience in project and construction management, including roles in project management, construction management, project engineering, estimating, budget control, financial reporting, contracting, purchasing, field supervision and accounting. His projects demonstrate that he works effectively with architects, engineers, developers, city agencies and end users in the successful delivery of projects from preconstruction through final completion.

EDUCATION

Master of Architecture
Accademia di Belli Arti a Firenze Italia
Bachelor of Architecture
Syracuse University, New York, NY

EDUCATION

Bachelor of Science, Construction Management
University of Washington, Seattle, WA

RELEVANT EXPERIENCE

Building 16, Orange County Administration (P3)
Los Angeles County Quartz Hill Library (P3)
West Hollywood City Hall (P3)
Westminster Police Department Headquarters (LEED Platinum)
Buena Park Police Department Headquarters
Hesperia Police Department Headquarters (LEED Gold) (IPD)
Yucaipa Police Department Needs Assessment
Tustin Corporate Yard and EOC Facility
Garden Grove Public Safety Master Plan
Watsonville Civic Plaza (IPD)
San Bernardino County Public Safety Operation Center (IPD)
Visalia 911 Communications Center
Rancho Santa Margarita Civic Plaza
Cathedral City Fire Station Headquarters and Training Facility

RELEVANT EXPERIENCE

Westminster Police Department Headquarters and Parking Structure (LEED Platinum)
Buena Park Police Department Headquarters
Tustin Fire Station No. 37
Cathedral City Fire Station Headquarters and Operations Center
Garden Grove Fire Station Headquarters
Westminster Capital Improvement Program (CIP)
San Dimas City Hall Renovation/Expansion
Brea Civic Center Renovation
Anaheim Convention Center Expansion
Lake Forest Civic Center
Laguna Beach Community Center

PERCENT OF TIME

Pre-Development: 50%
Construction: 20%

PERCENT OF TIME

Pre-Development: 50%
Construction: 50%

BACK-UP STAFF

In case of absence of our primary staff, the following staff will provide back-up:

Deryl Robinson	
Firm:	Griffin Swinerton
Role:	Project Executive (Alternate)

With more nearly 40 years of experience, Mr. Robinson is extremely knowledgeable in the areas of pre-construction and construction. Additionally, he has specialized expertise in public-private partnerships, including the Building 16 project for the county of Orange. Due to his involvement in all project phases, Mr. Robinson is extremely proficient in planning, organizing and monitoring budgets and schedules from conceptual design through construction and has been instrumental in the delivery of numerous public safety facilities.

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	Cheryl Johnson, LEED AP
Firm:	Swinerton Builders
Role:	Director of Preconstruction

Ms. Johnson is passionate about building, with nearly 30 years of construction experience. More than half of that time is working at Swinerton in management positions in the San Francisco, Los Angeles, Colorado and Silicon Valley divisions. She works closely with the project team and interfaces with Swinerton operations, estimating, and scheduling resources to ensure that the project is continually exceeding financial and schedule considerations. Ms. Johnson attends and participates in, the project team meetings while in preconstruction and construction on an as needed basis. She also provides support to the PX and PM on any issues that may develop. She provides overall strategic leadership and ensures the client that the project always has the proper resources.

EDUCATION

Bachelor of Science, Construction Management
Fresno State University, Fresno, CA

RELEVANT EXPERIENCE

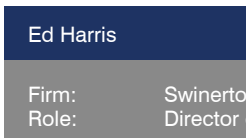
City of Brentwood Civic Center, Brentwood, CA
Solano County Twin Campus Program, Fairfield & Vacaville, CA
The Accelerated School, Los Angeles, CA
Foothill-De Anza Community College District, DeAnza L-7
Renovation, Cupertino, CA
UCSC Coastal Biology Building, Santa Cruz, CA

PERCENT OF TIME

Pre-Development: 30%
Construction: 5%

BACK-UP STAFF

In case of absence of our primary staff, the following staff will provide back-up:

	Ed Harris
Firm:	Swinerton Builders
Role:	Director of Pre-Construction

Mr. Harris has been in the construction industry since 1978 in a variety of management level positions. His primary responsibility is for all preconstruction activities including developing preliminary budgets, value engineering, preconstruction schedules, procurement plan, prequalification of subcontractors, detailed take-off and estimating, definition of bid package scopes, the subcontractor/supplier bidding process, evaluation of bids, presentation of detailed estimates of the work, evaluation of alternatives and comparative studies and assists the Project Manager in buying out the project.

	Ryan Aeschliman
Firm:	Swinerton Builders
Role:	Project Manager

As the project manager, Mr. Aeschliman's responsibility is to oversee the design and construction process for the duration of the project. In this position, he works with representatives from the Owner, the Design Team, Subcontractors, Suppliers and other key stakeholders. He is responsible for the overall coordination of the project, budget and schedule adherence performance of on-site construction, coordination of activities with the Superintendent and the handling of reports and documents.

EDUCATION

Master of Business Administration
University of Denver, Denver, CO
Bachelor of Science, Business Administration-Real Estate and
Construction Administration, University of Denver, Denver, CO

RELEVANT EXPERIENCE

Fairway One House, Pebble Beach, CA
The Walt Disney Studio, Backlot Consolidation, Burbank, CA
Grand Central Air Terminal, Glendale, CA
Disney Television Animation Campus, Glendale, CA
Fair Oaks Health Center, Redwood City, CA
Microsoft Silicon Valley Moffett Towers, Sunnyvale, CA

PERCENT OF TIME

Pre-Development: 50%
Construction: 100%

BACK-UP STAFF

In case of absence of our primary staff, the following staff will provide back-up:

	Drew Smith
Firm:	Swinerton Builders
Role:	Project Manager

Mr. Smith is responsible for all aspects of the division's project management and field operations. His responsibilities include project planning and staffing, contract review and negotiation, and oversight of the project team to ensure compliance with project team commitments of schedule, budget, safety and quality standards.

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Grady Mirelez, LEED AP BD+C

Firm: Swinerton Builders
Role: Senior Superintendent

Mr. Mirelez has over 30 years of experience providing management on construction projects that are consistently of high-quality and on time with zero accidents. He has completed approximately 255,000 man hours of self-performed work with no lost time accidents. His areas of expertise include scheduling, site work/layout/survey interpretation, public and civic projects, seismic upgrades, historic renovations and parking structures.

As a Senior Superintendent for Swinerton, Mr. Mirelez is responsible for the daily field operations on projects under his supervision. His responsibilities include completing projects on time and within budget, coordinating, supervising and scheduling subcontractor activities and maintaining the high standard of quality that is recognized in all our projects.

RELEVANT EXPERIENCE

- Los Angeles Metropolitan Transit Authority, Maintenance Facility and Parking Structure, Los Angeles, CA
- County of Sacramento Corporation Yard, Sacramento, CA
- Port of Long of Beach Maintenance Facility Project, Long Beach, CA
- Medical Facility at Delano State Prison, Delano, CA
- San Ramon Valley Center, San Ramon, CA
- County of Sacramento Corporation Yard, Sacramento, CA
- Long Beach Veterans Hospital, Long Beach, CA

PERCENT OF TIME

Pre-Development: 20%
Construction: 100%

BACK-UP STAFF

In case of absence of our primary staff, the following staff will provide back-up:

Dave Feller

Firm: Swinerton Builders
Role: Superintendent

As Superintendent for Swinerton, Mr. Feller is responsible for the daily field operations on projects under his supervision. His responsibilities include completing projects on time and within budget, coordinating, supervising and scheduling subcontractor activities, and maintaining the high standard of quality that is recognized in all our projects. Mr. Feller is also the key person responsible for jobsite safety on the project. He specializes in fast-tracked projects and heavy MEP projects.



Jim Wirick, AIA / LEED AP

Firm: LPA, Inc.
Role: Principal/Design Architect
License#: C15598

With over 34 years of experience and an extensive background in civic projects, Mr. Wirick will serve in the role of Principal-in-Charge/Design Architect. Mr. Wirick will oversee the architectural design with the City of Salinas and internal project team. He will be available to attend community charrette workshops and public design presentations.

EDUCATION

- Master of Science, Architecture
California Polytechnic State University, San Luis Obispo, CA
- Bachelor of Science, Architecture
California Polytechnic State University, San Luis Obispo, CA

RELEVANT EXPERIENCE

- Buena Park Fire Station, Police Department and Public Safety Building
- Chino Hills Government Center Library, Sheriff's Facility, Fire Department and City Hall
- Hesperia Police Department, Civic Center, City Hall and Library
- High Desert Government Center
- Moreno Valley Public Safety Facility Expansion
- Oroville Government Center Campus
- San Bernardino County Forensic Facility
- County of Orange Civic Center Facilities Strategic Plan
- County of Orange Building 16
- Delano Courthouse
- Garden Grove Fire Department
- Irvine Fire Station No. 20
- Tustin Council Chambers
- Watsonville Civic Plaza

PERCENT OF TIME

Pre-Development: 35%
Construction: 25%

BACK-UP STAFF

In case of absence of our primary staff, the following staff will provide back-up:

Jeremy Hart, AIA

Firm: LPA, Inc.
Role: Project Designer

As an award-winning architectural designer, Mr. Hart has been responsible for many phases of project inception. He brings to your project substantial experience with a wide range of project types including: programming, master planning, architectural, landscape architectural and interior design. With this broad range of experience, he is well-versed in adapting the design process to meet your specific needs and ensure that the vision for the project becomes the reality and the objectives are achieved.

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	Joan Chaplick, AICP
Firm:	MIG
Role:	Principal-in-Charge/Project Manager

Ms. Chaplick brings more than 25 years of experience in public engagement, facilitation and collaborative planning. She has worked throughout California and the U.S. to design and facilitate outreach strategies at the state, city and local levels. She is skilled in a wide range of outreach tools, including research surveys, local grassroots events, intercept surveys, door-to-door canvassing, focus groups, outreach toolkits, walking and driving tours, travel diaries, online communications, social networking activities, multilingual outreach and interactive large-scale events.

Ms. Chaplick has extensive experience engaging diverse and limited English proficient populations in planning and design projects. She regularly works with a variety of state and local agencies to engage the “hard to reach” and is skilled at helping residents provide input to guide facility designs and neighborhood revitalization. She has been especially effective in helping agencies address their responsibilities to engage communities which include residents that are minority, low-income and limited english proficient.

EDUCATION

Master of Regional Planning
University of Pennsylvania, Philadelphia, PA

RELEVANT EXPERIENCE

Caltrans and Sacramento Area Council of Governments
Environmental Justice Focus Groups, Sacramento County, CA
Caltrans District 3 Cap City Freeway Multi-Modal Mobility
Improvements, Sacramento, CA
MTC Language Assistance Plan, Bay Area Region, CA

PERCENT OF TIME

Pre-Development: 20%
Construction: 2%

BACK-UP STAFF

In case of absence of our primary staff, the following staff will provide back-up:

Noe Noyola	
Firm:	MIG
Role:	Bilingual Outreach Project Manager

As an essential member of the team, Mr. Noyola is fluent in Spanish and specializes in projects that require bilingual and bicultural communication strategies — often with hard-to-reach populations. He recently served as the outreach project manager for the bilingual public engagement program for the City of Salinas 2014-2016 Housing and Community Initiative.

	Matthew Gaber, RLA
Firm:	MIG
Role:	Landscape Architect/Urban Designer

Mr. Gaber, RLA, leads MIG’s Landscape Architecture practice in Northern California, providing expertise in the design of civic spaces, parks and environmental infrastructure. The focus of his work is designing and creating multiobjective catalytic civic sites within existing communities. He is known for creating thoughtful, pragmatic and innovative approaches to complex design projects.

Over his 30 year career, Mr. Gaber has developed a wide perspective on traditional and emerging areas of practice, working on public spaces across the United States and the world. His recent work encompasses a broad range of projects, including streetscapes, urban parks and civic sites, regional master planning, eco-villages, campus master plans, environmental infrastructure, multifamily housing, waterfronts and trails, education facilities, public art and corporate campuses.

EDUCATION

Master of Landscape Architecture
Harvard University Graduate School of Design, Cambridge, MA
Bachelor of Arts, Landscape Architecture,
University of California, Berkeley, CA

RELEVANT EXPERIENCE

Emeryville Civic Center and Streetscape, Emeryville, California
Cherryland Community Center and Streetscape, Cherryland, CA
Rohnert Park Town Square and Civic Center Master Plan, Rohnert Park, CA
Town of Atherton Civic Center and Caltrain Station Master Plan, Alameda, CA

PERCENT OF TIME

Pre-Development: 15%
Construction: 20%

BACK-UP STAFF

In case of absence of our primary staff, the following staff will provide back-up:

Richard Larson, RLA	
Firm:	MIG
Role:	Landscape Architect

Mr. Larson, RLA, is skilled at community engagement and at building consensus for project approval. He creates elegant design and construction solutions for complex projects within limited budgets. Mr. Larson manages projects from concept to construction with thorough attention to project detail, client concerns and costs.

A / TEAM QUALIFICATIONS

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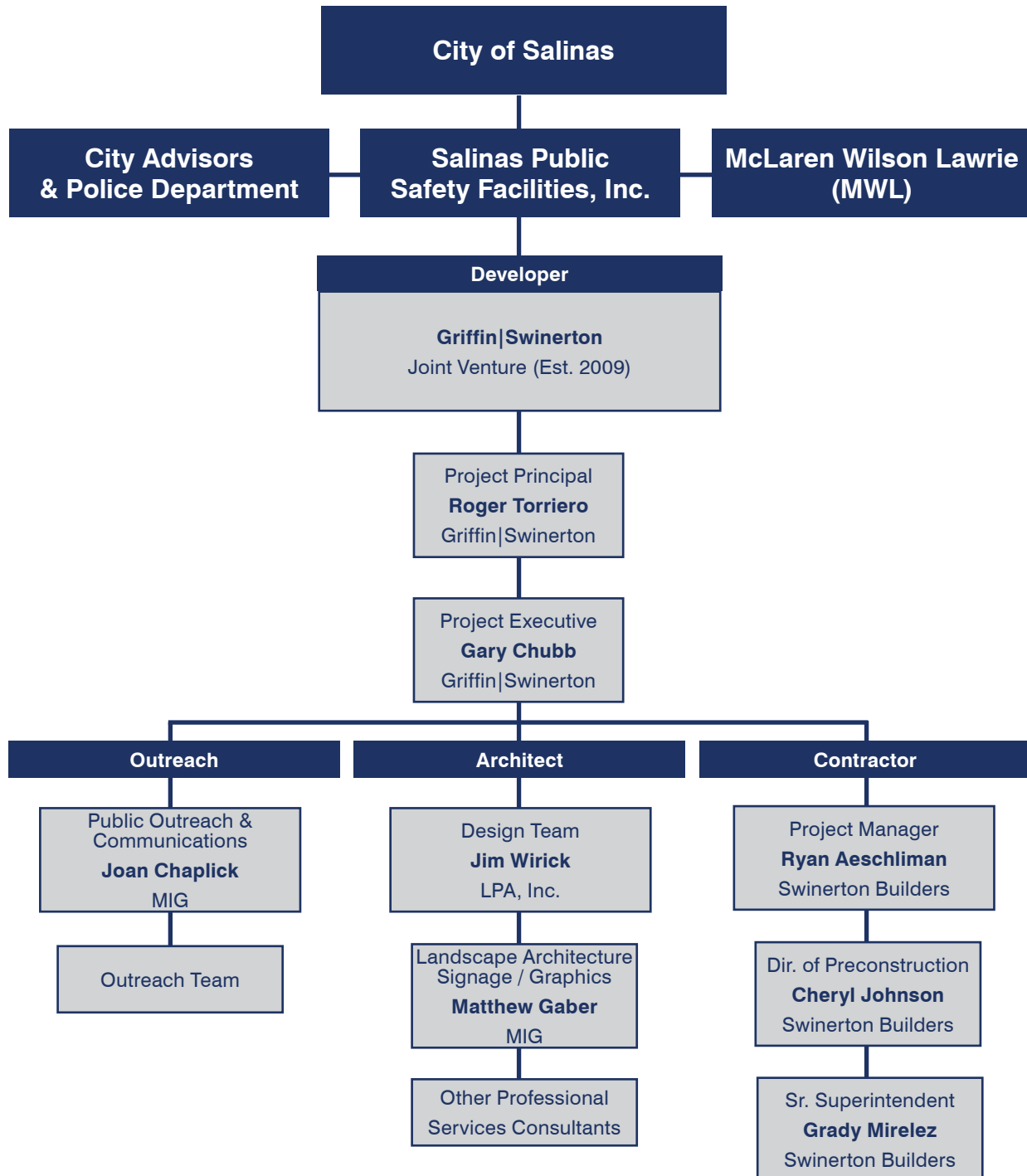
Any accommodations and/or challenges associated with any individual team members located outside the Salinas area.

There are no accommodations and/or challenges associated with any individual team member.

Name/title of person authorized to execute a contract on behalf of the firm.

Roger Torriero,
Member of the Management Committee,
Griffin|Swinerton, a Joint Venture

ORGANIZATIONAL CHART



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2. What resources, experience or special skills does the team have available in expediting the proposed transaction? Provide examples.

We understand this question refers to expediting (that is, hastening and bringing sooner to fruition) the eventual constructing, leasing and occupying of the future facility. Timeliness of occupancy will depend on the execution of a string of related activities, beginning with the approval of conceptual facility configuration and placement and passing on through initial occupancy. In fact, the project continues on further through to the end of the lease term, when ownership of the facility is passed to the City.

The initial phase key milestones are approvals of the design concepts (and program), the schematic design, the design development, the guaranteed maximum price and the facility delivery schedule. We include 100 percent design development drawings in the preparation of a Guaranteed Maximum Price (GMP) so as to provide the City and its advisors a reliably achievable plan. On balance, this will lead to a faster occupancy with less risk to any party.

Our team has experience in providing public sector clients with GMP delivery from the 1980s, and have sharpened our skills in the mechanics of this delivery model. One example of Griffin|Swinerton's P3 delivery is a new office building for the county of Orange, a large \$166 million project. We collaborated with a wide-ranging set of departments and agencies in refining the program and arriving at an approved design in a complex environment. Another example is Griffin|Swinerton's P3 delivery of the Quartz Hill Library for the county of Los Angeles, and the team's delivery of the Police Headquarters for Buena Park, California. In both cases, schedule management and expeditious delivery were critical elements of the success of these projects. Other notable examples appear throughout this proposal.

3. Has the team worked with the City of Salinas or other City governments or public entities in the past on similar types of projects? Identify.

SIMILAR PUBLIC ENTITIES EXPERIENCE

Our Team has worked with over 100 public agencies over the past 20 years.

Our team's portfolio includes multiple public safety facilities, ranging from new police departments to public safety centers, to needs assessments for police headquarters and public safety facilities. Griffin|LPA worked with the county of San Bernardino on a similar sized project which included a Sheriff's Department and a Public Safety Operation Center. The Griffin|LPA team also completed the \$35 million Buena Park Police Headquarters. Additionally, Griffin delivered the \$70 million Westminster Police Headquarters and served as Program Manager for the \$48 million Watsonville Civic Plaza project.

CITY OF SALINAS EXPERIENCE

LPA worked with MWL on the Needs Assessment for this Police Facility in Salinas.

Swinerton built the \$10 million, Monterey Street Parking Structure for the City of Salinas.

MIG has provided public outreach for three City of Salinas projects: Salinas Visioning, Salinas Chinatown Revitalization and Salinas Housing and Community Initiatives.

P3 AND INTEGRATED PROJECT DELIVERY IN PUBLIC SECTOR (IPD)

There are many examples which include:

A current P3 project to deliver Orange County Building 16 Replacement (\$166 million).

A recent completed P3 project with the delivery of a regional library for the County of Los Angeles (Quartz Hill, \$12 million).

We delivered one of the earliest P3 city projects in California, the West Hollywood City Hall project in 1991.

Examples of IPD projects delivered by Griffin Structures (which differ from P3 only in their manner of financing) includes Watsonville Civic Plaza, Hesperia Civic Center buildings and police HQ, Santa Ana City Hall (Ross) Annex, Riverside County Family Law Courthouse and others.

4. Has the team conducted a recent community engagement strategy and if so, describe its strengths and weaknesses. Provide references related to this process.

SALINAS VISIONING

Contact: Tara Hullinger, Planning Manager, City of Salinas
Phone: (831) 758-7407
Email: tarah@ci.salinas.ca.us
Dates: 2016-2017

The City of Salinas is undertaking various planning efforts — involving both citywide as well as neighborhood-specific plans — to help shape the future of the City. The City engaged MIG to provide assistance in integrating and better coordinating these various processes into a unified and cohesive, planning effort. This coordination will align public outreach and engagement messaging, events and community input points and activities. The result will help synthesize the various City-led planning efforts as components of a single City planning effort, including Alisal Vibrancy Plan, Chinatown Revitalization Plan, Masterplan for Parks, Recreation Centers and Library Facilities and the Citywide community visioning process. Coordination with the privately-led Carr Lake planning effort will also be addressed.

MIG is assisting the City on multiple levels to raise awareness of the planning programs among the public and community stakeholders in Salinas, develop a unifying vision and umbrella framework for all current plans, coordinate outreach logistics in the short- and long-term among the various planning efforts to avoid duplication and burnout among the public, and finally, to communicate consistent information in a manner that is accessible, clear and bilingual. MIG will use the information received from the citywide community visioning process and other planning efforts to develop core values and guiding principles that will inform and drive the City's General Plan Update. The project is fully bilingual in English and Spanish.

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MIG tasks will include:

- Project identity
- Informational materials
- Bilingual master outreach kit
- Interactive project website
- Facilitation of citywide visioning process
- Community character survey
- Vision framework report

This project is ongoing, and it is too early to evaluate results.

SALINAS CHINATOWN REVITALIZATION

Contact: Anastacia Wyatt, Planning Manager, City of Salinas
Phone: (831) 758-7489
Email: anastacia.wyatt@ci.salinass.ca.us
Dates: 2016-2018

With its deep heritage, a network of invested stakeholders and optimal location, Chinatown can be a catalytic and potentially transformative district for the whole of Salinas. Chinatown enjoys numerous meaningful assets that provide a solid foundation for a revitalization strategy. While its history is largely one of exclusion, the community should be honored for overcoming racial animosity through cultural solidarity and social support. One of the oldest neighborhoods of Salinas, Chinatown's location — relative to an increasingly vibrant downtown — bodes well for its economic and residential viability.

Its adjacency to the Intermodal Transportation Center (ITC) and an expanding transportation network creates the possibility of a well-connected, transit-oriented neighborhood in the foreseeable future. Finally, an active network of community groups and stakeholders has worked diligently to improve the built and social conditions in the neighborhood. Stakeholder groups and the broader community have rallied to stimulate real change through heritage activities, homeless outreach, social services provision, property cleanups and brick-and-mortar investment in affordable housing.

MIG is building on past planning efforts to develop the revitalization plan to catalyze the transformation desired by the Salinas community. MIG will produce a technically sound plan that is informed by innovative and authentic involvement with stakeholders and the community. The plan will honor Chinatown's history while working to meaningfully reconnect the neighborhood to the broader Salinas community. Above all, the Chinatown Revitalization Plan will provide a concise and directive set of policies and strategies that ensure implementation and actual, on-the-ground transformation of the neighborhood.

MIG tasks include:

- Existing conditions
- Community engagement plan
- Mobility analysis
- Market feasibility study
- Community outreach and meeting facilitation

This project is ongoing, and it is too early to evaluate results.

2014-2016 SALINAS HOUSING AND COMMUNITY INITIATIVES

Contact: Jennifer Coile, Housing Element Project Manager, City of Salinas
Phone: (831) 758-7206
Email: jennifer.coile@ci.salinass.ca.us
Dates: 2014-2016

Approximately 75 percent of City of Salinas residents are Hispanic or Latino. MIG — working as a subconsultant to Veronica Tam and Associates, Inc. — was hired to design and implement a bilingual and bicultural public outreach program for the City of Salinas 2014-16 Housing and Community Initiatives. The public outreach program supported numerous housing and community development plans, including an update of the City's Housing Element, the Consolidated Plan, Analysis to Impediments to Fair Housing, Alisal Homeownership Neighborhood Revitalization Strategy Area and the Inclusionary Housing Ordinance.

Six workshops were held — two entirely in Spanish and the other four in English with simultaneous Spanish translation. All materials were entirely bilingual. To help the city establish priorities at the workshops, MIG developed a budgeting activity where each participant was allocated \$200 in "HUD Bucks" to spend as they like in five broad categories. Affordable rental housing was the top spending priority for housing in every workshop. Additional outreach included bilingual online and "hard copy" surveys that reached 360 residents. In addition, MIG conducted individual and small group interviews with approximately 30 stakeholders who represented a wide variety of interests and organizations in the city.

This project was evaluated by the American Planning Association's Northern California Section and received the 2016 Merit Award for Public Outreach.

5. What expertise does the team have in pre-development services, including program refinement, schematic design, design development and cost estimating for projects of a similar size and scope? Provide references directly related to these services.

The Griffin|Swinerton Team has been solving development and construction problems for 25 years. This is where Swinerton brings their expertise to your project team to help streamline the process. Our expertise in design and construction will dovetail nicely with your project team, especially with MWL whom LPA has experience working with in Visalia and San Bernardino.

The best place to control cost is in the Programming Refinement Phase. This is where Swinerton brings their knowledge of construction cost to the table to assist the team in rightsizing the program to the budget. Some much-needed program space may need to reside on a 'wish list' along with some elements from the community outreach sessions.

Griffin|Swinerton continually evaluates and estimates cost as the project advances through the development process from Schematic Design, Design Development and on to establishing the Guaranteed Maximum Price.

A / TEAM QUALIFICATIONS

RESPONSE TO RFP FOR
CITY OF SALINAS
PUBLIC SAFETY CENTER



An example of this process is what Griffin, Swinerton and LPA are currently engaged in with the county of Orange. For this 250,000-square-foot, six-story building over subterranean parking, our team meets once a week to address constructability issues and impacts to budget. We also meet once a week with the client to address program issues, aesthetic desires and critical milestones. Periodically, the team meets with the Ad Hoc Committee to discuss global issues regarding public perception and masterplan concepts. It is a methodical, measured, clinical approach to escorting the client through a process where there are “**No Surprises.**”

This is our Team’s process and also for a significant number of agencies. We provided references directly related to these specific services in Section B.

6. What team members and/or other professional resources do you have available to assist with evaluating the site?

For site evaluation, (in addition to the investigation already completed) we would engage the following team members required to make an appropriate evaluation of the site:

Geotechnical: Kleinfelder will be tasked with the investigation of the ground to determine what it has to offer the project. Soil percolation will be determined for possible infrastructure solutions. Bearing pressure will be analyzed to help design foundations and pavements sections. Seismicity studies will be conducted to assist in the design of seismic restraint systems, particularly as it relates to the design of the Essential Services Building. Essentially, the geotechnical will ‘speak for the earth’ as it relates to all elements to be incorporated into the project.

Site Survey: To the greatest extent possible, L&S Engineering will be “looking underground” to depict and existing lines and utilities that can be incorporated into the project and those who need to be removed. This will be a combination of research, observation and potholing. The result will be a depiction of the **constraints and opportunities** that the project can respond to.

Contractor Field Surveys: The preparation of an up-to-date field survey is one of the first critical elements of project planning, especially for the client. Knowledge from a contractor’s point of view of the existing condition, existing site utilities, constraints, accessibility, etc., is imperative in the development of the program.

Swinerton’s field survey is a vital aspect of the project; the survey will ascertain:

- Potential Site Construction Problems
- Accessibility
- Construction/Site Conflicts
- Potential Site Advantages
- Alternate Material Delivery Methods
- Alternate Lay Down Areas/Methods
- Alternate Site Storage Methods/Locations

The Vibe: Part of the site evaluation includes the study of “where the neighborhood is going.” Through the Community

Outreach process, MIG will help the community dream and cast vision as to what this portion of Salinas wants to become.

By weaving all these disparate viewpoints together, the project team can proceed intelligently with a solution that is informed by the site.

7. Any additional services or procedures of benefit to the City not specifically required herein, which the team may provide.

The project could be the catalyst for the development of the area. It is also to act as a threshold between the public safety personnel and the various members of the community. In the built environment, there are elements that can be included in the project to accentuate or facilitate this ‘coming together’ of what traditionally, could be considered disparate parties.

This is why the landscape is so important to this project - to provide a protected, informal, gathering place for meetings, activities and festivals for the benefit of the community. Working with the safety guidelines for exterior improvements, trees, trellises, canopies and gardens can provide a setting for these activities to occur. They can be enhanced further by the incorporation of a civic art program featuring mosaics and/or sculpture from local artists.

Our team can also avail itself to the local high school and/or community college to provide STEM curriculum to students. This would couple the topics of Science, Technology, Engineering and Mathematics with the project being constructed in the students’ community. It is a tremendous benefit to take the theories of the classroom, and directly show the manifestation of such a theory directly into the field.

One procedure that Griffin|Swinerton typically implements is the periodic interaction with the City’s Ad Hoc Committee. Such a committee is comprised of some stakeholders including two Council Members. These Council Members represent the Council and the Community as the project is developed. The Ad Hoc is critical to streamlining the project while intuitively knowing the sensitive social issues that need to be addressed.

In short, our team will work with you to provide a solution that is efficient, practical, beautiful and another building block for an effective, sustainable community.

8. The caption, case number, court, counsel and general summary of any litigation pending or judgment rendered within the past 3-years against the applicant or any of its proposed team members, subconsultants or partners.

GRIFFIN STRUCTURES

Griffin Structures has no litigation pending or any judgment rendered within the past three years against the firm or any of its proposed team members.

SWINERTON BUILDERS

There were no construction-related cases filed in court or arbitration on projects completed by the Silicon Valley Division of Swinerton Builders in the last three years.

A / TEAM QUALIFICATIONS

RESPONSE TO RFP FOR
CITY OF SALINAS
PUBLIC SAFETY CENTER



LPA, INC.

Cal State University, Northridge

Explanation - Cal State University, Northridge Recreation Center designed by LPA was completed December 2011. A student while participating in an intramural basketball competition injured himself and has filed a claim against the Associated Student Center for unspecified damages. The University has cross filed against the contractor and LPA for indemnity in the matter.

Caption: Fredlender v. CSU Northridge University Student Union, Inc., et al. / Torres v. CSU Northridge University Student Union, Inc., et al.

Case No.: PC052937 (Fredlender), BC559907 (Torres)

Court: Los Angeles County Superior Court, Central District

Counsel's Name: John J. Kendrick, Jr./Allison S. Carcelli

Status: Resolved December 2015 through mediation without admission of liability.

Sweetwater Union High School District

Explanation - Contractor was terminated for cause on school addition project and sued District. District, in turn, cross-complained for indemnity to LPA, project manager and others. District and contractor resolved the dispute through mediation, October 2016. The District is continuing the cross-complaint against LPA for contractual indemnity only having dismissed all negligence claims against LPA.

Caption: HAR Construction, Inc. v. Sweetwater Union High School District, et al.

Case No.: 37-2011-00078945-CU-BC-SC

Court: San Diego County Superior Court, Central Division

Counsel's Name: John J. Kendrick, Jr./Allison S. Carcelli

Status: Resolved November 2016 through mediation.

MIG

MIG has no litigation pending or any judgment rendered within the past three years against the firm or any of its proposed team members.

9. Note the extent, if any, to which the firm, association or corporation or any person in a controlling capacity associated therewith or any position involving the administration of federal, State or local funds, is currently under suspension, disbarment, voluntary exclusion, or determination of eligibility by any agency; has been suspended, disbarred, voluntarily excluded or determined ineligible by any agency within the past 3 years; does have a proposed disbarment pending; has been indicted, convicted or has a civil judgment rendered against said person, firm, association or corporation by a court of competent jurisdiction in any matter involving fraud or misconduct within the past 3 years.

There is no suspension, disbarment, voluntary exclusion, relevant determination of ineligibility by any agency, or any related finding as referenced in the above question.



Tab B

References



1. References listing clients for whom you have conducted community engagement processes, worked on projects of similar type, size and scope that directly reflect the services stipulated here in. Include the last project worked on by the Development Team.

Last project worked on by the Development Team (project delivery method: integrated team delivery)

Griffin | Swinerton | LPA

County of Orange, Building 16 (P3) (in progress)
SANTA ANA, CALIFORNIA

Reference: County of Orange
Scott Mayer, Chief Real Estate Officer
(714) 834-3046



County of Orange, Building 16

Griffin | Swinerton

Quartz Hill Library (P3) (completed)
QUARTZ HILL, CALIFORNIA

Reference: County of Los Angeles
Bradford Bolger, Deputy CEO, L.A. County
(213) 974-1360
Jeff Haber, Architect, (562) 413-7750
Vache Keledjian, Capital Projects Manager (562) 413-8150
Fred Hungerford, Assistant Director, (562) 618-2348

Griffin | LPA

Buena Park Police Headquarters
BUENA PARK, CALIFORNIA

Reference: Tom Monson, (retired) Chief of Police
(310) 505-1651
Corey Sianez, Chief of Police
(714) 562-3910

Hesperia Police Headquarters
HESPERIA, CALIFORNIA

Reference: Michael Podegracz, City Manager (retired)
(949) 421-8447
Dave Burkett, Sr. Project Manager
(760) 559-4133

**San Bernardino County Public Safety
Operations Center**
HESPERIA, CALIFORNIA

Reference: Carl Alban, Chief of Architecture & Proj.
Mgt., San Bernardino County (retired)
(909) 838-7907
Terry Thompson, Dir. Management Division,
San Bernardino County (909) 387-5104
Darlynn Wissert, Assistant Director, Project
Management Division (909) 387-5000

**Watsonville Civic Plaza (City Hall, County
Courts, Library, Parking Structure)**
WATSONVILLE, CALIFORNIA

Reference: Jan Davison, former Redevelopment
Director, City of Watsonville (831) 588-5832

Griffin

Westminster Police Headquarters
WESTMINSTER, CALIFORNIA

Reference: Chief Kevin Baker (retired), Westminster
Police Department (714) 548-3200
Marwan Youssef, Public Works Director
(714) 548-3260

Swinerton Builders | LPA

City of Brentwood
BRENTWOOD, CALIFORNIA

Reference: Gail Leech, City of Brentwood
(925) 516-5118

MIG

Salinas Visioning
SALINAS, CALIFORNIA

Reference: Tara Hullinger, Planning Manager, City of
Salinas (831) 758-7407

Salinas Chinatown Revitalization
SALINAS, CALIFORNIA

Reference: Anastacia Wyatt, Planning Manager, City of
Salinas (831) 758-7489

Salinas Housing and Community Initiatives
SALINAS, CALIFORNIA

Reference: Jennifer Coile, Housing Element Project
Manager, City of Salinas (831) 758-7206



Tab C

Proposed Development Plan



Describe your plan, including but not limited to: the community engagement strategy, the project's scope, design, scheduling, construction, etc. Discuss your vision and program, density, and building layout.

The Salinas Public Safety Center is intended to be a signature community asset that demonstrates the City's commitment to connecting and revitalizing the Alisal neighborhood and surrounding environments. Salinas residents have demonstrated consistent, effective participation on a wide variety of issues and our community engagement strategy is designed to respond to this high level of interest. The City has demonstrated its commitment to improving the relationship between the community and law enforcement and this facility can be designed in a way that promotes positive interactions with the community. Throughout the design process, and especially in the beginning, our team will reach out to key opinion leaders and established advisory groups. This will include the Alisal Vibrancy Plan Advisory Group, Community Alliance for Safety and Peace, the Police Community Advisory Committee and others. We will also hold traditional workshops and supplement these efforts with small group discussions, print and online surveys to ensure broad opportunities for participation. The project also provides a great opportunity to engage youth through the Youth Advisory Commission, Youth Leadership Commission and focus groups conducted at nearby schools. By including safe gathering spaces and facilities, the Public Safety Facility can be a place where youth establish positive interactions with law enforcement at an early age. There is also an opportunity to engage youth through STEM-oriented special projects in the design of the building.

Meanwhile, the program for the public safety facility will be developed with MWL. There will be strict requirements for site access/egress, visibility, setbacks and connectivity. This will include planning a safe, modern public safety structure to interface a social gathering zone. Both need to work separately, and both can be enhanced by integrating together for a more successful overall composition.

The actual massing, density and layout of the buildings will be determined by the overall project team. We typically see this process as being driven by function and then modified to meeting the budgetary and aesthetic requirements. For instance, one single building would be more affordable but would prove to be out of scale to the community. By breaking the program into two or three separate functions, the project can be molded to the community space interface edge. Further, essential facility requirements can be isolated only to the building that houses that use.

Our vision will be your vision. We will escort the community through the design process to create a facility with an aesthetic that belongs to the community, and expresses the proud heritage and optimistic future of Salinas. **This is the City's project. Our team will assist the City to realize its dreams through responsible design, innovative construction and to deliver a fiscally responsible project to the Community of Salinas.**

Discuss parking and traffic issues, the parking plan, ease of use, sharing, mitigation approaches, etc. Discuss how flexibility could be incorporated in regards to timing, phasing, risk, uses, cost implications, etc.

It is beneficial for the police to have access in all directions. This may develop into a requirement for a signal at Alisal to allow for a left hand turn out of the station property. Additionally, the project team will need to confirm the viability of access/egress across the easterly adjacent property.

Community engagement activities are designed to surface issues and concerns early and throughout the project. We realize that how the issues are addressed will need to balance the multiple needs of the project while staying within the project footprint. Our team will maintain an ongoing dialogue with the community to show them we have heard their concerns and describe how they have been addressed. We will also share when site limitations, high costs, regulations and other constraints were considered while working to resolve specific issues.

With this 'backbone' development established, access to the property for the public will need to be studied. All the elements of the Vibrancy Plan will be brought into play along Alisal. This will encourage the use of bicycles and mass transit for all patrons and employees. Additionally, as the automotive world changes with Uber and driverless taxis, the traditional parking calculations will come under scrutiny.

The project team may choose to devote more entry plaza site area to water quality and recreational measures, with the flexibility to adapt to more parking in the future if required. A parking structure could be planned on the police site. Then, depending upon the development of the easterly neighbor, the structure could be developed, freeing up the adjacent site for more public amenities.

Describe your approach to identification of issues, including collaboration with the public, City staff and the City's law enforcement consulting architect, as well as negotiation and reconciling conflicts that may arise during the development.

Our project team, combined with the City's consultants, knows the issues of our particular disciplines. With each new client and with each new opportunity, we bring this experience to the public, client and users. LPA is intimately familiar with program development having worked with MWL on numerous projects and most recently on the Salinas Space Needs Assessment and Master Plan Study.

With the City and MWL, the identification of issues will be in the form of including as much program into the project as financially possible. MWL will provide input on the benefit and Swinerton will provide the budget implications. The basic, non-negotiable programs will be incorporated. The programs, as determined by the City and user to be non-critical, will be evaluated on a cost-benefit analysis.

The same process will be followed as it relates to LEED and the Green Building Code. What is the benefit to the City versus the cost of implementation? This is what our team does, in a rather methodical, measured fashion that removes the emotion from decisions and simply present the facts for decisions to be made by the stakeholders.

Describe and discuss layout and site development as it relates to citizens' interaction with the building and controlling access to the facility. Include the following items in addition to the narrative:

An overall design concept of how the Project fits on the proposed site.

Please see the attached site plan. The project is a threshold between the Community and the Public Safety personnel. Out front in the public square, we can incorporate a number of elements including, but not limited to:

- Playground
- Basketball Half Court
- Food Trucks
- Hot Rod/Car Show
- Night Out/Community Movie Night
- Emergency Preparedness Classes
- English as a Second Language
- Healthcare/Mobile Clinic
- Police Station as Catalyst for Economic and Social Development
- Classrooms
- Social Services Office
- Latino-focused Programming
- Fiestas
- Bicycle Clinics and Boulevard
- Net Zero Landscape
- BBQ/Grill
- Kitchen in Community Room
- Bookmobile
- Shade
- Native Plants
- Accessible Stormwater Infrastructure
- Exercise Equipment
- Light Festivals
- Christmas Tree

The front area can serve as a gathering space to help develop this quadrant of the city into a more vibrant area to live, work and play.

The back of the site is more utilitarian in nature. It is a programmable space for auto storage and accessibility to all access/egress points on-site. It will most likely play a larger role in the water quality management plan, and perhaps, the incorporation of solar panels to shade the police vehicles.

These two areas are separated by the buildings that are open and accessible to the public – to a point – and then provide a state-of-the-art facility for the public safety personnel.

An overall design concept of how the Project integrates with the neighborhood.

To the extent that the project integrates into the neighborhood will depend upon the vision of the City. We have indicated the possibility of embracing the lot to the east (after the aggregate

yard is relocated). Perhaps the City can plan a park, Community Center or soccer field where parking could be incorporated into the Public Safety site. To the north of Alisal could be a mixed-use development of retail, entertainment and housing. We are confident we can assist the City in focusing their vision for this neighborhood and can arrive at a plan to enhance the social infrastructure for years to come.

A demonstration of how ingress, egress and parking will work during and after construction.

A well organized and clean job site is critical to a project's success. We will develop a well thought-out site logistics plan which will be logically coordinated with the final site design to allow for construction to proceed uninhibited. Attached is an example of the proposed site logistics plan. The following presents some specifics with regards to the site logistics plan.

Site Access and Egress: The main construction access and egress are proposed off East Alisal Street and will align with the proposed entrance to the site. A secondary access point will be located so that it minimizes the impact to traffic on East Alisal and provides a location to exit the site with ample room for rumble plates and/or other means of minimizing vehicle track-out and dirt from leaving the site. All entrances will be secured with temporary gates and will include signage adequate to meet local requirements and project requirements.

Site Offices, Laydown and Staging Areas: Jobsite office trailers for both Swinerton and our subcontractors will be placed on-site along with signage to clearly direct visitors to the appropriate locations. Locations for the job site offices will be placed logically to minimize the number of moves required during construction while providing the teams easy access to the project site. Equipment/material lay-down areas will be well-organized in logistically conducive locations to maximize the working space available in reference to the project boundaries.

Equipment and Material Delivery: All major construction traffic will enter through the main construction entrance. Appropriate signage will be installed at the entryways and exits to ensure construction traffic recognition upon entering/exiting the site. Swinerton will utilize a web-based scheduling system for vendors and subcontractors to schedule major equipment and material deliveries in advance. This will be monitored closely by Swinerton to ensure coordinated delivery schedules. As needed, we will require vendors to provide traffic control and/or schedule deliveries during off-peak hours to minimize the impact to traffic on East Alisal Street. As needed, trucking routes will be established and coordinated with the City of Salinas to help minimize the impact on already congested roadways.

Jobsite Fence: A secure construction fence line will be established around the perimeter of the site. If desired an opaque screen can be placed on the construction fence to screen the site from the public. This fence will be installed and secured concurrent with the installation of the erosion control and before the start of any construction activities.

Site Parking and Temporary Parking Areas: We anticipate there will be ample space on the project site to allow for contractor parking for the majority of the project. There may be times during the project when off-site parking will be required. We will work with the City and nearby businesses to secure off-site parking and, if needed, transportation to and from the site. Our team will ensure proper traffic flow, pedestrian access, signage, material delivery coordination and allowable worker parking areas.

After construction, the project will transition into the public safety building it was designed to be. Public access will ingress/egress from the public way. Public safety vehicles will ingress/egress onto Alisal and southeast through the easement zone.

A development schedule, beginning with pre-development services and continuing through completion of construction.

The project schedule plots the project path from conceptual design to project turnover while identifying the responsibilities of the project team and providing a proper sequence of events. The attached preliminary development schedule includes the following sections/activities:

PRE-DEVELOPMENT PHASE

Community Outreach: The outreach activities are anticipated throughout the duration of the 'project.'

Conceptual Design/Schematic Design/Design Development

Estimating and Constructability Review: Conducted throughout the design phase of the project to provide real-time feedback to the design team and project stakeholders while assuring the design is within the established project budget and schedule.

GMP and Schedule Preparation and Approval: The Pre-Development Phase will conclude with the presentation and approval of the GMP and Schedule.

DEVELOPMENT PHASE

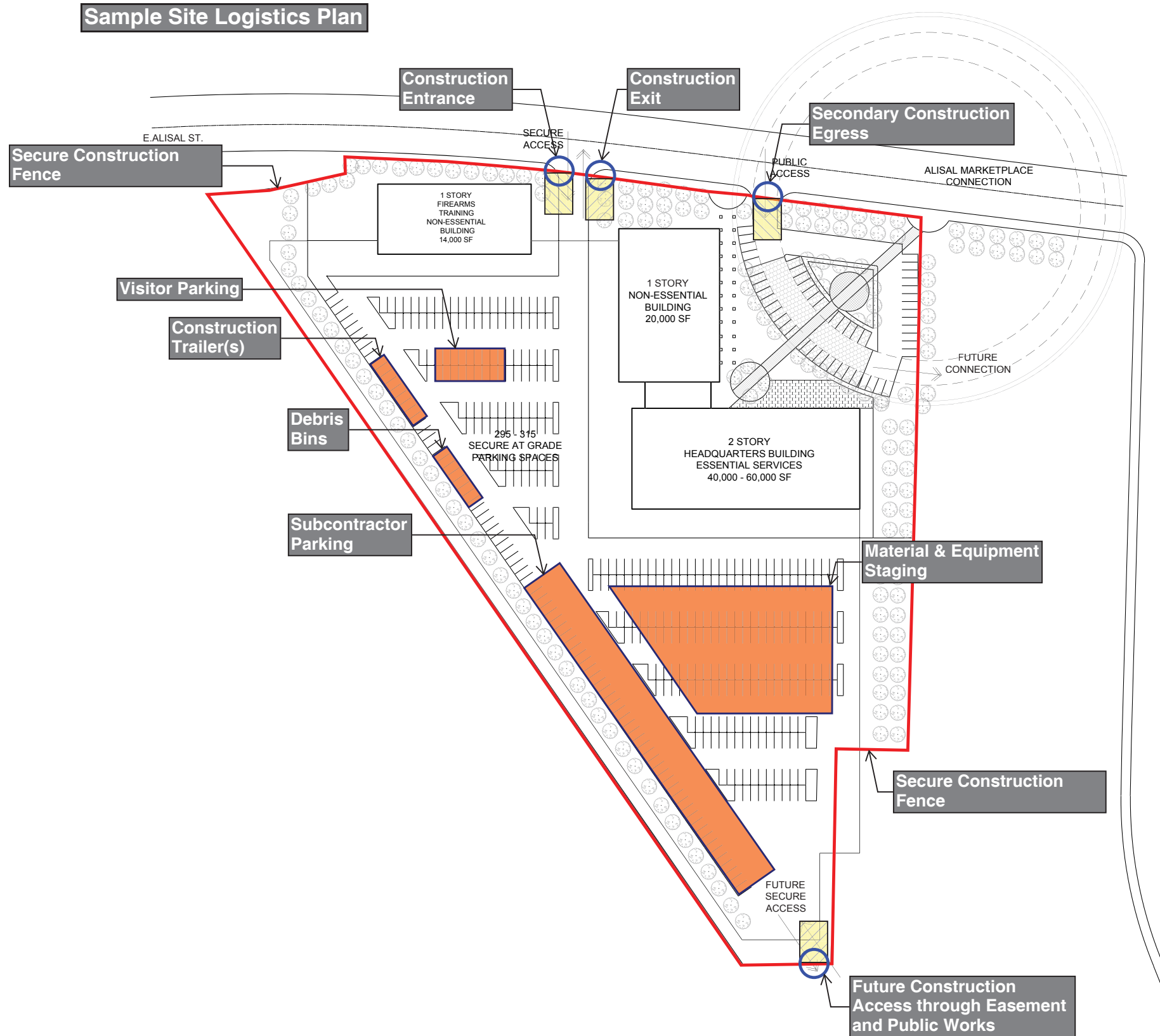
Construction Documents: Once we commence the Development Phase, we will enter the final phase of design which will culminate with a complete set of Construction Documents.

Permitting and Plan Check: We have proposed a separate permit for site demo, grading, utilities and foundations which allow for construction to start on these early schedule activities before receipt of the building permit(s) for the structures and other improvements.

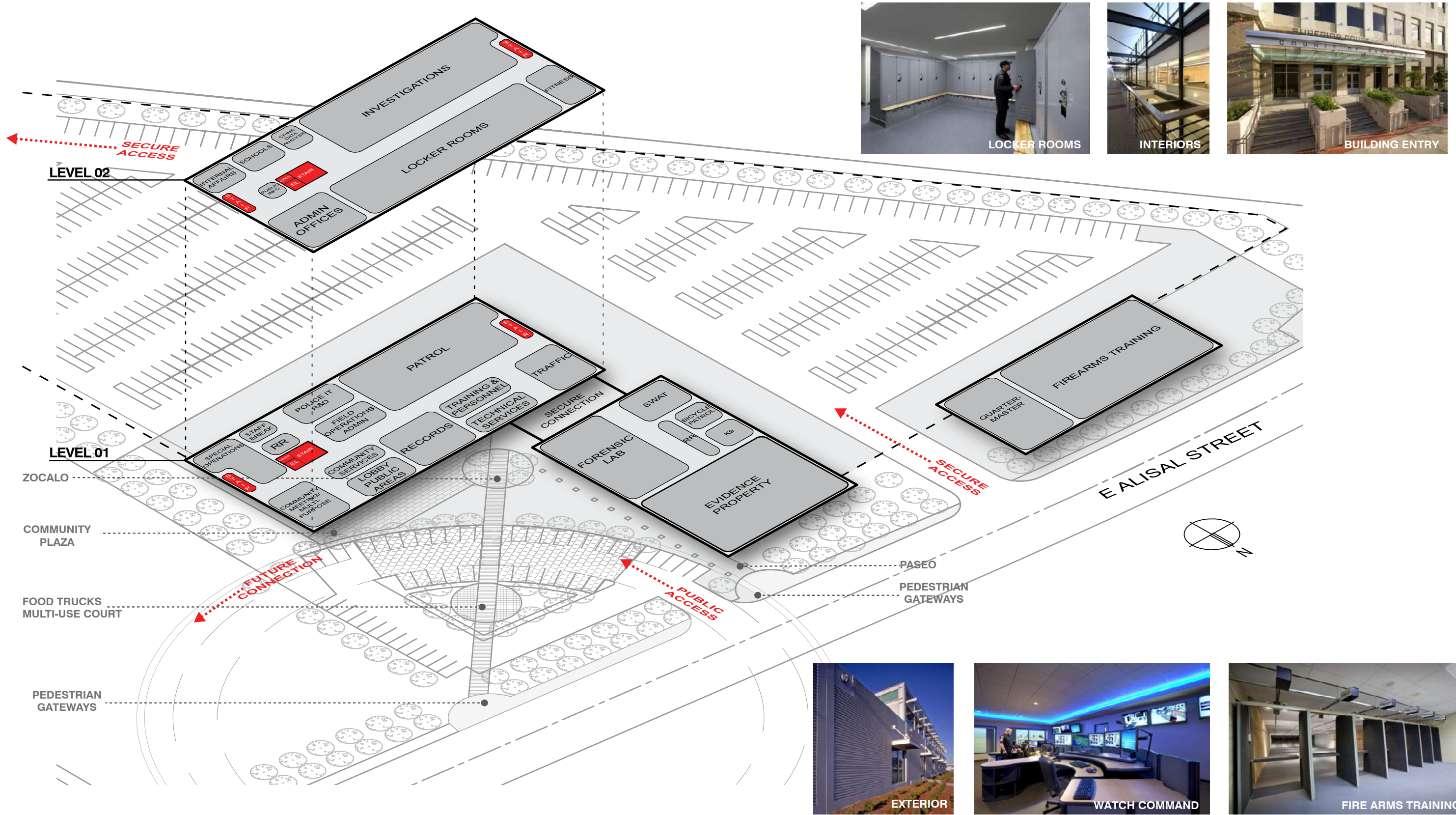
Project Buyout and Construction: As the design evolves, the construction schedule will be fully developed detailing the project buyout strategy, construction phasing, construction activities and turnover dates.

Startup, Testing, Completion: This will detail the required start-up, testing and commissioning that needs to be successfully completed before to turn-over. Detailed FF&E and move-in activities will be included in this section.

Site Logistics Plan



Site Plan





Schedule

Project ID: SPSF-P00 Project Name: SALINAS PUBLIC SAFETY FACILITY Data Date: 04-Apr-17 Printed: 08-Feb-17		Swinerton Builders SALINAS PUBLIC SAFETY FACILITY PROPOSAL SCHEDULE												1 of 2		
Activity ID	Activity Name	Dur	Start	Finish	2017 2018 2019 2020											
SALINAS PUBLIC SAFETY FACILITY																
Key Milestones					<ul style="list-style-type: none"> ◆ NTP - Pre-Development Phase ◆ NTP - Development Phase ◆ NTP - Construction Phase ◆ Final Completion - FACILITY FULLY OPERATIONAL - OPEN FOR BUSINESS 											
PRE-DEVELOPMENT PHASE					<ul style="list-style-type: none"> ◆ Notice to Proceed - Pre-Development Phase 											
COMMUNITY OUTREACH					<ul style="list-style-type: none"> Community Outreach Notice Stakeholder Interviews with the Community Community Workshop - Community Preferences Web Based Community Survey 											
CONCEPTUAL DESIGN					<ul style="list-style-type: none"> Conceptual Design 											
COMMUNITY OUTREACH - DESIGN FEEDBACK					<ul style="list-style-type: none"> Community Outreach - Design Feedback 											
SCHEMATIC DESIGN					<ul style="list-style-type: none"> Schematic Design (SD) Constructability Review Estimate Owner/Developer Review w/ Comments 											
CONTINGENCY COMMUNITY OUTREACH & COMMUNITY ENGAGEMENT					<ul style="list-style-type: none"> Community Outreach & Community Engagement 											
DESIGN DEVELOPMENT					<ul style="list-style-type: none"> Design Development (DD) 50% DD Estimate Constructability Review Owner/Developer Review w/ Comments Owner Approval of Design Development 											
OWNER APPROVAL & GMP					<ul style="list-style-type: none"> Develop and Submit GMP & Schedule @ 100% DD GMP and Schedule Approval 											
DEVELOPMENT PHASE					<ul style="list-style-type: none"> Prepare and Execute Development Agreement ◆ Notice to Proceed - Development Phase 											
CONSTRUCTION DOCUMENTS					<ul style="list-style-type: none"> Construction Documents (CD) Constructability Review - 25% Constructability Review - 75% Bid To Trades Owner/Developer Review w/ Comments 											
PLAN CHECK					<ul style="list-style-type: none"> Permit/Plan Check - Submitted @ 50% CD's Site Demo, Grading & Foundations Permit - Submitted @ 50% CD's 											

Project ID: SPSF-P00 Project Name: SALINAS PUBLIC SAFETY FACILITY Data Date: 04-Apr-17 Printed: 08-Feb-17		Swinerton Builders SALINAS PUBLIC SAFETY FACILITY PROPOSAL SCHEDULE												2 of 2																																																																																																																																						
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CONSTRUCTION PHASE					381																																																11-Apr-18																																																15-Oct-19																																															
A10250	Trade-Buyout & Procurement	160	11-Apr-18	27-Nov-18	Trade-Buyout & Procurement																																																																																																																																															
EARLY WORK & FOUNDATIONS					80																																																13-Jun-18																																																04-Oct-18																																															
CP-10000	Notice to Proceed - Construction Phase	0	13-Jun-18	◆ Notice to Proceed - Construction Phase																																																																																																																																																
CP-10010	Site Demo, Grading & Early Utilities	20	13-Jun-18	11-Jul-18	■ Site Demo, Grading & Early Utilities																																																																																																																																															
CP-10020	Foundation System	60	12-Jul-18	04-Oct-18	■ Foundation System																																																																																																																																															
HEADQUARTERS BUILDING					257																																																23-Aug-18																																																03-Sep-19																																															
A10030	Building Structure - HQ	40	23-Aug-18	18-Oct-18	■ Building Structure - HQ																																																																																																																																															
A10040	Building Exterior & Roof - HQ	60	16-Oct-18	14-Jan-19	■ Building Exterior & Roof - HQ																																																																																																																																															
A10050	Interior Rough-ins & Framing, SHMF/Security Walls - HQ	80	16-Oct-18	12-Feb-19	■ Interior Rough-ins & Framing, SHMF/Security Walls - HQ																																																																																																																																															
A10060	Specialty & Interior Arch Finishes - HQ	120	13-Feb-19	05-Aug-19	■ Specialty & Interior Arch Finishes - HQ																																																																																																																																															
A10070	Elevators & Building MEP Systems - HQ	120	13-Feb-19	05-Aug-19	■ Elevators & Building MEP Systems - HQ																																																																																																																																															
A10080	Security & Specialty Systems - HQ	60	07-Jun-19	03-Sep-19	■ Security & Specialty Systems - HQ																																																																																																																																															
A10090	Punchlist & Inspection - HQ	20	06-Aug-19	03-Sep-19	■ Punchlist & Inspection - HQ																																																																																																																																															
NON-ESSENTIAL SERVICES BUILDING(S)					210																																																19-Oct-18																																																22-Aug-19																																															
A10110	Building Structure - NSB	40	19-Oct-18	17-Dec-18	■ Building Structure - NSB																																																																																																																																															
A10130	Interior Rough-ins & Framing, SHMF/Security Walls - NSB	70	18-Dec-18	01-Apr-19	■ Interior Rough-ins & Framing, SHMF/Security Walls - NSB																																																																																																																																															
A10120	Building Exterior & Roof - NSB	50	15-Jan-19	27-Mar-19	■ Building Exterior & Roof - NSB																																																																																																																																															
A10140	Specialty & Interior Arch Finishes - NSB	80	02-Apr-19	25-Jul-19	■ Specialty & Interior Arch Finishes - NSB																																																																																																																																															
A10150	Building MEP Systems - NSB	80	02-Apr-19	25-Jul-19	■ Building MEP Systems - NSB																																																																																																																																															
A10160	Security & Specialty Systems - NSB	40	26-Jun-19	22-Aug-19	■ Security & Specialty Systems - NSB																																																																																																																																															
A10170	Punchlist & Inspection - NSB	20	26-Jul-19	22-Aug-19	■ Punchlist & Inspection - NSB																																																																																																																																															
SITework, PARKING & LANDSCAPING					120																																																28-Mar-19																																																17-Sep-19																																															
A10180	Secure Perimeter Construction - SW	60	28-Mar-19	20-Jun-19	■ Secure Perimeter Construction - SW																																																																																																																																															
A10190	Security Gates & Fencing - SW	30	21-Jun-19	05-Aug-19	■ Security Gates & Fencing - SW																																																																																																																																															
A10210	Hardscape & Paving - SW	40	21-Jun-19	19-Aug-19	■ Hardscape & Paving - SW																																																																																																																																															
A10200	Perimeter Security, Access Control & Arch/MEP Trim - SW	30	06-Aug-19	17-Sep-19	■ Perimeter Security, Access Control & Arch/MEP Trim - SW																																																																																																																																															
A10220	Landscaping, Linemarking & Arch/MEP Trim - SW	20	20-Aug-19	17-Sep-19	■ Landscaping, Linemarking & Arch/MEP Trim - SW																																																																																																																																															
START-UP TESTING & COMPLETION					90																																																07-Jun-19																																																15-Oct-19																																															
A10240	MEPF Start-Up & Testing	40	07-Jun-19	05-Aug-19	■ MEPF Start-Up & Testing																																																																																																																																															
A10230	Final Facility Wide Trim & Signage	20	06-Aug-19	03-Sep-19	■ Final Facility Wide Trim & Signage																																																																																																																																															
A10100	Final Sign-off & TCO	10	04-Sep-19	17-Sep-19	■ Final Sign-off & TCO																																																																																																																																															
A10000	Final Testing, Commissioning & LEED Certifications	20	18-Sep-19	15-Oct-19	■ Final Testing, Commissioning & LEED Certifications																																																																																																																																															
A10020	Owner Emergency/First Responder Systems, Training, FF&E & Moves	20	18-Sep-19	15-Oct-19	■ Owner Emergency/First Responder Systems, Training, FF&E & Moves																																																																																																																																															
A10010	Final Completion - FACILITY FULLY OPERATIONAL - OPEN FOR BUSINESS	0		15-Oct-19	◆ Final Completion - FACILITY FULLY OPERATIONAL - OPEN FOR BUSINESS																																																																																																																																															

Value Creation

Each Submission should focus on and thoroughly articulate how elements of the development plan will create value for the City, now and in the future. Examples of how value may be created include, but are not limited to:

Efficient and effective community engagement.

With MIG's current involvement in the citywide visioning process and Chinatown Neighborhood Revitalization and our past work on housing issues, our team has a good understanding of the City's established communications protocols. We can also easily draw on the relationships with staff and the community from these other projects and integrate communications related to the Public Safety Facility project into these other efforts. We also have Spanish-speaking staff who can share information easily with Spanish-speaking residents, ensuring that participants can engage in their preferred language. The short learning curve, overlapping project relationships and Spanish language skills will contribute to an effective and efficient community engagement process.

Value created/demonstrated as a result of the design or a design approach.

Our project team has worked together for years to provide 'value architecture.' Our clients are typically not afforded significant budgets for lavish facilities. **Our team provides quality buildings that are within budget but reflect the community as well.**

For a public safety facility, the response is typically in the form of tilt-up concrete. This allows for the structure to be the skin. It also allows the requirements of the Essential Facilities Act, and characteristics of 'building hardening' to be achieved in a cost-effective manner.

However, with the appropriate detailing, use of color and form liners, tilt-up can lose the box-like aesthetic, and begin to tell the story of the community, both past and present. Together with an appropriate lighting and landscape response, the project will meet the aesthetic requirements of Salinas and be delivered on time, and on budget.

Value created in getting to a Guaranteed Maximum Price.

As the development of a solid GMP is a critical step in the Pre-Development Phase, we will work side-by-side with the design team and project stakeholders to develop real-time cost updates by maintaining trend estimates as drawings and specifications progress. By using our extensive cost database and our collective knowledge of the building type and system requirements, we apply allowances for any design gaps. As the design progresses, the allowances are validated with subcontractor input and a trend log will track any deltas. Our GMP will not include any unsubstantiated allowances as subcontractors bids will support all line items in the final GMP.

In addition, we prefer to involve our key subcontractors with the design team as early as possible in the design process to not just eliminate change orders but to identify areas where additional savings can be attained. Some key elements that we tend to focus on include, but are not limited to, exterior envelope, MEP trades and major equipment vendors. We will

utilize both Design-assist and Design-build trade contractor procurement, thus assuring "early certainty" of cost.

Early subcontractor involvement will not only yield a better cost perspective, but we will also gain knowledge of specific systems that in turn inform our schedule, quality and safety. Early involvement of certain trades and vendors will secure competitive pricing and tighten the installation and turnover process.

Our real-time and integrated engagement keeps all team members fully aware of how decisions impact the budget and schedule.

We will establish a preliminary cost model followed by detailed preconstruction estimates at the completion of and/or throughout concept design, schematic design and the design development phases.

We begin our estimates by preparing a complete materials and systems quantity takeoff. Based on extensive budgeting experience and the initial workshops, our team will make well-reasoned and thoroughly documented assumptions as to project requirements that are not yet defined within the documents. After reviewing these assumptions and discussing our quantity takeoffs and schedule with the project team, we will price the quantities based on current market costs for labor, materials and market conditions.

The computerized estimating program we use for presenting the project will display all of the detailed quantities and unit costs that make up the complete estimate. The flexibility of this system allows us to categorize the estimate by line item detail, project phase or by building system.

Swinerton's preconstruction activities will be collaborative real-time engagements with the design and development team, the City of Salinas and other critical project stakeholders as we work toward the final GMP.

Value created/demonstrated as a result of contracting arrangements, special construction techniques and efficiencies.

COMMITMENT TO DIVERSITY SUBCONTRACTING

Swinerton Builders has a strong Supplier Diversity Program. Our commitment to supplier diversity is a companywide effort. Distributing more than 30 percent of our contracted work to small, local, emerging and disadvantaged firms in the last fiscal year, we are consistently recognized as an industry leader in diversity. From the beginning, our project team will establish project goals of procuring assistance and participation from MWSDVE firms. Swinerton's knowledge and experience in the local tri-county area will help our team realize our goals through actively identifying local, qualified trades during the subcontractor selection process for the Salinas Public Safety Facility project.

SELF-PERFORMANCE CAPABILITIES

Swinerton self-performs concrete, demolition, metal stud framing, carpentry, drywall and general labor. As part of the procurement for the Salinas Public Safety Facility, we will competitively bid against qualified subcontractors for these

scopes of work. When Swinerton self-performs work we get better quality, improved safety, less change orders and are better able to manage the critical path activities and reduce project risk overall.

The value in performing certain scopes of work, such as drywall and framing, with the Swinerton workforce lies in the ability to more closely control both time and cost. For projects with critical schedules, self-performing allows Swinerton the opportunity to plan well in advance and have all of the most important coordination information at our fingertips to maintain a consistent workflow on the project. In addition to schedule and cost benefits, self-performing also provides increased quality control and quality assurance. Our labor force is comprised of skilled workers who are consistently held to the highest quality standards on each and every project.

Swinerton employs carpenters who perform general carpentry services on the job site. These include tasks such as constructing temporary safety rails, barricades, steps, landings, etc. They may also perform miscellaneous work such as drilling and dowelling for rebar or installing pre-fabricated materials such as bollards, cabinets or appliances.

Swinerton employs both full-time and part-time general laborers to perform site cleanup, installation or modifications of barriers and barricades, maintenance of SWPPPs components, miscellaneous demolition, trash removal and other miscellaneous tasks.

Our ability to selectively self-perform certain trades along with our skilled workforce of carpenters and laborers ultimately allows Swinerton more control of the schedule and quality creating value for our clients.

Self-Perform Benefits:

- Price escalation is regulated better in an inflationary market.
- The schedule is adhered to more easily with full oversight of key trades.
- Quality control/quality assurance improves greatly through the management of key trades.
- Safety is our number one priority, which can be overseen more directly by supervising key trades.
- Since Swinerton is more proficient at planning and scheduling than most subcontractors, the project runs much smoother.

BIM COORDINATION AND MODELING

In addition to the aforementioned services, our BIM technologies and virtual design and construction department are valuable resources during preconstruction as we plan and build the project virtually. The BIM model can be used to generate an accurate quantity take-off and cost estimates early in the design process and provide cost effects of additions and modifications with the potential to save time, money and avoid budget overruns. Our estimating team can frequently extract quantities from the model to see the cost effects of their changes in a timely manner which can help curb excessive budget overruns due to project modifications. More time can be utilized by the estimating team on value-

adding activities like identifying construction assemblies, generating pricing, factoring risks and providing expertise to the team in lieu of quantity take-off.

We can utilize BIM to increase the efficiency of our estimating/scheduling processes and support the design team through constructability/discipline coordination of trade scopes. These software tools combined with our proven virtual construction experience and paperless processes will significantly enhance the understanding and control of the preconstruction and construction phases.

We view BIM as the common thread that informs the more traditional processes of design and construction. Early involvement of our key subcontractors will allow for further coordination through the BIM Coordination and virtual design process. On past projects where we have fully embraced processes that leverage BIM, we have realized significant improvements in removing the uncertainties of design and construction execution and the speed of project related decision making.

QA/QC PROGRAM

Quality assurance is achieved by incorporating quality controls at every stage of preconstruction and construction processes. By examining the materials and equipment specified, as well as the integration of building systems such as an exterior envelope, with an eye for material longevity, maintenance, and proven success in similar applications, we can ensure the long-term success of all of the design components. Once the team has agreed on the materials, equipment and integration, we will develop a subcontractor kickoff meeting schedule that will include a review of each subcontract scope of work, applicable specification sections and approved submittals and installation procedures. Part of the overall project schedule will include periodic rolling punchlists and completion matrices. Before requesting building inspections, our team will complete a full review of the project plans and specifications, along with a thorough pre-inspection of the work area. The goal is to complete the project with all systems and installations fully approved and installed per the recommended procedures and protected from damage so that a rapid turnover to the City of Salinas occurs with zero punchlist items to complete.

CMiC – PROPRIETARY PROJECT MANAGEMENT SOFTWARE

Swinerton's project team manages the project through the use of our collaborative, web-based CMiC Project Management System. Our project management system allows for collaboration by providing a central communications system for all project related RFIs, submittals, documents, change order requests as well as communications management tools for Subcontractors, Architects, Owners, Consultants and other business partners. Our system aids our management team in facilitating efficient information flow throughout the project, the system and between one another. By utilizing CMiC as our primary communication tool, our project team can capture, document and distribute all communications more accurately, and completely thus keeping all stakeholders thoroughly informed during construction and post job completion. **Project stakeholders will have access to CMiC via a web browser to query the status of every aspect of the project and run reports as needed.**

Value created/demonstrated as a result of risk mitigation to the City.

The value of risk mitigation is intrinsic to the City's overall risk management strategies, and depends to some degree on the relationship of reduced risk and any added costs to achieve it. Griffin|Swinerton has been delivering projects to the public sector for many years, and has internally established the protocols which lead to P3 project success. This P3 delivery process is formulated so that financial risk is clearly mitigated. Further, with the guarantees for price and schedule, assurance of user engagement, and clear program for community input and dialog, we will meet the requirements and expectations of all project stakeholders. In short, the value of risk mitigation is realized with assurance that the Project Team can, and will, deliver a project as promised. Griffin|Swinerton can make and fulfill this promise, with its referenced experience, proven track record, and intelligent approach to project delivery.

Value created/demonstrated as a result of providing or integrating other elements that would be worthwhile, innovative, visionary or otherwise desirable.

Our team always designs with the sun in mind. Knowing the path of the sun informs the design as it relates to sunshades that protect internal heat gain. This allows light into the building (which is always beneficial to occupants) while not taxing the air conditioning system. Other worthwhile innovations can include photovoltaic panels and/or lithium battery arrays for on-site power generation, geothermal systems for heating and cooling systems and rainwater collection devices for water conservation measures.

All of these aforementioned elements and more will be presented to the City with a cost-benefit analysis for Salinas to make the best decision for the short- and long-term benefit of the City.

Value created through scheduling.

Our approach to meeting project schedules is simple and straightforward. We see ourselves as the project team leader from preconstruction through project completion and we take responsibility for keeping the project on schedule.

PRECONSTRUCTION SCHEDULE

Our experience exemplifies our ability to effectively manage the preconstruction activities to result in construction projects that start and finish on time. From the intelligence and perspective gained during our initial kick-off meeting(s), we will develop a Critical Path Method (CPM) preconstruction schedule. This schedule is a critical tool to coordinate design activities with estimates, constructability reviews, bid packages and design options. Our schedules are created and updated by our in-house scheduling team and managed by our project team. Input from the entire preconstruction team and key project stakeholders will ensure a thoughtful, logical preconstruction schedule.

CONSTRUCTION

Swinerton takes full ownership and responsibility for the creation and management of the construction schedule. Our approach includes developing a master project schedule which encompasses all work activities. Each building and/or phase will have its own schedule which is extrapolated

from the master schedule. This approach ensures all work is coordinated with other components of the project. By appropriately tying all activities and phases together in the schedule, we will avoid conflicts and competing needs.

SCHEDULE UPDATES

While knowing where the project is today is important, the real value of CPM scheduling comes from its ability to assist the project team in predicting the future outcome of the work progression and allowing the team to adequately plan for any challenges that may be encountered. The project schedule is a dynamic tool that is updated on a regular basis during preconstruction and each week during construction by accurately measuring and recording progress. Attentive on-site management presence, visually inspecting the progress of the work and effective communication contribute to the input and documentation of the progress achieved.

Material/Equipment submittal approval/procurement and all related work sequencing requirements are closely monitored within the project schedule. Accomplishing efficient material/equipment procurement is essential to assure success.

Once in the construction phase of the project, the Superintendent utilizes three-week look-ahead schedules to incorporate more detail and manage daily work activities. Information gained from the modifications to our short-term interval schedules are incorporated, submitted to the owner and project team monthly, and explained in detail during the periodic schedule update meetings with the city and project team.

The schedule will be updated weekly by the scheduler and/or the superintendent during the construction phases. Any impacts and potential delays will be immediately analyzed and addressed in the regular design team and/or construction team meetings. If a potential delay is encountered, the source of the problem will be identified and reaching a resolution will be the primary focus. The first efforts made will be to exhaust all options to resolve and/or mitigate any potential delays.

Where appropriate, identify how value enhancement(s) may have a direct impact on the Project budget.

Value Creation and Management

Value creation sessions conducted during the preconstruction phase will identify when adjustments can be made to reduce costs, speed construction or enhance the project's value. Never is the exercise done to eliminate program requirements - true value enhancement is making the best decisions weighing both the costs and quality goals of the project. We will review the design to ensure it is the most cost-effective and consistent with project goals. In all cases, we will seek to find possibilities to improve quality, expedite schedules and optimize costs.

During this process Swinerton will analyze each building component and system by asking the following questions:

- What is it?
- What does it do?
- What must it do?

C / PROPOSED DEVELOPMENT PLAN

RESPONSE TO RFP FOR
CITY OF SALINAS
PUBLIC SAFETY CENTER



- What does it cost?
- What other material or systems could be used to accomplish the same result or more efficiency?
- What would the various materials (or systems) cost?

Swinerton begins at the conceptual design phase with cost studies of alternative systems. Short-term cost-saving options are weighed against long-term effects and operating costs. During the schematic design, outline specifications, drawings and a detailed budget estimate are made to reflect previous decisions, and then become the working documents for Value Management.

During Value Management, Swinerton construction specialists, the designers, major subcontractors and the client's staff generate suggestions to increase project value through efficient construction methods, cost-effective components and improved delivery time. The best ideas are evaluated and presented to the client for approval and inclusion in the design documents.

During the design development phase, the team focuses on the more finite elements of construction. The Value Management process continues through construction with solicitations of timely substitution requests and bid alternatives. The process isn't complete until the last subcontract bid confirms the least significant budget item.

Our purpose in the Value Enhancement process is to be a creative and constructive partner in developing, pricing, scheduling and performing life cycle evaluations for the various alternatives.



Tab D

Pre-Development Agreement



Pre-Development Agreement

What percentage of design development work will be accomplished under the executed Form Pre-Development Agreement?

100 percent of Design Development work will be accomplished under the executed Pre-Development Agreement.

How many months will it require to complete your obligations under the executed Form Pre-Development Agreement?

We estimate that it will require **nine** months for the team to arrive at **100 percent Design Development** and then produce the required GMP.

What is your proposed Pre-Development Fee? What portion of the Pre-Development Fee will you require to be advance by the City during Pre-Development, and what portion will you defer to the Development phase of the Project?

See Exhibit B on the following page.

A Developer may affirmatively state its willingness to enter into the Form Pre-Development Agreement under such terms. Such an affirmative statement will achieve 25-points. As an alternative, if a Developer takes exception to a certain term or terms, then the Developer must specifically identify the language objected to, must propose alternative language, and must affirmatively state its willingness to enter into the proposed agreement as modified. Points may be deducted for alternative terms that materially affect scope, responsibilities, and/or risk.

The Developer accepts the terms of the Pre-Development Agreement as issued, subject to the following clarification:

Page 4, B. Termination for Public Convenience (iv.)

Current Language as stated therein:

“iv. The Developer reserves the right to terminate this agreement with not less than fifteen (15) days written notice to Developer.”

The Developer assumes this is logically a typographical error. Therefore the Developer’s acceptance of the terms of the Pre-Development Agreement is subject to the following correction/ restatement of this clause:

“(iv) The Developer reserves the right to terminate, in its sole discretion, this agreement with not less than fifteen (15) days written notice to the City. In the event this Agreement is terminated by the Developer, the Developer shall be entitled to payment for services and deliverables rendered by the Developer and the Development Team to the effective date of termination, less all payments previously made. This provision shall not prevent the Developer from seeking any legal remedies it may have for the City’s violation or non-performance of any provisions of this Agreement. No work shall be performed by the Developer nor the Development Team from the effective date of termination of this Agreement by the Developer.”

Exhibit B

Task Budget Summary for Pre-Development Services - Through 100% Design Development

CONSULTANT	PRE-DEVELOPMENT	DEFERRED PRE-DEVELOPMENT COSTS	TOTAL COST OF PRE-DEVELOPMENT
Developer (overhead + fee)	\$531,000	\$531,000	\$0
Contractor - Pre-Development	\$180,000	\$30,000	\$150,000
Architect (LPA)	\$1,226,000	\$203,900	\$1,022,100
Structural/Civil Engineer (LPA)	Incl. with Architect	Incl. with Architect	Incl. with Architect
Mechanical Engineer (LPA)	Incl. with Architect	Incl. with Architect	Incl. with Architect
Sustainability and/or LEED Consultant (LPA)	Incl. with Architect	Incl. with Architect	Incl. with Architect
Stormwater Engineer (LPA)	Incl. with Architect	Incl. with Architect	Incl. with Architect
Electrical Engineer (LPA)	Incl. with Architect	Incl. with Architect	Incl. with Architect
Technology Consultant (LPA)	Incl. with Architect	Incl. with Architect	Incl. with Architect
Lighting Design (LPA)	Incl. with Architect	Incl. with Architect	Incl. with Architect
Parking Consultant (LPA)	Incl. with Architect	Incl. with Architect	Incl. with Architect
Elevator Consultant (LPA)	Incl. with Architect	Incl. with Architect	Incl. with Architect
Landscape Architect (MIG)	Incl. with Architect	Incl. with Architect	Incl. with Architect
Survey (ALTA) (LPA)	\$40,000	---	\$40,000
Structural/MEP Peer Review (allowance)	\$25,000	---	\$25,000
Communication/Public Involvement & Facilitation (MIG)	\$21,700	---	\$21,700
Geotechnical Survey (allowance)	\$40,000	---	\$40,000
Additional Site Investigations:			
A. Site Potholing (allowance)	\$25,000	---	\$25,000
B. Archeo/Paleo Investigation (allowance)	\$20,000	---	\$20,000
C. Phase I Environmental (assume completed)	NIC	---	NIC
D. Phase II Environmental	NIC	NIC	NIC
E. ACM/Lead	NIC	NIC	NIC
F. Environmental Mitigation	NIC	NIC	NIC
Permits (site plan review & entitlements, etc.) (allowance)	\$25,000	---	\$25,000
CEQA (allowance)	\$50,000	---	\$50,000
Traffic Study (in CEQA allowance)	Incl. Above	---	Incl. Above
Reimbursable (allowance)	\$82,566	---	\$82,566
Contingency (5%)	\$113,688	---	\$113,688
Total Budget	\$2,379,579	\$764,900	\$1,614,679



Tab E

Development Agreement



E / DEVELOPMENT AGREEMENT

RESPONSE TO RFP FOR
CITY OF SALINAS
PUBLIC SAFETY CENTER



Exhibit D Form Development Agreement

A Developer may affirmatively state its willingness to enter into the Form Development Agreement under such terms. Such an affirmative statement will achieve 30 points. As an alternative, if a Developer takes exception to a certain term or terms, then the Developer must specifically identify the language objected to, must propose alternative language, and must affirmatively state its willingness to enter into the proposed agreement as modified. Points will be deducted for alternative terms that materially affect scope, responsibilities, and/or risk.

Submit your affirmative statement. A failure to affirmatively state a willingness to enter into such an agreement may cause the Developer to be rejected as non-responsive.

The Developer accepts the terms of the Development Agreement as issued, subject to the following:

The Developer shall participate in the preparation of, and shall have the right of approval of, the terms and conditions of the Agreements by and between the Owner and Owner's Key team members including, but not limited to, the Architect and Contractor. The Developer's participation and approval rights to the above shall be limited to those Agreements with the Owner's Team Members for which the Developer shall have managerial responsibilities.



Tab F

Estimated Budget/GMP Soft Costs



Tab F
Estimated Budget/GMP Soft Costs

Exhibit E Worksheet Estimated Budget

	ESTIMATED BUDGET		
BLDG. A - HARD COSTS	# SQ. FT.	\$ SQ. FT.	TOTAL
Shell & Core	44,274	\$261	\$11,555,514
TI	44,274	\$174	\$7,703,676
FF&E	44,274	\$43	\$1,903,782
Bldg. A Total		\$478	\$21,162,972
BLDG. B - HARD COSTS			
Shell & Core	31,434	\$165	\$5,186,610
TI	31,434	\$110	\$3,457,740
FF&E	31,434	\$28	\$880,152
Bldg. B Total		\$303	\$9,524,502
PARKING HARD COSTS			
Site Development Costs	283,000	\$18	\$5,003,440
Total Hard Costs			\$35,690,914
PAYMENT & PERFORMANCE BOND	\$375,744	\$4.96	\$375,744
SOFT COSTS	\$	FEE/SQ. FT.*	TOTAL
Land	NIC		NIC
Architect Fee	\$3,075,000	\$40.62	\$3,075,000
Engineering Fee	Incl. with Architect		Incl. with Architect
Developer Fee	\$960,000	\$12.68	\$960,000
Developer Overhead	\$928,000	\$12.26	\$928,000
Contractor Fee	\$1,570,000	\$20.74	\$1,570,000
Contractor Overhead	\$2,476,000	\$32.70	\$2,476,000
Pre-Development Contingency	\$113,688	\$1.50	\$113,688
Developer/Contractor Contingency	\$1,070,727	\$14.14	\$1,070,727
Structural and Civil Engineer (LPA)	Incl. with Architect		Incl. with Architect
Mechanical Engineer (LPA)	Incl. with Architect		Incl. with Architect
Sustainability and/or LEED Consultant (LPA)	Incl. with Architect		Incl. with Architect
Stormwater Engineer (LPA)	Incl. with Architect		Incl. with Architect
Electrical Engineer (LPA)	Incl. with Architect		Incl. with Architect
Technology Consultant (LPA)	Incl. with Architect		Incl. with Architect
Lighting Design (LPA)	Incl. with Architect		Incl. with Architect
Parking Consultant (LPA)	Incl. with Architect		Incl. with Architect
Elevator Consultant (LPA)	Incl. with Architect		Incl. with Architect
Landscape Architect (MIG)	Incl. with Architect		Incl. with Architect
Survey (ALTA) (LPA)	\$40,000	\$0.53	\$40,000
Structural/MEP Peer Review (allowance)	\$25,000	\$0.33	\$25,000
Communication/Public Involvement & Facilitation (MIG)	\$21,700	\$0.29	\$21,700
Geotechnical Survey (allowance)	\$40,000	\$0.53	\$40,000

F / ESTIMATED BUDGET/GMP SOFT COSTS

RESPONSE TO RFP FOR
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Additional Site Investigations:			
A. Site Potholing (allowance)	\$25,000	\$0.33	\$25,000
B. Archeo/Paleo Investigation (allowance)	\$20,000	\$0.26	\$20,000
C. Phase I Environmental (assume completed)	NIC		NIC
D. Phase II Environmental	NIC		NIC
E. ACM/Lead	NIC		NIC
F. Environmental Mitigation	NIC		NIC
Permits (site plan review & entitlements, etc.) (allowance)	\$25,000	\$0.33	\$25,000
CEQA (allowance)	\$50,000	\$0.66	\$50,000
Traffic Study (in CEQA allowance)	In CEQA Allowance		In CEQA Allowance
Development Phase Testing & Inspection (allowance)	\$268,000	\$3.54	\$268,000
Permits-Development Phase (allowance)	\$1,071,000	\$14.15	\$1,071,000
Taxes per Dev Agmt Item 22 (allowance)	\$667,000	\$8.81	\$667,000
Building Commissioning	\$40,000	\$0.53	\$40,000
Legal (allowance)	\$50,000	\$0.66	\$50,000
Insurance (Developer)	\$16,000	\$0.21	\$16,000
Contractor GL Insurance	\$402,583	\$5.32	\$402,583
Builder's (Owner's) Risk Insurance (by Owner)	NIC		NIC
Title Survey	\$5,000	\$0.07	\$5,000
Pre-Development Reimbursable (allowance)	\$82,566	\$1.09	\$82,566
Development Phase Reimbursable (allowance)	\$150,000	\$1.98	\$150,000
Other Soft Costs (describe)	NIC		NIC
Total Soft Costs	\$13,191,889	\$174.25	\$13,191,889
TOTAL PROJECT COST			\$49,258,547

Notes:

All "soft" (indirect) cost projections above are based directly upon City provided total "hard" (direct) costs of \$35,690,914. Should "hard" (direct) costs vary, then "soft" (indirect) costs may vary accordingly (increase or decrease). To the extent any of the above referenced "soft" (indirect) costs are not required, same shall be deducted from the "soft" (indirect) cost projections.

We assume all utility, engineering and related connection fees are waived by the City.

Any item not specifically identified above is deemed NIC.

Development Phase Reimbursable allowance above excludes bid set reproductions.

We assume prevailing wage (only); no SLA or PLA, nor Davis-Bacon

*Square footage for "per sf" numbers is 44,274 + 31,434 = 75,708 sf

Opinion regarding Hard Costs: At the onset of the Pre-Development Phase of the project, while concurrently undertaking detailed and requisite site due diligence, our team anticipates working closely with a wide-ranging set of departments and agencies at the City of Salinas and MWL Architects to further develop and refine the programs and space requirements for the PD Headquarters and the Non-Essential Services Building(s). It is critical to fully develop and understand the programs and technical requirements of these buildings and the site parameters prior to developing and detailing the construction budget. Furthermore, in partnership with the City of Salinas, the community outreach effort will inform the program requirements of the Headquarters building and the site as it relates to the City's desire to promote the inclusionary vision of the shared facility.

Based on our direct and considerable involvement with similar public safety projects and building types, we feel that the City's estimates for the hard construction costs are on the lower end of the per square foot cost range that we have experienced in recent projects relative to the Headquarters building as described in the RFP documents. The utilitarian nature of the Non-Essential Service Building(s) offers more economical options with regards to the types of construction and building requirements; therefore, we are comfortable at this time with the adequacy of the City's hard cost estimate for the Non-Essential Services Building(s).



Miscellaneous
Forms/Addendums

Miscellaneous





SALINAS PUBLIC SAFETY FACILITY RFP- NOVEMBER 15, 2016



EXHIBIT F

- F.1 Proposal Certification**
- F.2 Proposal Questionnaire & Conflict of Interest Declaration**
- F.3 Non-Collusion Affidavit**
- F.4 Local Preference Policy and Declaration of Local Business Enterprise Form**

F.1 Proposal Certification

NO PROPOSAL SHALL BE ACCEPTED WHICH HAS NOT BEEN SIGNED IN BLUE INK IN THE APPROPRIATE SPACE BELOW

Prospective Operator's Company Name	Griffin Swinerton
Address	260 Townsend Street, San Francisco, California 94107
Telephone Number	(415) 421-2980
Facsimile Number	(877) 349-7149
E-mail Address	rtorriero@griffinholdings.net
Contact Person Name and Title	Roger Torriero Member of the Management Committee

PROSPECTIVE DEVELOPER TEAM REPRESENTATIONS

1. Prospective Developer Team did not, in any way, collude, conspire or agree, directly or indirectly, with any person, firm, corporation or other Prospective operator in regard to the amount, terms, or conditions of this Proposal.



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2. Prospective Developer Team certifies that neither the Prospective operator nor its principals are presently disbarred, suspended, proposed for disbarment or suspension, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agent, any California state agents, or any local governmental agency.

3. Prospective Developer Team did not receive unauthorized information from any City staff member or official during the Proposal period, except as provided for in the Request for Proposal package, formal addenda issued by the City, or the Pre-Proposal Conference.

4. Prospective Developer Team hereby certifies that the information contained in the Proposal and all accompanying documents is true and correct.

5. Please check the appropriate box below:
 - If the Proposal is submitted by a sole proprietor acting as Developer, it shall be signed by him or her, and if he or she is doing business under a fictitious name, the Proposal shall so state.

 - If the Proposal is made by a partnership, the full names and addresses of all members and the addresses of the partnership, the full name and addresses of all members and the addresses of the partnership, the full names and addresses of all members and the address of the partnership shall be stated and the proposal shall be signed for all members by one or more members thereof.

 - If the Proposal is made by a corporation, it shall be signed in the corporate name by an authorized officer or officers.

 - If the Proposal is made by a limited liability company, it shall be signed in the corporate name by an authorized officer or officers.

 - If the Proposal is made by a joint venture, the full names and addresses of all members of the joint venture shall be stated and the bid shall be signed by each Development Team member.

See Tab A, page 3 for joint venture addresses.



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By signing below, the submission of a bid shall be deemed a representation and certification by the prospective development team that they have investigated all aspects of the Request for Proposals, that they are aware of the applicable facts pertaining to the Request for Proposals process, its procedures and requirements, and that they have read and understood the Request for Proposals.

All signatures should be in blue ink.

Authorized Representative Name (print name)	ROGER TORRIERO
Authorized Representative Name (sign name)	<i>[Signature]</i>
Authorized Representative Title, if any (print title)	MEMBER OF THE MANAGEMENT COMMITTEE
<u>Complete Additional Signatures Below as Required Under Number 5 Above</u>	
Authorized Representative Name (print name)	DAVID CALLIS
Authorized Representative Name (sign name)	<i>[Signature]</i>
Authorized Representative Title, if any (print title)	Member of the Management Committee
Authorized Representative Name (print name)	
Authorized Representative Name (sign name)	
Authorized Representative Title, if any (print title)	



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EXHIBIT F.2: Proposal Questionnaire

All information requested in this Questionnaire shall be furnished by the Prospective Development Team, and shall be submitted with the Proposal. Statements shall be complete and accurate and in the form requested. Omission, inaccuracy, or misstatement may be cause for the rejection of a Proposal.

1. Please confirm, by checking the box that follows this paragraph, that the Prospective Development Team:
 - a. Owns sufficient equipment required to perform the work as specified in the Request for Proposals.
 - b. Has a requisite amount of experience in the successful completion of project?
 - c. Is eligible to enter into an Agreement with the City of Salinas.
 YES

2. If a corporation, answer the following:

- a. When incorporated? _____
- b. In what state? _____
- c. Authorized to do business in California?
If so, what date? _____

3. If NOT a corporation, answer the following:

- a. Name of Organization: Griffin/Swinerton, a Joint Venture
- b. Date of Organization: 06/10/2009
- c. Entity Status (Partnership, LLC): Partnership
- d. Registered in California?
If so, when? Yes
06/10/2009

4. Have you ever had a bond or surety denied, canceled, or forfeited?

Yes

No



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If yes, state name of bonding company, date, amount of bond, and reason for such cancellation or forfeiture in an attached statement.

5. Have you ever declared bankruptcy or been declared bankrupt?

Yes No

If yes, state date, court jurisdiction, docket number, amount of liabilities and amount of assets

6. Have you or your company/entity ever had any agreements cancelled?

Yes No

If yes, give details in an attached statement.

7. Have you or your company/entity ever been sued for issues pertaining to fee payment, performance or other related issue?

Yes No

If yes, give details in an attached statement.

8. Are you or is your company now engaged in any litigation or action which does now or could in the future affect your ability to pay fees or perform under the Proposed Agreements?

Yes No



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If yes, give details in an attached statement.

9. Declaration of Conflict of Interest: Please describe the potential or actual conflict of interests that apply to your company as of the date that this proposal is being submitted. (If none exist, please state this as well.)

NONE

The undersigned hereby declares under penalty of perjury that all statements, answers, and representations made in this questionnaire are true and accurate, including all supplementary statements attached hereto. In the case of a corporate prospective operator, the signature of one duly authorized representative is sufficient.

Signature

6 February 2017

Date

ROGER TORRIERO

Printed or Typed Name

MEMBER OF THE MANAGEMENT COMMITTEE

Title (if any)



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EXHIBIT F.3: Non-Collusion Affidavit

This information must be submitted with your Proposal.

State of California, County of Monterey

ROGER TORRERO, being first duly sworn, deposes and says that:

1. He/She is the owner, partner, officer, representative, or agent of Griffin Swinerton;
2. He/She is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;
3. Such Proposal is genuine and is not a collusive or sham Proposal;

Neither the Developer nor any of its team-members, sub-contractors, officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any colluded, conspired, connived, or agreed, directly or indirectly, with any other operator, firm or person to submit a collusive or sham proposal in connection with this Request for Proposals, or has in any manner, directly or indirectly sought by agreement or collusion or communication or conference with any other operator, firm or person to fix the price or the prices in the attached Proposal or of any other operator, or to fix any overhead, profit or cost elements of the Proposal or the Proposal of any other operator, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Salinas or any person interested in the proposed agreement; and

4. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Developer, its Team, subcontractors, operator or of any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

Signed

(signature in blue ink)

MEMBER OF THE MANAGEMENT COMMITTEE

Title



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EXHIBIT F.4: LOCAL PURCHASING POLICY

Details regarding the City's local purchasing preference policy can be found on the City's web-site located here:

<http://www.cityofsalinas.org/our-city-services/finance/bid-requests>

Within the Municipal Code these policies are clearly spelled out:

Article III-A. - Local Purchasing Preference.

Sec. 12-28.010. - Purpose.

Local businesses contribute significantly to the economic health of the city and to the quality of life of the city's residents and visitors. The Salinas City Council encourages the growth of local businesses by means of increasing the participation of local businesses in the city's purchasing of goods and services through the adoption and the implementation of local purchasing regulations. Current purchasing regulations maximize competition and allow the city to obtain the best price and value for its purchases and contracts and allow for efficient procurement of goods and services with a minimum expenditure of administrative resources. Open competition is a fundamental component of the city's procurement process and this will continue through implementation of the city's local purchasing regulations.

Sec. 12-28.040. - Application of local purchasing preference—Procurement of services where price is not the determining factor.

Where competitive bidding is utilized for those services where price is not the determining factor and where such services would otherwise be exempted from the competitive bidding requirements pursuant to city Code [Section 12-25](#), including but not limited to contracts covered by the Little Brooks Act (California Government Code section 4525, et seq.) the local preference established under this article shall be applied as follows:

- (a) In determining the best-qualified and responsible, responsive bidder, bidders who qualify as a local business enterprise shall receive a credit of ten-percent of the total points.
- (b) If equal scores result from the evaluation process for a local business enterprise and a non-local business enterprise, the contract shall be awarded to the local business enterprise.

For more detail of the Municipal Code as it applies to Local Purchasing Preference Policy go the City's webpage or click here:

https://www.municode.com/library/ca/salinas/codes/code_of_ordinances?nodeId=PTIITHCO_CHI2FI_AR_TIII-ALOPUPR



CITY OF SALINAS
DECLARATION OF LOCAL BUSINESS ENTERPRISE

Business Information (All information must be completed)
(Please type or print clearly in ink)

Business Name: N/A

Business Address: _____

Principal Business Office Address: _____, Salinas, California _____

City of Salinas Business License Number: _____

No. of Employees: _____ No. of Full-Time Employees in Salinas _____

Current on all City of Salinas taxes, fees, assessments, and fines? Yes No

Currently subject to enforcement action by the City or in litigation with the City? Yes No

Year began doing business within the city of Salinas: _____

Newly established business (doing business within the city of Salinas less than one year): is the newly established business owned by an individual(s) formerly employed by a local business enterprise? Yes No If Yes, for what years? _____

Any person claiming to be a local business enterprise as defined in Article III-A of Chapter 12 of the Salinas Municipal Code shall so certify in writing under penalty of perjury that they meet all the criteria listed in Salinas Municipal Code section 12-28.020, subsection (d). A local business enterprise shall be required to submit such declaration on an annual basis and shall immediately notify the City's Purchasing Officer if there is any change in circumstances which would disqualify it from application of the preference. The City shall not be responsible or required to verify the accuracy of any such certifications and shall have sole discretion to determine if a person meets the definition of "local business enterprise."

CERTIFICATION

I declare that I am 18 years of age or older and the information contained in the foregoing application is true and correct to the best of my knowledge. Under penalties of perjury, I certify that all the information provided herein is correct and that the business enterprise I am representing meets all of the criteria set forth in Salinas Municipal Code section 12-28.020, subsection (d) for a "local business enterprise." I declare that I am authorized to submit this Declaration for and on behalf of myself and the organization described above.

Signature _____

Date _____

Printed Name: _____



City of Salinas
Public Works Department - Engineering and Transportation
200 Lincoln Avenue ♦ Salinas, California ♦ 93901 ♦ (831) 758-7241

ADDENDUM No. 1

DATE: January 9, 2017
TO: Bidders
FROM: Assistant Public Works Director, City of Salinas, California
SUBJECT: NEW SALINAS PUBLIC SAFETY CENTER-REQUEST FOR PROPOSALS (RFP) FOR THE DESIGN AND CONSTRUCTION

This addendum answers one (1) question received by email, lists the attendees for the Non-Mandatory Pre-BID meeting held on December 16, 2016, provides information on an upcoming Job Site Open House on Tuesday, January 17, 2017 at 9am. The PDF file named "Pre-Bid Attendance Roster", is available for download from the PlanetBids web site under the project's "Documents & Attachments" tab.

Sealed Proposals for the above-mentioned Project shall be received at the office of the City Clerk, City Hall, Salinas, California, until **4:00 p.m. on February 10, 2017**, in which the City Clerk's Office shall determine if Bid submittal time had expired confirming the official time as shown on the City's computer system, **It is the Bidder's responsibility to ensure that said Bid is received by the City Clerk, at the City Clerk's Office, prior to the aforementioned designated date and time.**

I. The following addition and/or deletions are hereby made to and shall be considered as part of the Request for Proposals.

II. Please see Attachment No. 1 for the Non-Mandatory Pre-Bid Meeting Attendance Roster held on December 16th, 2016 at 312 East Alisal Street.

III. Below is a question that was emailed to the City and answered on PlanetBids project website

- *Q: Will the City of Salinas be accepting proposals for the construction materials testing scope of work for this project or should I contact the individual General Contractors bidding on the project?*
- **A:** The RFP has two agreements- a pre-development agreement and a development agreement. The City is party to the pre-development agreement and not party to the development agreement. Skills like testing and quality assurance occur under the development agreement- the Development Team would select what company takes on this task (not the City). If all goes as planned, the RFP will identify for the City Council who the development team is in February

IV. JOB SITE OPEN HOUSE TUESDAY, JANUARY 17, 2017 AT 9:00 am - 312 East Alisal Street, Salinas CA 93905

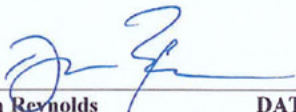
On December 9, 2016, the City published its Request for Proposal seeking a qualified Development Team to provide design and development services for the design and construction of the new Salinas Public Safety Center. Consistent with and contained within both the RFP and the Notice is an invitation to all interested parties to attend a non-mandatory pre-bid meeting December 16, 2016 at 9:00 A.M. at the proposed job site 312 East Alisal Street, in Salinas California.

The December 16, 2016 meeting was well attended, and attached as **Part One of Two Parts** to this addendum is the roster of attendees.

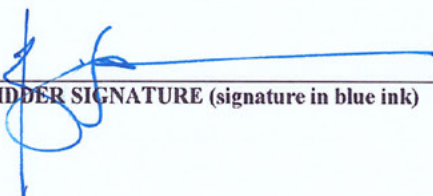
As shared with the City Council, Chamber of Commerce and others, the City may consider a second non-mandatory opportunity for interested parties to walk the proposed job site. Due to the holiday calendar and in recognition of the fact that the RFP is seeking a development team, and that these teams may still be forming, the City is offering as **Part Two of Two** to this addendum, an "open house" at the Job Site **Tuesday, January 17, 2017 at 9 AM**. The gates will be unlocked at 9 AM, and the City's appointed representative Assistant Public Works Director Don Reynolds will be there to greet interested parties. Access to the property will be closed at 10:30.

Nothing else in the RFP has changed as a result of this Addendum.

Consistent with the RFP, all questions will be posted on City of Salinas web-site at the City's unique Planet Bid portal. All eligible bidders have to register at this location to receive addendums and updates. All questions must be received no later than January 27, 2017, and all bids are due to the City Clerk's Office at 200 Lincoln Avenue no later than 4:00 P.M. February 10, 2017. Mr. Reynolds can be reached at 831.775.4245 or at donaldr@ci.salinas.ca.us.

 1.9.17
Don Reynolds DATE
Assistant Public Works Director

NOTICE: The Bidder shall **SIGN** and attach this addendum to his/her Bid. No Bid shall be considered unless this addendum is signed and attached thereto.

 10 JANUARY '17
BIDDER SIGNATURE (signature in blue ink) DATE

