



**RFP #18-046: Construction Management, Inspection,
Materials Testing Services, Value Engineering and
Constructability Review, Frisbie Park Expansion Project**

City of Rialto

Submittal Date
01/16/2018



City of Rialto Engineering Division, Public Works
335 West Rialto Avenue, Rialto, California 92376
Attn: Mr. Robert G. Eisenbeisz, Public Works Director/City Engineer

RE: City of Rialto, CA RPF NO. 18-046 Construction Management, Inspection Materials Testing Services, Value Engineering, and Constructability Review, Frisbie Park Expansion Project

Dear Mr. Eisenbeisz:

Parks and recreational facilities bring special challenges that, from our experience, are not found with typical project types. The City of Rialto Frisbie Park Expansion project would be best served by a team that specializes in park projects. Griffin Structures understands the nuances of this project type, based upon a legacy of completed parks with references that attest to our excellence in project delivery.

The proposed team for the City of Rialto is as follows:

- Project Manager, Lance Solomon has 11 years of specialized expertise in managing the construction of parks similar to the Frisbie Park Expansion. Lance successfully oversaw and delivered the well-received, 87-acre Lake Forest Park, among others.
- Project Executive, Robert Echavarria, will serve as support to Lance, due to Robert's skills in landscape architecture and construction management. Robert is an avid youth baseball coach and participated in professional sports during college.
- Jon Hughes, Principal-in-Charge, managed the construction of Marina Park in Newport Beach, a 2017 national APWA award winner in the recreation category.
- For materials testing and special inspections, Leighton Consulting will provide quality services. Griffin and Leighton have teamed together for the past two decades. Since 2005, Leighton has successfully completed 20 projects in the City of Rialto.

The Griffin Team intimately knows and has carefully analyzed the City's site. Section 1 of this proposal contains a brief overview of some key concerns and strategic considerations. We hope to share more thoughts and ideas with the City Staff during the interview process. Our Team of sports park experts is immediately available and ready to deliver the Frisbie Park Expansion Project on time and on budget.

Best wishes,

Kelly Boyle, EVP



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Section 1: Project Understanding & Critical Issues



Strategic Considerations include:

1. **Site Security**
 2. **A Phasing Plan and Schedule That Minimizes Disruption**
 3. **Zero Dollar Contingency And Value Engineering**
 4. **Operational Understanding And Constructability Of Sports Parks**
 5. **Analysis of Soils Conditions**
-

A.1 Project Understanding

Griffin Structures understands the value for the City of Rialto to contract with a Project/ Construction Manager in order to participate in and manage the design and construction for of the expansion of Frisbie Park Expansion. Throughout all phases, Griffin's primary role is to assist the City as a liaison and champion for the successful delivery of this important recreational project.

Our reputation is based upon excellence in project delivery with all projects delivered on time and on budget. Griffin carefully manages projects with this in mind, while meeting all the City's project criteria. We will adhere to your project's schedule and budget.

Located at 598 E. Easton Street, the 27.4 acre project site is partially developed and partially undeveloped—necessitating careful coordination of the two areas and efficient management of resources.

Griffin's staff visited and analyzed the project site. An overview of project considerations includes: site security, a phasing plan and schedule that minimizes disruption, value engineering, soil conditions, the possibility of encountering hazardous materials, the need for early coordination of utilities, the impact of existing irrigation lines, appropriate timing for planting turf grass and plant materials, ADA considerations (especially those specific to sports parks), and existing electrical connections, etc.

Below, we included some critical issues to consider as well as suggestions for overcoming these specific challenges. Our responses are formatted as a series of questions and answers.

A.2 Critical Issues

Q: Demolition of existing park features requires considerable planning. What measures would your firm take into consideration?

A: During the demolition phase, the general contractor needs to take extreme precaution to ensure the proper protection of amenities. Griffin will take careful steps to ensure protection of the City and its property during the construction of the expansion. Proper video and photo documentation of the existing facilities is important to help identify issues that may arise during the construction phase. The site is also surrounded by materials that could be salvaged for future City use or as part of the park expansion.

Extra diligence will be required by the Project Manager for this specific issue and our Team must ensure that the Contractor takes this into consideration.

Existing on-site building demolition (especially buildings of age) will need to be reviewed for hazardous materials, primarily asbestos and lead. If clearance is received, the building demolition would not hinder the schedule, but if hazardous materials are found, due caution shall be taken for proper disposal.



Q: Did you create an efficient phasing plan and schedule to minimize disruption to recreational usage?

A: Yes, our Phased Construction Approach is as follows:

- **UTILITIES:** Any phased construction will impact overall project's utilities. An important item to consider is the availability of proper current and historical as-built drawings or other documentation relative to utility connections. This approach is critical to the existing site utilities.
- **IRRIGATION OF EXISTING FIELDS:** One of the largest concerns is the mainline irrigation connections to the existing lines. Griffin assumes the five existing ballfields are connected to the existing irrigation main. Griffin will work with the contractor to ensure that connections are efficiently and precisely placed. This will provide

reassurance that irrigation to the existing fields will continue to work and that the watering/maintenance schedule of the existing turf is maintained so it preserves the existing turf. If any maintenance is needed, Griffin will work with the City's staff to identify deficiencies in the turf to ensure health during the construction process.

- **HARDSCAPE:** Another concern with phased construction is the development of the hardscape and its connections to existing features. When a contractor connects existing flatwork to new flatwork, typically the two pieces are doweled to prevent heaving that will eventually create a tripping hazard.
- **ACCESS CONTROL FOR YOUTH LEAGUES:** During our site visit, and a subsequent conversation with Bill Batt, we learned some of the concerns of the Girl's Softball League.

Additionally, Mr. Batt voiced his concern for the time period of the closure of the park during construction and the displacement of more than 400 children to an alternative location for a year. Griffin will work with the City to understand the concerns of both the Girls' Softball and the Boy's Little League organizations. Logistically, we believe there is an opportunity to keep a few fields open for approximately six months. We will continue to explore all options with the City and contractor to ensure safety, site logistics, and security during the construction phase.

- **SECURITY:** The site has potential and ongoing security issues demonstrated by the current on-site camera. During construction, Griffin recommends the use of security/monitoring systems such as Blue Ox or equivalents. This type of system would allow consistent monitoring of the site for security purposes and would also provide key milestone documentation of the project for the City and stakeholders.

Q: Do you have concerns about the existing soils condition?

A: Yes. Although not identified in the RFP package, Griffin assumes geotechnical exploration will be part of the project. One area of concern is the existing expansion area and the fact that unidentified fill that was placed across it. Sometimes, hazardous materials have been found to exist in spite of and being unidentified during geotechnical testing.

If contaminated soils are identified in the field, appropriate trained personnel will be on-site in accordance with OSHA regulations to properly handle the materials. If any contaminated soil is identified in the field, it will be excavated and temporarily stockpiled on asphalt or plastic sheeting and will be covered by plastic sheeting when not actively being stockpiled or loaded for removal. The stockpiles will be labeled, sampled for waste characterization, hauled from the site, and disposed of or treated pursuant to regulatory requirements.

The sample analytical protocol shall include (at a minimum) analysis for total petroleum hydrocarbon by EPA method 8015, VOCs by Method 8260, and California Assessment Metals by EPA Method 6010 series.

Q: Does the Griffin Team have a background in both construction management and landscape design?

A: Yes, in fact, this is one of the key strategic advantages of selecting our team. Griffin's experience in both construction management and design allows us to identify key critical issues with the development of sports fields.

The items below, identified from the Frisbie Park Expansion 90% plans, will be beneficial in the constructability process and during the course of construction. Although this list is incomplete, it identifies some key components:

- **AMERICANS WITH DISABILITIES ACT (ADA):** While compliance with ADA

is understood, certain access compliant items specifically related to sports facilities tend to be overlooked. These items include clear access to the playing fields, even thresholds, and ball field amenities, including bullpens and cages. The new skate park facility and the renovation of the existing restroom building will also need to be fully compliant. Griffin understands the designer is CASp certified and will handle all the compliance on the project. Based upon our sports park experience, Griffin will ensure that the items mentioned above receive full consideration from the design team and City.

- **SURVEY:** One item that has become much more complex in the past few projects is the survey/staking of the project. Although the designer provides the CAD files, the CM has become much more involved in coordinating the location of surveyed amenities. From experience, the undergrounding of utilities may be incorrectly placed on the site. In some instances, the utility location is not an issue until the above ground amenities are under construction, creating a conflict with the utility and could cause major delays with associated cost implications.
- **TURF GRASS:** New sports fields are always exciting for communities, but nothing is more frustrating from constituents, elected officials, and City Staff then watching grass grow in anticipation of the "finished park look." The most important element in the development of a sports park

is the turf grass. Current plans show the new sports fields will be hydro-seeded. Given the potential construction outlined in the proposal, hydro-seeding needs to be implemented at the optimal time for complete grow-in prior to turn-over. When the contractor is selected, Griffin's first order of business is to establish the turf grass as the critical path schedule element. Many projects have experienced significant and unnecessary delays in opening because the grass was planted outside of the peak growing season.

- **GRADING OPERATIONS AND UNDERGROUND UTILITIES:** For a project of this size and scale, significant challenges may be encountered when designing and contemplating the overall grading and site utilities. Many projects lose precious time in the schedule, as well as experience major cost overruns due to loosely defined and poorly coordinated grading and utility plans. A thorough review and analysis of these drawings will be critical.
- **ELECTRICAL OUTLETS:** With sports equipment (mainly pitching machines) being much more cost effective, youth leagues look to provide these types of machines for both practice and games. Some recent projects have provided electrical outlets in dugouts or batting cages in the event a coach or team utilizes them. Careful planning and coordination can help ensure the end user is satisfied with the design of the project and

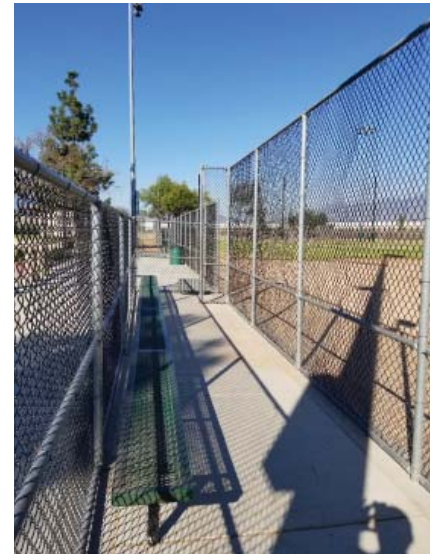
not submitting unnecessary requests to the City after construction.

- **SOUTHERN CALIFORNIA EDISON (SCE):** On several recent projects, SCE has become increasingly busier due to the increase in the construction industry hike, thus creating concern for current construction projects. During the design phase, Griffin will work with the design team to ensure proper work orders are in place, and during construction. We will engage SCE early in the process to minimize delays.



- **PLANTING MATERIALS:** Depending on the specific plant species and when the plants are installed, contractors might have a difficult time procuring the right materials for the job. Griffin proactively works with the contractor to identify plant materials ahead of planned installations and to identify plant materials that may be on backorder. We work with the design team to identify suitable and available substitutions without project delays.
- **LONG LEAD ITEMS SUBMITTALS:** Long lead items are typically identified as items that take longer than

two months to procure. Early procurement of long lead items should start upon the Notice to Proceed for the Contractor. An early procurement process helps ensure that items identified by the manufacturer as potential issues will not become problems later in the construction process. This procedure expedites submittal approvals in a timely fashion and allows engineering time for manufacturers to prepare permit drawings for items such as restroom buildings, shade shelters, playground equipment, lighting, and other essential items.



Section 2: Scope of Work



General Approach

Griffin's core approach as Project Manager is to serve as "surrogate staff to the City" in the execution of our work. We have maintained this participatory approach in all our projects for City governments. For the Frisbie Park project, we will operate as a Team Member with the City of Rialto, Community Works Design Group (CWDG), and other project consultants. This team approach, coupled with administrative disciplines necessary to move the project forward (on schedule and on-budget), is particularly important to the City as it is our understanding that any available funding received from the sale of the airport will be used to finish the development of the two other parks.

As requested, we have prepared the following scope of work, which includes, but is not limited to; Construction Management, Inspections, Materials Testing Services, Value Engineering, and Constructability Review. For clarity, we have assembled our scope of work into three project phases:

1. Preconstruction Phase
2. Construction Phase
3. Post-construction Phase

Preconstruction Phase

CONSTRUCTABILITY REVIEW

Griffin Structures recognizes that the success of a construction project is dependent on the clarity and completeness of the construction documents provided. Accordingly,

we focus on performing a thorough constructability review for all our projects. To that end, Griffin will collaborate with the design team, Community Works Design Group, and the entire project team to provide constructability review of the plans and specifications. This collaborative effort will help achieve the City's operational goals, maintain the City's construction and maintenance standards, and ensure the project conforms with the City's budget. The key to the success of this effort is the use of customized tools and resources (including Bluebeam Technology), our extensive constructability review database, and the lengthy sports park experience of our project and construction managers.

1. **BLUEBEAM TECHNOLOGY:** Using Bluebeam technology, Griffin will review the design documents for conformance and adherence to the project vision, program planning and design intent, and confirmation of the compatibility of all design systems. This tool allows our team to perform complex overlays of the project, filtered reports, and concise reporting for easy review by the City and the design team. Bluebeam technology provides an enhanced level of in-depth review, while providing an easy-to-read document for implementation.
2. **CONSTRUCTABILITY REVIEW DATABASE:** In its 38 years of providing construction management

services, Griffin has prepared literally hundreds of constructability reviews. This comprehensive database of information provides our Project Managers with added information and alerts them to potential challenges. Due to Griffin's legacy in managing the construction of Sports Parks, we are keenly aware of the key issues and potential challenges in building these unique facilities.

3. **HIGHLY EXPERIENCED SPORTS PARK PROJECT MANAGERS:** For the Frisbie Park project, Griffin Structures brings both a design professional and a seasoned Project Executive to provide specialized industry insight. **Robert Echavarria's** expertise in the design and oversight of sports parks lends a unique perspective to the constructability review. Likewise, the Project Manager, **Lance Solomon** has detailed knowledge about the construction of parks and sports parks (most notably Lake Forest Sports Park) adds a crucial understanding of the challenges and potential complications in sports park construction. To bring added value to this project, we will utilize the financial skill of our financial department, headed by **Jay Helekar**. Together, capitalizing on this blended approach, Griffin Structures will deliver enhanced value to the City of Rialto in our constructability review efforts.

VALUE ENGINEERING

Our methods and protocols for



value engineering protect the City, protect the project, and protect the public with open communication, timely performance, and an on-budget project. This results in low project risk for the City, and lower costs overall. Griffin's approach is based on understanding project risks and opportunities, a timely decision-making process that places each decision in its proper order, and in a continual state of awareness of both the immediate actions needing attention and the larger pace of milestone decisions in total project progress.

Accordingly, our approach provides for coordination of project budgets in the earliest phase of the project and review of the proposed cost estimates. We oversee the cost estimates through evaluation of alternative systems and materials, confirmation of prevailing market conditions, and other factors both internal and external to the project participants. The buy-out-price should be within the City's budget estimate (and barring changes in

program or scope), the price will not exceed the established total project budget.

Several decisions must be made in the design phase, where major systems options are considered. Here, and at each point of the process, decision point logs and implications are tracked to assure consistency and to validate assumptions. Life cycle cost/benefit considerations and trade-off between maintenance costs, typical repair cost histories for like components, purchase price, and installation costs are all included in this analysis. There is a delicate balance between design considerations, durability of systems, initial cost, life-time cost, and constructability. Throughout the various phases, the Team reviews feasible alternative design approaches with the City and the designer; assess various trade-offs given the project budget, funding sources, and demands for aesthetics, program, construction constraints (staging, security, safety,



access, etc.); and analyze other project parameters.

The key items to consider when managing scope creep during the design phase include:

1. **PROJECT INTENT:** It is important that any value engineering effort is aligned with the City's intent. To that end, we will meet with key figures and outline how the final project is envisioned.
2. **PROJECT PRIORITIES:** Upon clarification of intent, we will establish a clear list of priorities outlined the client. Items should include, but are not limited to, budgets, deadlines, deliverables, and client satisfaction.
3. **DELIVERABLES:** With the project priorities established, Griffin will list the required deliverables approved by the City. This process would also include a project meeting with the design team to walk through the deliverables, so the client is aware of what to anticipate.
4. **MILESTONES:** Griffin will break the project down into

milestones, both Major and Minor. The Project Schedule will be approved by the City. Delivering the project under budget and ahead of schedule leaves room for additional enhancements, and thus protects against scope creep and potential cost overruns.

5. **ACCOUNTABILITY:** Upon schedule completion, assignments will determine the critical path schedules. Critical path will inevitably change, but it's imperative that it is evaluated prior to the beginning of design development.

BID MANAGEMENT

Griffin Structures will employ its extensive construction management experience to oversee the bid process, including but not limited to: review of front end requirements, scopes, bid forms; assistance with advertisements; and generating contractor interest. By performing an extensive review of the front-end documents, Griffin will ensure that the bidders' instructions are clear, concise, and consistent to discourage protests after bid opening.

Additionally, Griffin will schedule and host a Pre-Bid conference to introduce interested bidders to the project. We will communicate project expectations, and properly orient the bidders to allow for a smooth and protest free bid environment. This conference will encompass an initial review of the plans and specifications via a power point presentation, and then transition to a site walk where bidders can acquaint themselves with the site conditions that might impact the project.

While bidding is underway, Griffin will manage all bidder communication including, but not limited to; bid alternates, bid RFI's, Issuance of Addenda, additional site walks, bid openings, bid evaluations, and recommendations to award. Using our experience in the public sector, Griffin will review all bids to ensure they are responsive and responsible, and we will make recommendations to the City of Rialto for award. Griffin will also utilize extensive financial analysis to identify trends and/or strategies, should the bids come in over budget.

CONTRACTOR MOBILIZATION

A good start to a project is essential. Griffin will manage the Contractor mobilization process efficiently, ensuring the project enjoys a smooth and productive start. Key to this effort are the scope items listed below:

1. **INTRODUCTORY MEETING:** Griffin believes the sooner we communicate with the Contractor, the more likely the project will be a success. Therefore, we will

encourage an introductory meeting to establish general goals, timelines, intent, and key challenges. This meeting will not replace the preconstruction meeting, rather it will allow an early introduction of parties, which leads to a productive formal preconstruction meeting.

2. **SITE UTILIZATION PLAN:**

During the introductory meeting, Griffin will initialize conversations about how the site is to be used; the requirements for a staging area; and any potential traffic, SWPPP, or other site constraints that may impact the project start. Accordingly, the Contractor will be advised to develop a Site Utilization Plan in anticipation of the preconstruction meeting.

3. **CONTRACTOR**

SCHEDULE: Similarly, we advise the Contractor to develop their construction schedule early. This will enable the Contractor to have a ‘running start’ leading up the Notice to Proceed, and thus ensure the City receives the most productive efforts from the beginning.

4. **SCHEDULE OF VALUES:**

We will also encourage the Contractor to establish their Schedule of Values at this initial meeting. By doing so, Lance will have the opportunity to review and comment on the form of invoice long before the first invoice is processed. This will ensure an efficient and timely payment schedule and encourage an efficient and productive work flow.

5. **PRECONSTRUCTION**

MEETING: Following up on the efforts described above, Griffin will organize and host a formal preconstruction meeting. Topics for this meeting typically include, but are not limited to: notice to proceed date, contract status, permit status, inspections protocol, key contacts, utilities coordination, working hours, site constraints, SWPPP, document management, and key special provisions. Griffin will work closely with the City to draft this agenda to ensure it accurately reflects the concerns and interests of the City.

Construction Phase

CONSTRUCTION MANAGEMENT

Day-to-day operating procedures are based on traditional methods of management, communications, observation, reporting, and overview which are common in the consulting, design, and construction business. We have established protocols for attending to the routine as well as extraordinary issues which may arise, and we will communicate effectively with the City throughout all stages of progress.

Griffin’s references confirm that we routinely perform complex projects on time. We utilize CPM scheduling software tools shared by all team members, and we maintain diligence with site presence (scheduled and unscheduled). We participate in regular meetings and daily communications regarding all scheduled activities so that any tentative slippage is immediately flagged, and corrective actions are

taken to keep the project on track.

Griffin will monitor the work of the Contractor and coordinate the work with the activities and responsibilities of the Architect to complete the project in accordance with the project budget, schedule, and required quality. We will prepare logs of construction activities daily, and review and oversee Contractor daily logs. We will oversee and ensure submittals, RFI’s, and Change Order Logs are accurately maintained by the Contractor.

Project communication is the essence of a successful construction project. To have comprehensive protocols in place, along with a unique ability to cross communication barriers, are skill sets Griffin employs on every project. In addition to this tool, Griffin provides multiple reporting tools to help manage the communication of the project. These reports include monthly status reports, budget updates, incident reporting, meeting minutes, cash flow analyses, etc.

Finally, in an effort to provide a detailed list of services proposed in this scope of work, we respectfully submit the following:

1. **CONTRACT**

ADMINISTRATION:

Griffin will assist the City’s Municipal Projects Manager with all aspects of the contract compliance including all financial controls, document controls, document interpretations, discrepancies, constructability problems,

inspections, schedule oversight, and all other tasks identified in 3.1 of exhibit B of the RFP.

2. **REVIEW CONSTRUCTION SCHEDULE:** As discussed above, Griffin will review any and all schedules provided by the Contractor to confirm they meet the overall objectives of the project. Accordingly, Griffin will oversee and ensure the activities in the field are consistent with the approved schedule and will recommend corrective action should they fail to correlate. Additionally, detailed analysis of the proposed schedule will be performed, so that Griffin can quickly identify if certain task relationships are consistent with realistic construction practices. Once the construction schedule is assessed, any conditions that are considered cause for delays can be quickly evaluated and a determination of justification found. If the general contractor falls

behind schedule, Griffin will implement a schedule recovery program. This effort, driven by what is allowable within the contract, sets in motion a method for recovery where the contractor must demonstrate how they intend to make up lost productivity by either applying more forces to the job, working additional hours, or a combination of both. This effort is also accompanied by detailed documentation, clearly identified in an updated schedule, and enforced with the strict understanding that no additional costs for recovery will be borne by the client. Griffin is proud of its track record because we deliver every project on schedule.

3. **CONSTRUCTION PROGRESS MEETINGS:** Griffin will schedule, host, and oversee all project meetings. We will provide, or cause to be provided, agendas and minutes

as required for the effective discussion and resolution of all project related issues and resolution. Construction progress meetings agendas will be carefully coordinated with the general contractor to include affirmative review of the execution of design relative to design intent. We will ensure the City's concerns and discussion items are clearly addressed, engaging the Contractor, Subcontractors as well as other City stakeholders. Griffin will provide supplemental agenda information for the weekly meeting and careful oversight of the weekly minutes prepared by the contractor prior to distribution to the entire team and ultimately the City.

4. **SHOP DRAWINGS AND SUBMITTAL REVIEWS:** Griffin will oversee the distribution of all shop drawings and submittal reviews. We will employ the use of Submittal Exchange for expedient distribution and tracking as described above.
5. **RFI's:** As with shop drawings and submittal reviews, Griffin will process and coordinate the distribution of all RFI's in a manner that achieves efficient design solutions and maintains construction progress without diminishing the design intent.
6. **REVIEW ALL CHANGE ORDERS:** Griffin will review all change orders, and provide supplemental information as needed to justify their approval or rejection. Griffin will negotiate with the Contractor on the City's behalf, serving as the point



of contact for resolving issues and mitigate against potential claims. Competent Change Order review and negotiation is essential to a successful project. Griffin will review every change order, require all necessary back-up and supporting documentation so that the client will benefit from the best value for the costs. Of particular importance are Change Order Avoidance techniques which Griffin employs on every project. This technique involves reviewing architectural/landscape architectural directives to make sure no new scope is added and negotiating changes in scope through efficiencies in process to offset costs to the trades. This will ensure excellent results in the document review process. These issues bring potential cost exposure to the client, and when successfully managed, allow for the successful avoidance of claims. Griffin possesses the tools and experience to maintain all documentation needed to manage any claims that may arise on the project. First and foremost, the goal is to avoid claims in the first place, but should they arise, Griffin has the experience and managing system to maintain a clear record of events and successfully negotiate any potential claim.

7. **COST ACCOUNTING RECORDS:** Griffin has extensive experience in cost accounting methods, including but not limited to the management of contract

unit costs, Time and Materials analysis, and we will employ that knowledge to provide comprehensive cost accounting records and controls.

8. **COST CONTROL SYSTEM:** Griffin will use its cost controls system to establish a master budget that captures all costs associated with the project, and we will provide regular updates to the City throughout the duration of the project.
9. **COORDINATION OF OTHER CONSULTANTS:** Griffin will coordinate and oversee the scheduling of all other consultant inspections, including but not limited to: geotechnical, NPDES, materials testing, deputy inspection, and special laboratory testing.
10. **COORDINATE WITH PROJECT DESIGNER:** As with the design phase, Griffin will coordinate with and manage the project design consultants to insure all information is transmitted to and from the respective consultants efficiently in accordance with the overall objectives of the project.
11. **JOB SAFETY:** Crucial to the success of any project is safety. Griffin oversee the contractor's safety program and inspect the site regularly in that regard. Griffin will report any infraction to the contractor immediately and ensure the observed deficiency is rectified.
12. **PROGRESS PAYMENTS:** Griffin will establish, or cause to be established by the contractor, a comprehensive Schedule of Values for the entirety of the project for

the City's approval. Once approved, this will serve as the basis for all progress payments, which Griffin will review for consistency with progress in the field, and make recommendations to the Contractor for correction. Once corrected, Griffin will make recommendations to the City for processing.

13. **LABOR COMPLIANCE:** Consistent with SB 854, Griffin will require and enforce the Department of Industrial Relations' requirements for enrollment in the DIR's labor compliance database. Griffin will also monitor the results of the DIR's processing of the contractor's labor compliance and will enforce the proper submission of documents accordingly.
14. **COMPLIANCE WITH FUNDING REQUIREMENTS:** Based upon our experience in managing projects with multiple funding sources, Griffin will employ a cost accounting process that captures and tracks all required milestones and/or criteria to maintain compliance with multiple funding sources.
15. **PROJECT FILING SYSTEM:** The key to ensuring successful completion of the project is thorough and concise documentation which provides a smooth transition of the project from the contractor to the owner. One tool Griffin uses is our cloud-based document management system called Submittal Exchange. This system is highly customizable, able to function as both an FTP site

and a document review flow management tool. Submittal Exchange for Construction is a collaborative, secure online system for exchanging, reviewing, and archiving construction submittals, RFI's, and other design and construction communications electronically. When project teams use Submittal Exchange for Construction, they can eliminate frustrations, delays, and unexpected costs sometimes incurred when managing project communications with paper, email or FTP sites. The Project Manager will document the progress of the project with photos to help ensure that all construction activities are being completed relevant to the pay applications, as well as to document deficiencies in the project for inspections and change order management. We have included the cost of this system in our reimbursable

expenses. For additional information on Submittal Exchange please see: <https://www.submittalexchange.com>

16. NEIGHBORHOOD

RELATIONS: Griffin believes wholeheartedly in the “good neighbor” philosophy. We will work closely with the City and General Contractor to listen to the concerns of the community, then after clearly understanding these concerns, we work with the team to develop a plan to address these issues. Informational notices about the project, including construction schedule and meeting with residents of the area to discuss planned street closures and detours, are examples of how Griffin will reach out to the community to minimize the realities of construction. Griffin’s approach to mitigating issues related to construction traffic, noise, dust, and inconveniences caused by construction related

activities, such as detours, is achieved through constant communication and overseeing the construction practices of the General Contractor.

INSPECTIONS

Inspections and Quality

Assurance start on Day One and this is just as important during the preconstruction phase as it is during the construction phase. Our extensive field experience with sports parks and recreational facilities allows us to identify potential deficiencies in craftsmanship early. This is another way to save the City both time and money as sometimes deficiencies are discovered too late, which can force the City’s hand to accept substandard product placement.

Quality Assurance begins with open communication between all project team members by implementing a document review process, facilitating meetings for coordinating drawing and specifications, verifying site conditions, and reviewing drawings and specifications at pre-established milestone dates. Some additional tasks include coordination of kick-off meeting and subsequent meetings; overview of project standards and technical specifications; coordinating the responsibilities for verifying valid City business licenses; site safety; project insurance, bonds, certified payroll; and temporary facilities for the general contractor.

Specific to this effort, we propose the following scope of services pertaining to Inspections:



1. **PERMIT MANAGEMENT:** Proper identification and working along with several key agencies will be critical to obtain pertinent information relative to the securement of the necessary project permits. Our Team will employ and a comprehensive permitting status/schedule document to identify and track the submission and approval of all the permits. Especially important to this effort will be the integration of key milestones within this document, linked to the master schedule. This will ensure that all permit required inspections are performed and that the City receives compliance with all permitting requirements.
2. **FIELD OBSERVATION REPORT:** Griffin will serve as the ‘eyes and ears’ of the City for quality control. Accordingly, Griffin will walk the site regularly and inspect all installations for consistency with the construction documents. Specifically, Griffin will enforce the highest level of quality of workmanship to insure the City receives the best value for the investment made on behalf of the community. Specifically, Griffin will utilize its Field Observation Report on a weekly basis to track all field conditions that require resolution. This report summarizes all comments and observations of the entire project team, it lists the issues at hand, and is accompanied by a photograph. This tool functions as a running punch list, and allows for the quick follow up and resolution of any defective

or substandard installations before it is too late to correct.

3. **STORM WATER POLLUTION PREVENTION PLAN (SWPPP):** Our Team will work closely with the City of Rialto and the Civil Engineer to ensure the proper preparation of the SWPPP for all phases of the Expansion. We will coordinate and track the issuance of the Notice of Construction to the Regional Water Quality Control Board. Our Team will develop a SWPPP responsibility matrix and we will incorporate this matrix into the bid instructions and Contractor’s general provisions. Specifically, we will ensure that the Contractor has a certified QSP assigned to the project, who is identified in the SMARTs system. This State requirement will be enforced diligently, and the required inspections will be monitored throughout the duration of the project. This matrix will ensure the project SWPPP plan is maintained and updated during construction and the project complies at all times.

SPECIAL INSPECTIONS AND TESTING

Special inspections and Testing is critical to guarantee that a project meets all project specifications. Griffin provide Special Inspections and Materials Testing for the project through its selected subconsultant Leighton Group, with whom we have a long standing and successful relationship. Specifically, this will include:

1. **GEOTECHNICAL INSPECTIONS:** Geotechnical inspection services will include inspection and field testing of grading operations, backfill of trenches and footings, foundation footing bottoms, base paving compaction, asphalt paving testing, and all other necessary geotechnical inspections required by the Geotechnical Report.
2. **MATERIALS TESTING AND INSPECTIONS:** This scope will follow the requirements listed in the structural drawings as indicated by the Structural Engineer. Typically, these services include field welding observation and testing, concrete pour observations, slump tests, moisture content testing, foundation rebar inspections, dry pack inspections, concrete cylinder sampling and testing, and masonry grout sampling and inspection.

Post Construction Phase

The Post Construction, or Closeout Phase, integrates with the various elements which occur at the end of the Construction Phase. We will receive, review, and approve all closeout documents, tools, and other turnover items as required in the project contract documents. We will coordinate and attend a final acceptance inspection and assist in the preparation of any punch list items, and we attend any additional meetings required as part of the project closeout. We will coordinate with city departments, other public agencies, utilities, and other interested parties in the final closeout of the project; prepare a

final report for staff; and turn over all project documents and other information related to the project.

Specifically, this effort will include:

1. **READY FOR INSPECTION:** Griffin will ensure that the contractor has completed their work in a manner that is satisfactory and meets all necessary conditions for final inspection.
2. **PUNCH WALK:** Griffin will coordinate the final punch walk of the project to ensure all improvements are per the plans and specifications. Specifically, Griffin will employ a Field Observation Log during construction that will identify quality issues observed by the project team on an ongoing basis. This will function as an ongoing pre-punch list and will minimize the issues discovered at the final punch walk. Griffin will also oversee the following punch walks to confirm corrective action is resolved.
3. **PUNCH LIST:** Once completed, Griffin will issue a comprehensive punch list for completion by the contractor. Griffin will oversee the completion of these items and ensure that all deficiencies and corrections are completed to the satisfaction of the City.
4. **CLOSEOUT DOCUMENTS:** Integral to our cloud-based document management system, Submittal Exchange will assemble all guarantees, certifications, affidavits, leases, easement deed, operating and maintenance manuals, warranties, and any other closeout documents. This

system will provide a complete digital file for all documents for future use, as well as establish a cloud-based file for future use.

Conclusion

Griffin Structures prides itself on providing unparalleled project and construction management services. As described above, Griffin will serve as the eyes and ears of the City. Our motto is “no surprises”. We achieve that by proper management (avoiding the issues in the first place) and clear and concise documentation (for defense and resolution of unavoidable issues). Accordingly, Griffin will provide comprehensive construction management and inspection services as detailed in the RFP.

Section 3: Staff Qualifications (Project Manager)

NOTE: This section is divided into three sections: (1) Qualifications of Project Manager, (2) Qualifications of Project Executive, and Organization Chart with Formal Resumes.

SECTION 3: PART 1



Lance Solomon's experience includes

- **Project and Construction Management of sports parks and recreational facilities**
- **Construction Inspection of sports parks and recreational facilities**
- **23 years of job experience + various relevant certifications**

C.1 Name & Qualifications of PROJECT MANAGER

LANCE SOLOMON - Project Manager

Project and Construction Management

Lance Solomon has more than 23 years of construction management experience, including several sports parks and recreational facilities. In particular, his recent experience on the award-winning Lake Forest Sports Park is notable. As construction manager / inspector, Lance's responsibilities for this \$40 million project included both the sports park and the 25,600 SF recreation center.

For the past 11 years, Lance has specialized in construction management and inspection of sports parks and recreational centers for public entities. He brings a keen understanding of the critical factors that impact the successful delivery of this specific project type. Safety, value engineering, schedule adherence, constructability reviews, construction management, inspection, coordination of specialty consultants, ADA requirements specific to these project types, government compliance, and management of budgets and change orders are just a few of the items that Lance routinely manages. His certification training includes various industry certifications related to public works inspection, safety and health, concrete field testing, basic first aid, occupational safety, construction quality management, etc.

Lance's most relevant recreational project experiences includes:

- City of Lake Forest Sports Park with Community/Recreation Center: Served as Construction Manager/Inspector for the 86-acre park site.
- Pine Avenue Community Center and Garden, Carlsbad, CA: Construction Manager /Inspector for an 18,000-square foot, two-story community center with related site improvements and an ornamental and community gardens.
- City of San Clemente La Pata Vista Hermosa Sports Park Phase 1A and Phase 1B: Served as CM/Inspector on Phase 1B for the construction of a 46-acre lighted sports park and aquatic center.
- Torrance Unified School District New Synthetic Track and Fields Project*, Torrance, CA
- City of Huntington Beach Senior Center: Served as Construction Manager for 400,000 SF Senior Center on a five-acre parcel that is located in a portion of Central Park. Construction activities include site clearing, grading, utility services connections, vertical structures, landscape, hardscape and intersection improvements. Duties encompassed construction management; inspection; bidding assistance; contract administration; constructability review; value engineering; processing RFI's, submittals, etc.
- County of San Bernardino Civic Center Beautification, San Bernardino, CA: This construction management project is part of a large improvement project to enhance the campus landscape, streets, and parking.

C.2 Identify the Project Manager's Most Relevant, Completed Projects

Lance Solomon has successfully completed six sports and recreational projects. Further details on some of these projects appear on the next few pages.

	Name of Project	Similar Scope of Services	Completed	Description of the Project	Location	Lead Agency
1	Lake Forest Sports Park	yes	2014	CM for a \$40 million award winning sports park and recreation center sited on 86-acre site.	Lake Forest, CA	City of Lake Forest Tom Wheeler, Dir. of Public Works / City Engineer (949) 461-3481
2	Pine Avenue Community Center & Gardens	yes	2018	CM for an 18,000 SF, two-story community center with site improvements and community gardens.	Carlsbad, CA	City of Carlsbad, CA Steven Didier, Municipal Projects Manager (706) 602-7539
3	Huntington Beach Senior Center	yes	2015	CM for 37,500 SF senior center on a 5-acre parcel in Central Park. Includes fitness center, landscaping, and recreation areas.	Huntington Beach, CA	City of Huntington Beach, CA Tom Herbel, City Engineer (714) 887-4178
4	County of San Bernardino Civic Center Beautification, Phase 1	yes	2017	CM for landscape improvements at County Government Center. Project includes trails, plantings, and parking.	San Bernardino CA	County of San Bernardino, CA Darlynn Wissert, Assistant Director, Project Mgt. Division (909) 387-5000
5	La Pata Vista Hermosa Sports Park Phase 1B	yes	2012	CM for \$4 million, 46-acre sports park.	San Clemente, CA	City of San Clemente Michael Baker Jerome Ruddins (949) 855-3634
6	Torrance Unified School District New Synthetic Track & Field Project	yes	2009	CM for four new synthetic track and turf fields. The \$7.9 million improvement project included bleachers, lighting, and field and track equipment.	Torrance, CA	Torrance Unified School District Michael Baker Jerome Ruddins (949) 855-3634

Lake Forest Sports Complex

Lake Forest, California



Relevancy

- High profile sports complex
- Award winning project: APWA, ASCE, CPRS
- Soccer, ballfields, basketball, fitness center, playgrounds, open space, concessions, restrooms, walking pathways, parking, other amenities

Start Date / Completion Date

2013 / 2015

Client

City of Lake Forest, CA
25550 Commercentre Dr., Ste. 100
Lake Forest, CA 92630
Tom Wheeler
Dir. of Public Works/City Engineer
949.461.3481

Construction Cost

\$39 million

Team

Jon Hughes, Project Executive
Lance Solomon, Project Manager

Griffin provided Construction Management Services for the 87-acre site that includes a 57-acre Sport Park and a 26,500 SF recreation/community center. The Sports Park features five baseball fields, six soccer/multi-use fields, two basketball courts, and a rugby field overlay of two soccer fields.

General use park elements include two playgrounds, restrooms, concession buildings, and trail connections to Whiting Ranch Wilderness Park. Sited on a plateau overlooking the “park commons,” the Center includes recreation office space, a double gymnasium with 2-over-1 basketball court, activity and dance rooms, a teen center, and more.

The scope of work included value engineering, constructability review, construction inspection, construction management, and coordination of materials testing services.

The APWA Southern California Chapter and the American Society of Civil Engineers (ASCE) Los Angeles Section and Orange County Branch recognized Lake Forest Sports Park as Project of the Year in their recreation categories.

The California Parks and Recreation Society (CPRS) recognized the Lake Forest Sports Park and Recreation Center with the 2015 Park Planning Award.

Huntington Beach Senior Center

Huntington Beach, California



Relevancy

- High profile sports complex
- Award winning project: APWA, ASCE, CPRS
- Fitness center, open spaces, restrooms, landscape improvements, outdoor lighting, walking pathways, parking, other amenities

Start Date / Completion Date

2014 / 2016

Client

City of Huntington Beach, CA
2000 Main Street.
Huntington Beach, CA 92641
Tom Herbel, City Engineer
714.887.4178

Construction Cost

\$21.5 million

Team

Jon Hughes, Project Executive
Lance Solomon, Construction Manager

Set on a five-acre site in Huntington Beach Central Park, the \$21.5 million center includes a variety of spaces to provide educational, counseling, entertainment, social outlets and opportunities for the City's senior population.

The project began with a vacant site in the City's 343-acre Central Park. Construction activities included site clearing, grading, utility services connections, vertical structures, landscape, hardscape, and intersection improvements. Griffin was responsible for construction management; inspection; bidding assistance; contract administration; constructability review; value engineering; processing RFI's, submittals, progress payments and change orders; quantity verification; quality control; monitoring the contractor's schedule and safety program; coordinating materials testing; and documenting the work.

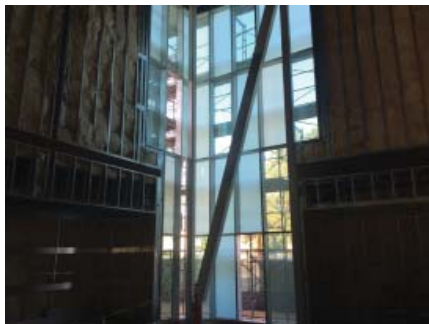
The 37,565 square foot facility features a fitness room, group exercise and dance rooms, and versatile classrooms that accommodate educational and arts and crafts activities. The Senior Center also includes indoor and outdoor gathering spaces as well as a transportation passenger lounge and loading/unloading areas for the City's door-to-door Seniors on the Go transportation network. A commercial kitchen provides for the preparation of weekday meals at the Senior Center as well as meals for home-bound seniors.

"Griffin Structures executed all that we needed done in a professional manner, and our new building was built on time and on budget."

**—Tom Herbel, PE, City Engineer,
City of Huntington Beach**

Pine Avenue Community Center & Gardens

Carlsbad, California



Relevancy

- Park project
- Gathering areas, landscape improvements, shade structures, outdoor lighting, restrooms, parking

Start Date / Completion Date

2017 / 2018

Client

City of Carlsbad, CA
Mr. Steven Didier,
Municipal Projects Manager
706.602.7539

Construction Cost

\$ 8.8 million

Team

Jon Hughes, Project Executive
Lance Solomon, Construction
Manager

Griffin is serving as construction manager for the Carlsbad Pine Avenue Community Center & Gardens. The project includes two primary components: a 18,000 square foot two-story community center with related site improvements, located at the southwest corner of Pine Avenue and Harding Street; and an ornamental and community garden, located at the northeast corner of Chestnut Avenue and Madison Street.

Features of the new community center will include a gym with a multi-sport court, general multi-purpose activity room, teen center, state-of-the-art computer room, homework room, large second floor balcony, courtyard, and administrative office.

The gardens will include an “ornamental” garden with a community plaza, shade structure, drought tolerant plants, picnic areas, artwork, and seating.

C.3 List of Similar Projects Project Manager Is Currently Engaged In

- Pine Avenue Community Center & Gardens, Carlsbad, CA (nearing completion)

C.4 Project Manager's Employment History

Lance Solomon is currently employed by Griffin Structures. He has served as a Project and Construction Manager for the sports parks and recreational division for the past five years.

Prior to that, Lance was employed for six years at Michael Baker (previously known as RBF) in Orange County. His reference for work performed at Michael Baker is Jerome Ruddins (949) 855-3634. Prior to his employment at Michael Baker, Lance held several other positions within the construction industry.

C.5 Our Project Manager Has Sufficient Time to Devote to Your Project

Since the Pine Avenue Community Center & Gardens project is wrapping up soon, Lance has sufficient time to devote to your project. He will be available in June 2018 for preconstruction services and in August 2018 for full-time construction services.

Additionally, Griffin employs five other staff members with significant parks and recreational experience who can assist, if needed.

Staff Qualifications (Project Executive)



Robert Echavarria is exceptionally well qualified to support the Project Manager.

- **Sports parks and recreational facilities construction executive**
- **Landscape architect designer and manager**
- **Baseball player, youth coach, and field maintenance oversight manager**

C.1 Name and Qualifications of PROJECT EXECUTIVE

ROBERT ECHAVARRIA - Project Executive

Construction Management

Robert Echavarria, who leads Griffin's sports and recreational parks division, has demonstrated his construction management skills on numerous parks and recreational facilities during his employment with the firm. His responsibilities have included value engineering, constructability review, construction inspection, construction management, and coordination of materials testing services. Relevant examples during his three-year tenure include:

- Mackay Park, Cypress, CA
- Creekview Park, Rancho Mission Viejo, Mission Viejo, CA
- Esencia Sports Park, Rancho Mission Viejo, Mission Viejo, CA
- The Trust for Public Land - multiple parks, Los Angeles County, CA
- Hillcrest Park Renovation and Restoration, Fullerton, CA
- Laguna Beach Village Entrance, Laguna Beach, CA
- Silverlakes Soccer Complex, Norco, CA
- Lompoc Sports Complex Lompoc, CA
- Placer Valley Sports Complex, Roseville, CA

Landscape Architect Design and Project Management

Robert has a distinct advantage of a 15-year career as a landscape architect while employed at Purkiss-Rose/MIG in Orange County. As director of MIG Sports, he oversaw the development of more than \$500 million of sports and parks. During his tenure at MIG, Robert designed, managed, and oversaw the construction of many park and sports project throughout California.

Relevant projects include a park renovation project for the City of Santee that included existing youth fields and the development of a new sports complex. Also relevant is his work for the County of Riverside in developing the Perris Valley Big League Dreams project, which (like Frisbie Park) lacked a storm drain connection to City storm drain lines. Robert understands underground storage and treatment of stormwater prior to discharge into the underground aquifer.

His last two design projects, prior to joining Griffin, are currently under construction: one for the City of Westlake Village and one for the City of Tustin.



Robert's last two design projects, prior to joining Griffin, are currently under construction: one for the City of Westlake Village (top left) and one for the City of Tustin (bottom left).



Baseball Player, Coach, and Field Maintenance Expertise

Additionally, Robert brings a very specific skill set not found in many project and construction managers' backgrounds—his ability to understand sports development from the viewpoint of a player, coach, and maintenance perspective. Robert's baseball career at Cal Poly Pomona, as a member of the baseball team, ended when he forgave his remaining NCAA eligibility for a degree in landscape architecture with an emphasis in parks and recreation development. He curtailed his love for sports into a flourishing design career.

As a parent, Robert coaches youth baseball on both a competitive and recreational level. This experience has led him to oversee field maintenance for his local baseball league and secured him a position on the Board. Robert understands operational concerns with leagues and their use of fields 365 days a year. This specialized experience, coupled with Robert's extensive design and construction expertise in sports development, brings a level of outstanding qualifications that is second to none.

Perris Big League Dreams

Perris, California



Relevancy

- High profile sports complex
- Field sports, soccer fields, concession facility, batting cages, amenities, restrooms, parking
- Construction inspection, materials testing services, value engineering, constructability review

Start Date / Completion Date

Design

Client

County of Riverside, EDA

3403 Tenth St., Riverside, CA 92501

Contact: Dominick Lombardi, Facilities Project Manager

951.955.6686

Construction Cost

\$25 million

This 35-acre project included the design and construction of sports fields and associated support structures (concession stands, batting cages, etc.) within the City of Perris. There are four replica fields, plus two additional standard fields, two enclosed soccer fields, a full service restaurant with separate concession facility, batting cages, corporate event areas and a full maintenance yard. Significant coordination with various agencies was required including the County of Riverside Flood Control District to mitigate stringent Water Quality and drainage reduction requirements.

Robert Echavarria served as Project Manager / Construction Administrator.

Manteca Big League Dreams

Manteca, California



Relevancy

- High profile sports complex
- Field sports, active and passive recreation areas, restrooms, parking
- Construction inspection, materials testing services, value engineering, constructability review

Start Date / Completion Date

Design: 2002-2003

Construction: 2003-2004

Client

City of Manteca, CA

1001 W. Center St., Manteca, CA 95337

Contact: Steve Houx (retired)

209.456.8000

Construction Cost

\$27 million



Big League Dreams works with tournament promoters from dozens of organizations that host youth baseball, youth fast pitch softball, collegiate fast pitch softball and adult slow pitch softball. Tournaments are played on virtually every weekend of the year.

This 35 acre project consisted of six replica stadium fields with synthetic turf infields, batting cages, tot lot, field house building with indoor soccer arena, administration building, two stadium club restaurants, a maintenance yard, and 600 parking spaces.

Robert Echavarria served as Project Manager / Construction Administrator.

Golden Eagle Regional Park

Sparks, Nevada



Relevancy

- High profile sports complex
- Field sports, active and passive recreation areas, restrooms, parking
- Construction inspection, materials testing services, value engineering, constructability review

Start Date / Completion Date

Design: 2005-2007

Construction: 2007-2009

Client

City of Sparks, Nevada

98 Richards Way, Sparks, NV 89431

Contact: Steve Houx (retired)

775.353.2376

Construction Cost

\$30 million

This state-of-the-art park features six softball fields, two full-size baseball fields, four little league baseball fields, a stadium-size multi-use (football/soccer) field and two additional multi-purpose fields. Also located in the park are bocce ball courts, an artificial turf wiffle ball court, a beach volleyball area with four volleyball courts, and a climbing wall.

The park is equipped with stadium-sized bleachers and energy-efficient lighting. There is also a pro shop, a restaurant and a 7,200-square foot concession venue on site.

Robert Echavarria served as Project Manager / Construction Administrator.

Santee Town Center Community Park

Santee, California



Relevancy

- Softball, baseball, active and passive recreation areas, parking
- Construction inspection, materials testing services, value engineering, constructability review

Start Date / Completion Date

Design: 2005-2007

Construction: 2008-2010

Client

City of Santee/ Sportsplex USA Santee, 10601 Magnolia Ave., Santee, CA 92071 Contact: Bill Maertz, Director (619) 258-4100
Bill Berghoff, President of Sportsplex USA 619.334.1000 x402

Construction Cost

\$23.5 million

The sports complex includes three lighted softball/ baseball fields with artificial turf outfields, two arena soccer fields, parking and a restaurant with indoor and outdoor seating. It has also evolved into the city's premier concert venue. Sportsplex USA Santee operates and maintains the sports complex through a public/private partnership agreement. The project received the 2011 CPRS Sports Park of the Year as well as APWA (San Diego) Project of the Year.

Robert Echavarria served as Project Manager.

C.3 List of Similar Projects Project Executive Is Currently Engaged In

- Creekview Park, Rancho Mission Viejo, Mission Viejo, CA
- Esencia Sports Park, Rancho Mission Viejo, Mission Viejo, CA (preconstruction)
- Placer Valley Sports Complex (on hold, pending CEQA approval)

C.4 Project Executive's Employment History

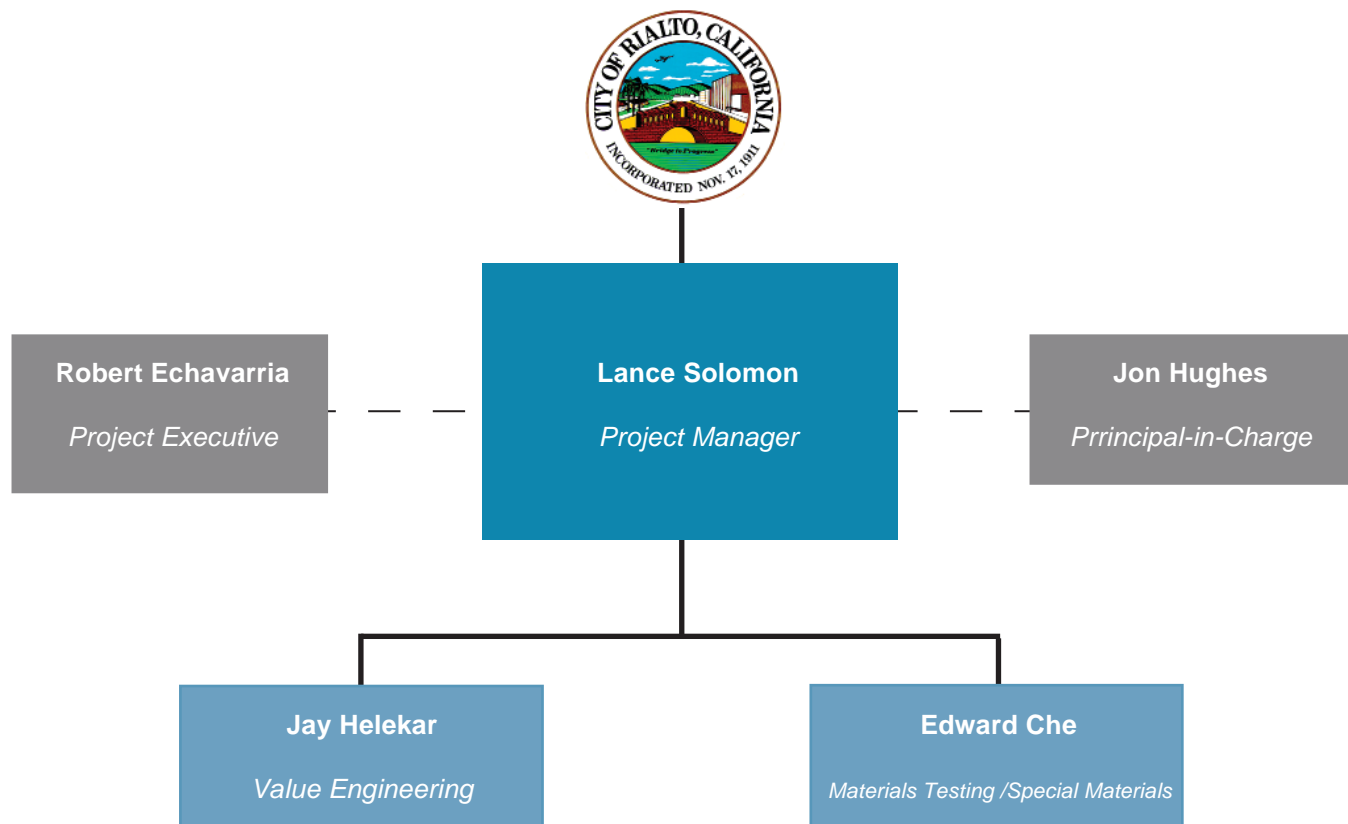
Robert Echavarria is currently employed by Griffin Structures. He has headed Griffin's sports parks and recreational division for three years. Prior to that, Robert served as Director of MIG Sports while employed at Purkiss-Rose/MIG in Orange County. In this role he oversaw the development of more than \$500 million in sports and parks facilities.

C.5 Our Project Executive Has Sufficient Time to Devote to Your Project

Having recently completed the Mackay Park in Cypress, Robert has sufficient time to devote to your project. The Escencia Sports Park is currently on hold pending entitlements, Placer Valley Sports Complex is on hold pending CEQA approval, and the Creekview Park requires minimal staff time on Robert's behalf.

SECTION 3: PART 3

ORGANIZATION CHART



FORMAL RESUMES



Lance Solomon
Project Manager

REGISTRATION/TRAINING

Certified Construction Manager,
pending

Certificate in Public Works
Construction Inspection, APWA 2009

Certified Professional in Erosion &
Sediment Control (CPESC), 2016

CPR and Basic First Aid, American
Safety & Health Institute 2009

Confined Space Training in
Accordance with Requirements
of Title 8, California Code of
Regulations, 2007

Concrete Field Testing Technician,
American Concrete Institute 2007

Construction Safety and Health
10/30 Hour Training Course, US
Department of Labor, (Occupational
Safety and Health Administration)
OSHA 2007

Construction Quality Management
for Contractors, 16-hour Training
Course, United States Army Corps of
Engineers (USACE) 2005

YEARS OF EXPERIENCE

23

QUALIFICATIONS

Lance Solomon has more than 23 years of construction experience that encompasses a wide variety of project types including sports parks/recreational facilities, public works, residential, and commercial buildings. Lance's responsibilities have encompassed preparation of a bidability review; evaluation of the bids; conduction of the pre-construction conference; and processing control documents such as minutes, progress payments, schedules, change orders, weekly reports, and all federally and state required documents.

For the past 11 years, Lance has specialized in construction management and inspection of sports parks and recreational centers for public entities.

REPRESENTATIVE EXPERIENCE

- City of Lake Forest Sports Park with Community/Recreation Center: Served as Construction Manager/Inspector for the 86-acre park site.
- Pine Avenue Community Center and Gardens, Carlsbad, CA: Construction Manager /Inspector for an 18,000-square foot, two-story community center with related site improvements and an ornamental and community gardens located nearby.
- City of San Clemente La Pata Vista Hermosa Sports Park Phase 1A and Phase 1B: Served as CM/Inspector on Phase 1B for the construction of a 46-acre lighted sports park and aquatic center.
- Torrance Unified School District New Synthetic Track and Fields Project*, Torrance, CA
- City of Huntington Beach Senior Center: Served as Construction Manager for 400,000 SF Senior Center on a five-acre parcel that is located in a portion of Central Park. Construction activities include site clearing, grading, utility services connections, vertical structures, landscape, hardscape and intersection improvements. Duties encompassed construction management; inspection; bidding assistance; contract administration; constructability review; value engineering; processing RFI's, submittals, etc.
- County of San Bernardino Civic Center Beautification, San Bernardino, CA
- City of Lake Forest On-Call Construction Management / Inspection Services*, Lake Forest, CA: Served as Construction Inspector
- City of San Juan Capistrano On-Call Public Works Inspection Services*, San Juan Capistrano, CA: Served as on-call Public Works Construction Inspector for the City
- Renee and Henry Segerstrom Concert Hall*, Costa Mesa, CA: Served as Field Engineer and Construction Inspector
- Segunda Deshecha Canada Urban Runoff Treatment Facility*, San Clemente, CA: Served as Construction Inspector

* Individual Project Experience



Robert Echavarria

Project Executive

EDUCATION

Bachelor of Science, Landscape
Architecture, California Polytechnic
University, Pomona

PROFESSIONAL AFFILIATIONS

Sports Turf Managers Association

Synthetic Turf Council

Expert Witness for Synthetic Turf

YEARS OF EXPERIENCE

18

QUALIFICATIONS

Robert Echavarria, who specializes in managing the design and construction of landscaping, parks and related facilities, brings 18 years of project management experience. Robert's experience includes parks and recreation projects, sports parks, equestrian facilities, destination resorts, golf courses, park master planning, urban planning, streetscapes, corporate, residential, and public works projects. His experience as a landscape architect brings special knowledge regarding contaminated soils and synthetic turf installation.

Typically, his responsibilities include scheduling, construction document review, managing change order requests, maintaining progress log during construction, contractor compliance with construction documents, on-site construction review, weekly construction meeting minutes and notes, recommendations for Notice of Completion status, and review of contractor as-built drawings.

REPRESENTATIVE EXPERIENCE

- Mackay Park, Cypress, CA
- Creekview Park, Rancho Mission Viejo, CA
- Esencia Sports Park, Rancho Mission Viejo, CA
- The Trust for Public Land - multiple parks, Los Angeles County, CA
- Hillcrest Park Renovation and Restoration, Fullerton, CA
- Laguna Beach Village Entrance, Laguna Beach, CA
- Silverlakes Soccer Complex, Norco, CA
- Lompoc Sports Complex, Lompoc, CA
- Placer Valley Sports Complex, Roseville, CA
- Tustin Veterans Community Park*, Tustin, CA
- Westlake Village Community Park*, Westlake Village, CA
- Rolling Hills Equestrian Center*, Rolling Hills, CA
- Big League of Dreams*, Perris Valley, Perris, CA
- Ferraro Soccer Complex*, Los Angeles, CA
- Freedom Park*, Las Vegas, NV
- Tustin Bocce Ball Courts*, Tustin, CA
- Figarden Baseball Complex*, Fresno, CA
- Mesa Marin Sports Complex*, Bakersfield, CA
- Armstrong Ranch*, Santa Ana, CA
- Big League of Dreams, League City*, TX
- Santee Towncenter Community Park*, Santee, CA
- Wynn Resort Golf Course*, Las Vegas, NV
- Southridge Tournament Complex*, Southridge, WA
- Golden Eagle Regional Park*, Sparks, NV

* Individual Project Experience



Jon Hughes, LEED GA
Principal-in-Charge

EDUCATION

Bachelor of Science, Philosophy and
History, Westmont College

PROFESSIONAL REGISTRATIONS

LEED GA

ADDITIONAL TRAINING

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

YEARS OF EXPERIENCE

26

QUALIFICATIONS

Jon Hughes' career spans some of the region's most prestigious properties in Southern California. His experience and skills with program and construction management tools and processes have enabled him to deliver winning results every time. Jon's resume highlights include recreation, parks, and sports facilities; public buildings; corporate yards facilities; community centers; public facilities; marinas; and utility infrastructure.

Jon's Program and Construction Management experience includes pre-construction services, bid review, contract negotiations, safety protocols, site evaluation, quality control, budgetary controls, change order review, materials acquisition, schedule review and enforcement, site staging, off-sites and grading, dry utility installation, inter-contractor coordination, punch list, and turnover. Additionally, he is an excellent team leader and problem solver who manages design teams well.

REPRESENTATIVE EXPERIENCE

- Marina Park and Community Center, Newport Beach, CA
- Marguerite Aquatics Complex, Mission Viejo, CA
- The Trust for Public Land (multiple parks), Los Angeles County, CA
- Las Lomas Sports Park and Community Center*, Irvine, CA
- Irvine Company Development Community Parks*, Orange County, CA
- Woodbury Recreation Center*, Irvine, CA
- The Commons at Woodbury*, Irvine, CA
- Summit Park*, Irvine, CA
- The Canyon Club, Crystal Cove Community Clubhouse*, Newport Coast, CA
- Carlsbad Pine Avenue Community Center and Botanical Gardens, Carlsbad, CA
- County of San Bernardino Civic Center Beautification, San Bernardino, CA
- Marquerite Aquatics Complex Renovation, Mission Viejo, CA
- County of San Bernardino Facilities Restoration and Reorganization, San Bernardino, CA
- Pelican Hill Resort Parking Structure*, Newport Coast, CA
- West Hollywood Civic Center Renovation, West Hollywood, CA
- La Canada-Flintridge Civic Center Renovations, La Canada Flintridge, CA
- Tustin Corporate Yard, Tustin, CA
- Westminster Corporate Yard, Westminster, CA
- Walnut Creek Corporate Yard Relocation, Walnut Creek, CA
- Visalia Emergency Communications Center, Visalia, CA
- County of San Bernardino Public Safety Operations Center, San Bernardino, CA
- Norwalk First Start Center, Norwalk, CA

* Individual Project Experience



Jay Helekar, LEED AP
Value Engineering

EDUCATION

3 years in Construction Management Engineering, Cal State Long Beach

CERTIFICATIONS/AFFILIATIONS

LEED AP

Accounting Standards for Private Enterprises (ASPE), member

YEARS OF EXPERIENCE

15

QUALIFICATIONS

Jay Helekar has more than 15 years of cost estimating experience on a wide variety public sector projects including both renovation and new construction. Jay has a unique perspective on the industry as he has a mixed background of being both a preconstruction manager, and a general contractor. He brings creative and expert skills to his work, which includes cost estimating, LEED analysis, value engineering, constructability reviews, master planning, and scheduling. He is LEED AP certified, and a member of ASPE.

REPRESENTATIVE EXPERIENCE

- Lake Forest Sports Park, Lake Forest, CA
- Castaic Sports Complex Skate Park Project
- Marina Park and Community Center, Newport Beach, CA
- Rancho Cucamonga Sports Park Complex, Rancho Cucamonga, CA
- Laguna Beach Village Entrance Park and Beautification, Laguna Beach, CA
- Aliso Viejo Boys and Girls Club and Park, Aliso Viejo, CA
- Huntington Beach Senior Center and Nature Preserve Park, Huntington Beach, CA
- George Lane Park Project*
- Santa Ana River Trail*
- Buena Park Community Center and Park, Buena Park, CA
- Ladera Community Center*, Ladera, CA
- Quail Hill Community Center, Irvine, CA



Edward Che, PE, GE
Materials Testing &
Special Materials

EDUCATION

M.S., Civil Engineering, California State University, Long Beach

B.S., Civil Engineering, California State University, Long Beach

REGISTRATIONS

CA Geotechnical Engineer - 2811

CA Professional Civil Engineer - 62743

Nuclear Gauge and RSO Radiation Safety Certification, No. 13440

40-hour HAXWOPER Certification

QUALIFICATIONS

Edward Che has more than 20 years of geotechnical engineering experience including managing projects with material testing and special inspection during construction. His geotechnical engineering experience gained from major civil engineering projects such as roadways, bridges, and ports has forged a strong ability to perform engineering analyses for shallow foundations, deep foundations, pile driving evaluation, slope stability, pavement design, soil liquefaction, and seismic settlement. Most of his projects began with a geotechnical investigation, and later retained by his clients for provision of material testing and special inspection services during construction.

REPRESENTATIVE EXPERIENCE

- Citywide Park Improvements, Westminster, CA: Managed third party testing and special inspection for the improvements of over 20 city parks. Special inspection performed includes reinforced concrete and masonry. (with Griffin Structures)
- Quail Hill Community Center, Irvine, CA: The new community center included a new building for a multipurpose room and administrative offices for the staff. Site improvements consisted of walkways, hardscape, and landscape features. (with Griffin)
- Westminster Corporate Yard, Westminster, CA: (with Griffin)
- University Park Community Center, Irvine, CA
- Hidden Canyon Booster Pump Station, Irvine Ranch Water District, Irvine, CA

Section 4: Firm Qualifications (Griffin Structures)

Lance Solomon successfully served as Project Manager for the award-winning Lake Forest Sports Park project, shown on this page.



D.1 Firm Information

Griffin Structures, Inc.
California Corporation

Phone: 949.497.9000
Fax: 949.497.8883

Contact

Kelly Boyle, EVP
Cell: 949.324.8880
kboyle@griffinstructures.com

D.2 Principal Officers

The following are authorized to bind contractual agreements:

- Roger Torriero, CEO
- Mark Hoglund, CFO/COO
- Kelly Boyle, EVP
- Jon Hughes, VP
- Dustin Alamo, VP

D.3 Relevant Parks and Recreational Experience

Overview

For more than three decades Griffin Structures has specialized in construction management — with an impressive emphasis on parks and recreational facilities. In particular, our work has focused on recreational public works projects, ranging from small community parks to well-known, mega sports centers. Typically, the scope of work for these projects entails the same types of services required for the City of Rialto Frisbie Expansion Project: construction management, inspection, oversight of materials testing firms, value engineering, budgeting, scheduling, and constructability review.

Moreover, the proposed Project Executive for your project, Robert Echavarria, is a landscape architect who brings significant, in-depth experience in the design and management of numerous parks and recreational centers throughout the United States.

Unlike many firms, Griffin views each project from multiple perspectives, employing professionals with various backgrounds to review each project. Our staff includes those with backgrounds in architecture, landscape architecture, estimating and finances, sustainability, and construction practices. Each brings a different perspective, which results in a more efficient, high quality project.

Because the relevant experience of Griffin Structures is so vast, a representative sampling of parks and recreational projects with specific details begins on the next page.

Placer Valley Sports Complex

Roseville, California



Relevancy

- High profile sports complex
- Soccer, ballfields, football, rugby, playgrounds, other field sports, open space, concessions, restrooms, walking pathways, parking and amenities

Start Date / Completion Date

2016 / TBD (on hold)

Client

City of Roseville, CA and
Placer Valley Tourism
311 Vernon St., Roseville, CA
916.774-5200

Construction Cost

\$35 million (est.)

Team

Jon Hughes, Project Executive
Robert Echavarria, Program
Manager/Design Manager

Griffin Structures was selected as a member of the design/pre-construction team for the Placer Valley Sports Complex. The \$35 million, 55-acre regional sports park, to be built in the City of Roseville, will feature ten synthetic turf fields for youth and amateur soccer, lacrosse, football, rugby and other field sports in an area already popular for recreation and regional sports tournaments.

In a unique structure, the City of Roseville will contribute the land and \$5 million for the project, while Placer Valley Tourism, a regional nonprofit entity, will build and operate the park.

Griffin's scope included the pre-construction management of the architect and selection of the design-assist contractor. Additionally, Griffin provided management of project budget, overall project scheduling, value engineering and assessments of design drawings/specifications, CEQA coordination, cash flow analysis, and coordination with City of Roseville.

The project is currently on hold pending CEQA approvals.

Marina Park

Newport Beach, California



Relevancy

- High profile recreational park
- Award winning project: National APWA Project of the Year, APWA Southern California Chapter, ASCE/ Orange County Branch (multiple awards), Orange County Engineering Council
- Active and passive recreational areas, fitness center, playgrounds, open space, concessions, restrooms, walking pathways, parking, other amenities

Start Date / Completion Date

2013 / 2015

Client

City of Newport Beach, CA
100 Civic Center Drive
Newport Beach, CA 92663
Contact: Dave Webb, PE, Public Works Director
949.644.3311

Construction Cost

\$35.5 million

Team

Jon Hughes, Project Executive

Griffin Structures, with the support of TranSystems as a subconsultant, provided comprehensive construction management services for the development Marina Park. The \$35 million, 10.5 acre park sits on the Newport Peninsula and features both marine and land-side amenities.

The project involved new construction of a public park; a 24,000-square-foot Community and Sailing Center building with classroom, office and meeting space; a 23-slip visitor marina; a reconstructed restroom building; a freestanding playground lighthouse feature; themed playground; outdoor fitness circuit; parking lots; open space and picnic areas; and street frontage improvements. The visitor marina is the first marina approved on the California coastline in 28 years.

The scope of work involved overseeing, managing, and

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

As a result of the integrated and well-coordinated architectural, engineering and construction efforts, the project was completed four months ahead of schedule and \$4 million under budget.

“Griffin Structures’ construction management team was instrumental in successfully tackling the complexities of building Marina Park, which was ultimately delivered on time and under budget.”

—Laura Detweiler, Director, Recreation & Senior Services Department, City of Newport Beach

Lompoc Sports Complex

Lompoc, California



Relevancy

- High profile sports complex
- Soccer, field sports, baseball, softball, active and passive recreation space, open space, children's playground, concessions, restrooms, walking pathways, parking and amenities

Start Date / Completion Date

2016 / TBD (ongoing)

Client

City of Lompoc, CA
100 Civic Center Plaza
Lompoc, CA 93436
Contact: Laura Candy,
Administrative Analyst
805.875.8232

Construction Cost

\$42 million (est.)

Team

Robert Echavarria, Landscape
Design and Master Planner

Griffin Structures prepared a preliminary concept plan for a large-scale sports complex. The 37-acre site plan includes a baseball/softball fields; soccer fields; a children's play environment with tot lot, splash pad, and shade shelter; a 7,000 SF restaurant building with office and locker space below; outdoor patio space; concession/restroom/storage area; 450-capacity concrete bleachers; and a ticket booth building.

The Trust for Public Land Parks

Los Angeles County, California (various locations)



Relevancy

- Multiple parks
- Award winning project: APWA Southern California Chapter
- Skate parks, active and passive recreational areas, fitness center, playgrounds, open space, restrooms, ADA compliance, security lighting, wayfinding, walking pathways, parking, other amenities

Start Date / Completion Date

2013 / ongoing

Client

The Trust for Public Land and
Parks for People
135 W Green Street, Suite 200
Pasadena, CA 91105
Contact: Robin Mark
323.223.0441 x14

Construction Cost

\$1 - 10 million (varies)

Team

Jon Hughes, Project Executive
Robert Echavarria, Program /
Construction Manager

Griffin is serving as project / construction manager for several projects for The Trust for Public Land (TPL). A national non-profit organization founded in 1972, TPL and its Parks for People Program work with communities to protect and create close-to-home parks—particularly in and near cities, where 80 percent of Americans live. TPL works toward the goal of ensuring that every child has easy access to a safe place to play in nature.

Extensive community engagement helps to identify specific community recreational needs. Each project is unique in that it provides a mixture of passive and active spaces with designs influenced through community input. Community members often participate in planting and creating iconic, colorful mosaics. Parks are designed to be ecologically sensitive and minimize maintenance costs.

Griffin Structures is providing program and construction management services including assistance in contractor selection, constructability review, budget tracking, schedule review, and construction management including field observation, project meetings and progress payment review. To-date, six parks and the Avalon Green Alley Network are complete, and four additional parks are in the planning or early construction stages.

“Over the years, Griffin Structures has managed a wide range of complex construction projects.”

**— Tori Kjer, Program Director,
The Trust for Public Land**

Westminster Parks Renovation & Upgrades

Westminster, California



Relevancy

- Improvements to 5 existing parks
- Ball fields, basketball fields, skate park, ADA improvements, signage, security lighting, active and passive recreational space, children's playground, restrooms, parking

Start Date / Completion Date

2013 / 2015

Client

City of Westminster, CA
8200 Westminster Boulevard
Westminster, CA 92683
Contact: Marwan Youssef, PE
Public Works Dir./City Engineer
714.548.3460

Construction Cost

\$11 million

Griffin Structures provided Program Management for the design of the renovation and upgrade of five City parks: Buckingham Park, Sigler Park, Magnolia Street Park, Russell C. Paris Park, and Liberty Park. Assorted improvements included ball fields, basketball fields, ADA upgrades, signage, security lighting, restrooms, parking upgrades, a skate park, playgrounds, etc.

The overall scope of work included value engineering, constructability review, construction inspection, construction management, and coordination of materials testing services.

“Griffin Structures staff continues to provide outstanding professional services and is instrumental in bringing our projects to completion ahead of schedule and under budget.”

—J. Mitchell Waller, Former City Manager, City of Westminster

Rancho Cucamonga Sports Center

Rancho Cucamonga, California



Relevancy

- New sports complex
- Soccer, field sports, fitness, parking, softball, offices

Start Date / Completion Date

2017 / TBD (ongoing)

Client

City of Rancho Cucamonga, CA
10500 Civic Center Drive
Rancho Cucamonga, CA 91730
Christen Mitchell, Management Analyst
909.477.2700

Construction Cost

TBD

Team

Jon Hughes, Project Executive



ENTRY PERSPECTIVE



WEST PERSPECTIVE

The City of Rancho Cucamonga is moving forward with the design of a new, 31,500 square foot replacement sports center. Located on a 52-acre site, the project will include three indoor courts, three softball fields, a Little League field, two soccer fields, offices and parking. The goal is to expand upon the classes and activities offered at the current sports center. Griffin is serving as program and construction manager.

The overall scope of work includes value engineering, constructability review, construction inspection, construction management, and coordination of materials testing services

Mackay Park

Cypress, California



Relevancy

- New park
- Basketball, playgrounds, picnic areas, restroom, walking paths, parking

Start Date / Completion Date

Jan. 2017 / Nov. 2017

Client

City of Cypress, CA
5700 Orange Avenue, Cypress, CA
Contact: Nick Mangkalakiri
714.229.6729

Construction Cost

\$2.5 million

Team

Robert Echavarria, Program Manager/
Construction Manager

Griffin Structures provided construction management services to the City of Cypress for the construction of a new 2.9 acre park. Mackay Park features two playground areas with structures, a large grassy play area, exercise equipment, a half-court basketball court, picnic and shade structures, a restroom building, perimeter walking paths and a parking lot. The park also includes a public art piece donated by the Friends of Cypress Cultural Arts.

The \$2.5 million project is the City's first new park in over 20 years. Construction included earthwork and grading; concrete,

asphalt and masonry work; protective playground surfacing; as well as bio-swale/infiltration trenches, drip irrigation and drought-tolerant landscaping. Coordination with existing residents was necessary to provide fencing for security and pets during excavation and construction of a new block wall.

The Mackay Park Project has been selected as the 2018 Small Project of the Year by American Society of Civil Engineers (ASCE) Orange County Branch.

Great Park Ice and Sports Complex

Irvine, California



Relevancy

- High profile sports complex
- Ice hockey, ice skating, active and passive recreational areas, fitness center, open space, restrooms, ADA compliance, security lighting, wayfinding, walking pathways, parking, other amenities

Start Date / Completion Date

2017 / 2018 (est.) ongoing

Client

Irvine Ice Foundation
Bill Foltz, H & S Ventures
949.760.4304

Construction Cost

TBD

Griffin Structures is serving as program and construction manager for the new 280,000 square-foot Great Park Ice and Sports Complex. The \$100 million community ice and sports facility, located on a 13.5 acre site at Orange County's Great Park, will also serve as the new training facility for the Anaheim Ducks® National Hockey League team.

The Complex will feature four indoor ice rinks—three NHL regulation rinks and one Olympic regulation rink. The main arena will seat 2,500 and have the ability

to host a wide variety of sporting and entertainment events. Other features include a sports bar, party rooms, classrooms, and outdoor public spaces and amenities.

The LEED® Silver facility will fill the County-wide need for ice sports activities including youth and adult hockey programs, figure skating, regional and national tournaments and competitions, as well as open public recreational skating. When completed, the facility—the County's first in 20 years—will be one of the largest of its kind in the nation.

Silverlakes Sports Complex

Norco, California



Relevancy

- High profile project with multiple soccer fields, equestrian arenas, parking, and amenities

Start Date / Completion Date

2016 - 2018

Client

Balboa Management Group and City of Norco
Contact: Bicky Ross, COO, Balboa Management Group
951.465.5775

Construction Cost

\$35 million

Griffin is serving as construction manager for Balboa Management Group's unique public-private partnership for the 122-acre Silverlakes Equestrian and Sports Park with the City of Norco. The multipurpose recreational venue is located on 130 acres of City-owned property along the Santa Ana River. Upon completion, the \$35 million recreational facility will serve as a regional and national location for field sports and equestrian competitions.

The first phase of the world-class facility includes site infrastructure, 24 full-size soccer fields, four LED-lit synthetic fields, five competition equestrian arenas, a 1,500 horse stall capacity, a horse trail around the project perimeter, a 10,000-seat concert facility, 12,000 square foot outdoor cafe, and a 4,100-space parking lot to serve competitors and spectators. Completion of the second phase will include a 250-seat restaurant and a 5,000-seat stadium field.

Esencia Sports Park

Rancho Mission Viejo, California



Relevancy

- High profile sports park
- Soccer, softball, baseball, tennis, pickleball, swimming pool, picnic areas, recreation center, trails, sport amenities, parking

Start Date / Completion Date

2017 / TBD

Client

Rancho Mission Viejo Company
Contact: Phil Heald, Construction Manager 949.240.3363

Construction Cost

\$ TBD

Team:

Robert Echavarria Designer / Program Manager

Rancho Mission Viejo is a ranch with a rich history, spectacular scenery, miles of trails, and equestrian facilities. The new sports park is envisioned as a center for soccer, softball, and baseball events as well as court games, including tennis, pickleball and a recreation pool facility.

The 23-acre site is designed to fit into a tiered landscape concept. The upper portion of the park will house a variety of court games, including three tennis and four pickleball courts, a recreation center with restrooms, and meeting space. The site will also house community engagement areas, including a community pool, splash pad area, fire pit, BBQ areas, shade shelters, picnic

opportunities, and parking.

The lower half of the site will house the ball fields, including one softball field, two baseball fields and a full-size synthetic turf soccer field all with shaded/tiered spectator areas. Each sport field will house specific sport amenities, including dugouts, bleachers, benches, batting cages, announcer/scorekeeper area, and full state-of-the-art LED sports lighting. The lower portion will also house a full restroom concession building.

As Owner's Representative, Griffin is currently providing bidding assistance for selection of a general contractor for construction of the new sports park.

Hillcrest Park Renovation and Restoration

Fullerton, California



Relevancy

- High profile park renovation and new construction
- Active and passive recreational areas, fitness center, picnic areas, open space, restrooms, ADA compliance, security lighting, wayfinding, walking pathways, parking, other amenities

Start Date / Completion Date

2017 / spring 2018

Client

City of Fullerton, CA
Contact: Hugo Curiel, Parks and Recreation Director
714.738.6575

Construction Cost

\$5.4 million

Griffin Structures is providing construction management services to the City of Fullerton for the first two phases of a master plan for the historic Hillcrest Park. The first phase will include the preservation and restoration of the park's historic features including an iconic fountain and stone work, completed in the 1930s under the Work Projects Administration. Listed on the National Register of Historic Places, Hillcrest Park dates back to 1920 when the 38-acre site was purchased by the City. The park features three historic buildings and several war memorials, all of which will be preserved.

The \$5.4 million renovation will also include: widening of the sidewalk that borders the park and creation of a new pedestrian bridge adjacent to Harbor Boulevard highlighting the view across the "Great Lawn", construction of wooden decks and stairs along the park's north slope connecting to Lions Field at the top of the park, and installation of new lighting and drought-tolerant landscaping.

Permitting agencies for the project include California Building Code, City of Fullerton, National Register of Historic Places, National Park Service, Orange County Public Works, and Orange County Flood Control District.

Mission Viejo Marguerite Aquatics Complex

Mission Viejo, California



Relevancy

- High profile sports complex
- Active and passive recreational areas, fitness center, restrooms, ADA compliance, security lighting, wayfinding, parking, other amenities

Start Date / Completion Date

2017 / ongoing

Client

City of Mission Viejo, CA
Contact: HW. Keith Rattay,
Assistant City Mgr./Director of
Public Services
949.470.3014

Construction Cost

\$10 million

Team

Jon Hughes, Project Executive

Griffin is providing program and construction management for the design and construction of a new dive tower and a complete site renovation of the iconic Marguerite Aquatics Complex in Mission Viejo.

The \$10 million project consists of the demolition of most site elements, including the dive tower. The existing pools will be taken down to their concrete shells, and the project will essentially rebuild the entire aquatics complex.

While the new dive tower is the most obvious addition, other enhancements will include new offices for the swimming and diving programs; new mechanical buildings for the activity and dive pools; a wall of recognition, complete with plaques for record holders; numerous shade

structures and new bleachers for spectators, with a large shaded grandstand at the competition pool; all new supply and return lines for the three pools, as well as new timing system infrastructure and scoreboards, which have video playback capabilities.

The renovation includes dryland training areas for both swimming and diving, with specially designed foam and trampoline pits in the diving area. State-of-the-art sports lighting from MUSCO will provide lighting for early morning or evening training and events. The site will incorporate new perimeter and interior fencing, lush landscaping, and all new pool deck throughout. Upon completion, the site will create one of the most functional and attractive swimming and diving complexes in Southern California.

D.4 Subconsultants

Leighton Consulting, Inc. (Leighton) is a firm consisting of engineers, geologists, and scientists providing geotechnical, environmental engineering, and soils and materials testing, and inspection services throughout southern California to public agencies and local government.

Leighton is well-qualified to provide the City of Rialto with materials and soils testing in a timely manner. Leighton has three Caltran-approved ASTM-, and AASHTO-certified laboratories; an on-site mobile laboratory; and the resources of 30 laboratory technicians, with more than 50 field engineering technicians and deputy special inspectors residing in San Bernardino, Riverside, and Orange counties.

Leighton is familiar with the geological conditions of the area and understands public works projects, having performed geotechnical engineering, and testing and inspection for over 20 municipal agencies throughout the Inland Empire. Examples include Cities of Rialto, Ontario, Chino, Chino Hills, Fontana, and Corona; San Bernardino County Special Districts, Riverside County Flood Control; Cucamonga Valley Water District; more than a dozen school districts, including Central School District, and Ontario-Montclair School District; and several colleges, including Chaffey College and San Bernardino Valley Community College. For these public agencies, Leighton has provided a full spectrum of geotechnical investigations during design, special inspection and material testing, and soils observation and testing services during construction.

Since 2005, Leighton has provided engineering services to Rialto:

2005	Rialto Unified School District - Proposed MS #6
2005	Rialto Unified School District - Wilmer Carter HS
2006	Pepper Ave Mix-Used Specific Plan
2006	Rialto Airport Due Diligence
2006	Rialto Community School
2007	UPS Freight Facility
2007	Renaissance Specific Plan
2009	Trunk Line Sewer Extension
2010	Fire Station No. 202
2011	Elm Park
2011	Rialto Fire Station
2012	Colton Joint Unified - Joe Baca Middle School
2015	Niagara Bottling Plant
2016	Potable Water Pipeline
2016	Niagara Bottling Plant - SCE Substation
2016	Renaissance Rialto - Cactus Basin Interim Grading
2016	Mid Valley Land Fill
2016	West Valley Water District Potable Water Perchlorate Treatment Tank
2016	Rialto Unified School District - Eisenhower HS
2017	Renaissance Rialto

Leighton and Griffin Structures have teamed together on numerous City projects. Recent projects include Citywide Park Improvements in Westminster, CA; Quail Hill Community Center in Irvine, CA; Newport Beach Civic Center, Newport Beach, CA; and the Westminster Corporate Yard in Westminster, CA.

Section 5: Project Schedule

E.1 Timeframe for Previously Completed Projects

Griffin Structures recognizes and acknowledges the City's intent to have this project begin no sooner than August 1, 2018, and completed by July 31, 2019, resulting in a closure of the park for a full calendar year. To demonstrate our approach to executing this schedule, please see our detailed Master Project Schedule (attached) which details time frames for Kick Off, Constructability Review of the Plans, Constructability Review of the Specifications, Value Engineering, Permitting, Contractor Bidding, Construction, and Project Closeout. Within each of these categories we provided detailed tasks and durations that will achieve the City's desired completion date.

Based on our previous experience, this will likely be a very aggressive schedule. Typically, we find the construction of a Sports Park to be roughly 13-16 months. This is primarily due to the fact that the grow-in period for hydroseeding can take anywhere from three to six months. Also, the growth timeframe must occur during the warm summer months. In some instances, we have found projects to be delayed further due to inclement weather or missing the growing season.

Nevertheless, if the City is to achieve the schedule proposed, at a minimum, certain conditions must be in place. Specifically, we recommend:

1. The project team commit early to predetermined turnaround durations for all document reviews;
2. The City may establish an advisory committee that is empowered to make decisions and give direction in a timely manner;
3. The project documents must provide clear direction to the Contractor regarding the schedule, phasing, and turnaround times of the project; and
4. The City may coordinate early with its vendors for all City installations to ensure timeliness of delivery (i.e. prefabricated buildings).

These considerations, combined with the steady leadership and oversight of the Project Manager, Lance Solomon, will position the City in the best way possible to achieve this ambitious goal.

For further details on our approach, please see the attached

E.2 Project Schedule

01/16/17

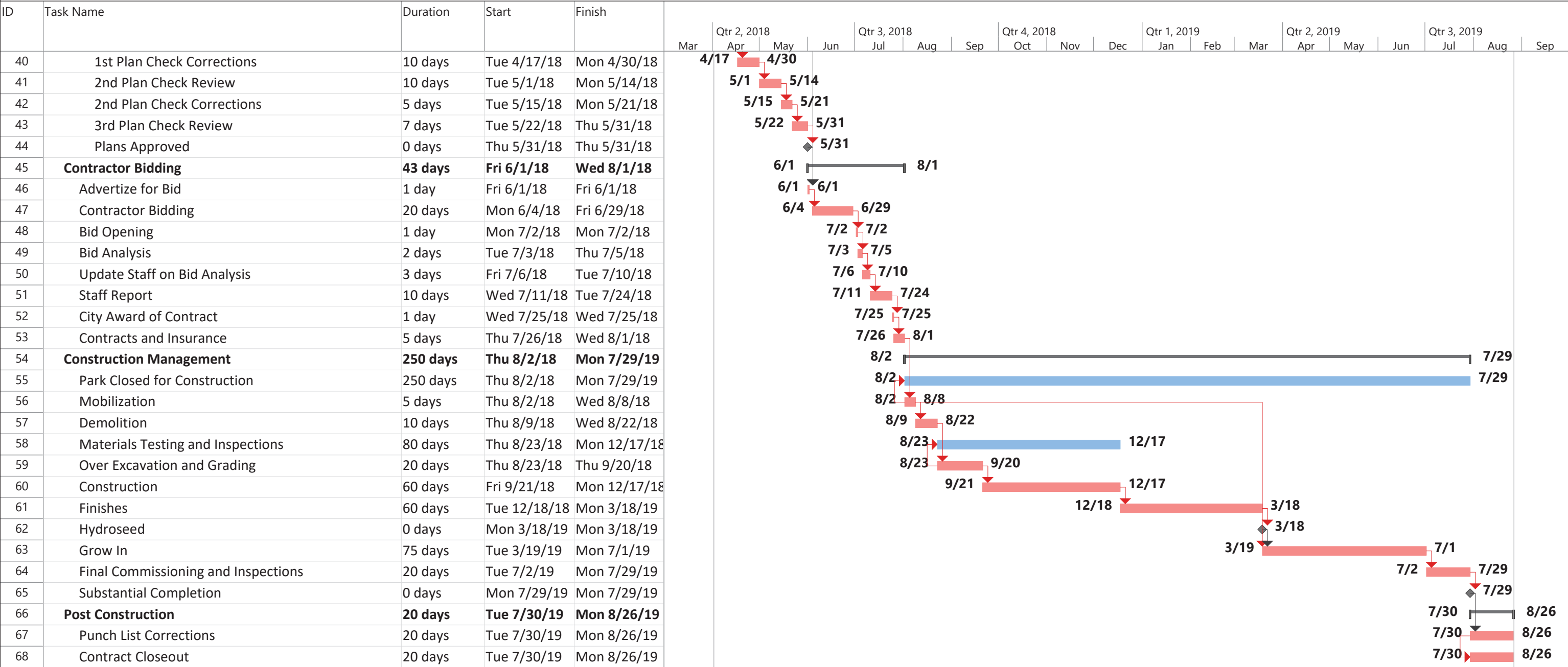
RIALTO FRISBIE PARK

Master Schedule

Griffin Structures

ID	Task Name	Duration	Start	Finish	Timeline																								
					Mar	Qtr 2, 2018				Qtr 3, 2018			Qtr 4, 2018			Qtr 1, 2019			Qtr 2, 2019			Qtr 3, 2019							
					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep							
1	Total Project Duration	356 days	Mon 4/2/18	Mon 8/26/19	4/2																								8/26
2	Project Start Up	13 days	Mon 4/2/18	Wed 4/18/18	4/2	4/18																							
3	Kick Off Meeting to ID Needs and Expectations	1 day	Mon 4/2/18	Mon 4/2/18	4/2	4/2																							
4	Update Project Schedule as Needed	5 days	Wed 4/4/18	Tue 4/10/18	4/4	4/10																							
5	Update Project Budget as Needed	5 days	Wed 4/4/18	Tue 4/10/18	4/4	4/10																							
6	Review Schedule and Budget with City	1 day	Wed 4/11/18	Wed 4/11/18	4/11	4/11																							
7	Final Updates to Budget and Schedule	5 days	Thu 4/12/18	Wed 4/18/18	4/12	4/18																							
8	Constructability Review PLANS	30 days	Thu 4/19/18	Thu 5/31/18	4/19	5/31																							
9	Kick Off Meeting with Design Team	1 day	Thu 4/19/18	Thu 4/19/18	4/19	4/19																							
10	Constructability Review	10 days	Fri 4/20/18	Thu 5/3/18	4/20	5/3																							
11	Submit Comments to Design Team	1 day	Fri 5/4/18	Fri 5/4/18	5/4	5/4																							
12	Desig Team Review of Comments	5 days	Mon 5/7/18	Fri 5/11/18	5/7	5/11																							
13	Page Turn Review with Design Team and City	1 day	Mon 5/14/18	Mon 5/14/18	5/14	5/14																							
14	Revisions to Drawings	10 days	Tue 5/15/18	Tue 5/29/18	5/15	5/29																							
15	Follow Up Review of Revisions	2 days	Wed 5/30/18	Thu 5/31/18	5/30	5/31																							
16	Plans Ready for Bid	0 days	Thu 5/31/18	Thu 5/31/18	5/31	5/31																							
17	Constructability Review SPECIFICATIONS	29 days	Fri 4/20/18	Thu 5/31/18	4/20	5/31																							
18	Kick Off Meeting with Design Team and City	1 day	Fri 4/20/18	Fri 4/20/18	4/20	4/20																							
19	Review General Provisions	15 days	Mon 4/23/18	Fri 5/11/18	4/23	5/11																							
20	Review Special Provisions	15 days	Mon 4/23/18	Fri 5/11/18	4/23	5/11																							
21	Review Division 01	15 days	Mon 4/23/18	Fri 5/11/18	4/23	5/11																							
22	Review Comments with City and Design Team	1 day	Mon 5/14/18	Mon 5/14/18	5/14	5/14																							
23	Finalize Front End Specifications	10 days	Tue 5/15/18	Tue 5/29/18	5/15	5/29																							
24	Team Review of Specifications	2 days	Wed 5/30/18	Thu 5/31/18	5/30	5/31																							
25	Specifications Ready for Bid	0 days	Thu 5/31/18	Thu 5/31/18	5/31	5/31																							
26	Value Engineering	42 days	Tue 4/3/18	Thu 5/31/18	4/3	5/31																							
27	Review of Cost Estimate	1 day	Fri 4/20/18	Fri 4/20/18	4/20	4/20																							
28	Meeting with Team to Discuss Estimate	1 day	Mon 4/23/18	Mon 4/23/18	4/23	4/23																							
29	Identify Possible Areas of Savings	5 days	Tue 4/24/18	Mon 4/30/18	4/24	4/30																							
30	Identify Possible Alternates for Pricing	5 days	Tue 4/24/18	Mon 4/30/18	4/24	4/30																							
31	Drawing Revisions Based on VE Efforts	10 days	Tue 5/1/18	Mon 5/14/18	5/1	5/14																							
32	Cost Estimate 2	5 days	Tue 5/15/18	Mon 5/21/18	5/15	5/21																							
33	Review of 2nd Cost Estimate	1 day	Tue 5/22/18	Tue 5/22/18	5/22	5/22																							
34	Meeting with Team to Discuss 2nd Cost Estimate	1 day	Wed 5/23/18	Wed 5/23/18	5/23	5/23																							
35	Incorporation of Estimate Into Master Budget	1 day	Thu 5/24/18	Thu 5/24/18	5/24	5/24																							
36	Update Sr. City Staff of Updated Budget	4 days	Fri 5/25/18	Thu 5/31/18	5/25	5/31																							
37	City Approval of Engineer's Estimate	0 days	Thu 5/31/18	Thu 5/31/18	5/31	5/31																							
38	Permitting	42 days	Tue 4/3/18	Thu 5/31/18	4/3	5/31																							
39	1st Plan Check Review	10 days	Tue 4/3/18	Mon 4/16/18	4/3	4/16																							

RIALTO FRISBIE PARK
Master Schedule



Appendix: Addendum, Attachments, Exceptions

Acknowledgement of Addendum Number 1



City of Rialto *California*

Addendum Number 1 Request for Proposals No. 18-046 Construction Management, Inspection, Materials Testing Services and Constructability Review, Frisbie Park Expansion Project

To all prospective firms under specifications for Request for Proposals (RFP) No. 18-046 for Construction Management, Inspection, Materials Testing Services and Constructability Review, of the Frisbie Park Expansion Project, which are to be received by the City of Rialto, California, until **3:00 P.M., on Wednesday, January 17, 2018:**

Prospective firms shall acknowledge the following additional information, as part of their proposal:

1. A single placeholder page for Attachment E is currently included within the RFP as a draft. An update to this draft single page attachment will not be appended to the RFP prior to the date that proposals are required to be submitted. The City expects proposers to complete and submit their own individual scope of work based on the information within the RFP and their understanding of the needs of the project.
2. Within the RFP, the City generally outlines the significant types of support services and work being sought for the project, including construction management, inspection, materials testing services and constructability review of the project. These services have been broadly defined as to the remaining needs of the City during the project, considering that this project is currently under design by a consultant to the City, and will be publicly bid and awarded to a construction contractor. Proposers should determine and propose those services that best fit the needs of the City, and project, as articulated within the RFP and its supporting documents.
3. Proposers are reminded of the need to secure a City of Rialto Business License and to pay a City of Rialto Business Tax Fee for the professional services contract. The City Business License is a set fee, and the City Business Tax is based on the value of the proposer's proposal for the work. The Business License shall be secured by the selected proposer before the time that a Professional Services Agreement is entered into, and the Business Tax shall be paid by the selected proposer prior to being issued Notice to Proceed for the work. Proposers are not required to have a City Business License or to pay the City Business Tax fee to submit a proposal. Proposers may access the two referenced City fees through the following link: <http://yourrialto.com/wp-content/uploads/2017/08/Business-Licensing-Fees-2017.pdf>
4. In accordance with California Government Code Section 87100 et seq., and Rialto Municipal Code section 2.48.145, all firms providing goods or services to the City shall file a form disclosing all financial or familial relationships with City elected officials or employees.

335 W. Rialto Avenue, Rialto, California 92376

The form has been uploaded to PlanetBids, shall be filed as part of proposer's proposal submittal, and shall be contractually binding on the selected proposer.

5. In order to avoid either a perceived or real conflict of interest or unfair bidding advantage, the City prohibits firms from proposing on both Requests for Proposal (RFP) for design, construction management, inspection or constructability review, and the Request for Bids (RFB) to construct the same project. Properly licensed and experienced firms may bid on either the RFP or the RFB, but not both. Additionally, the City will prohibit the selected firm from self-performing any work listed in the RFB for that same project.
6. To aid proposers, copies of the following geotechnical reports have been uploaded to the PlanetBids website:
 - a. Report 4452: Soils Investigation, Frisbie Park Expansion, June 8, 2017
 - b. Report 4460: Soils Investigation for individual sewage disposal system, Frisbie Park Expansion, June 8, 2017
 - c. Report 4461: Infiltration rate study for storm water disposal, Frisbie Park Expansion, June 8, 2017
7. The city will provide a QSP for this project.
8. The park includes existing facilities and undeveloped areas. A Hazardous Materials Assessment (HMA) will be conducted to determine likely presence of hazardous materials (asbestos containing materials, lead based paint, etc.) in the onsite building(s)/ structures(s) to be removed, and as necessary, for the undeveloped areas. The HMA will be made a part of the advertised construction documents.
9. For all prefabricated buildings to be installed, the City will procure the buildings separate from the construction contract, for installation by the building manufacturer's contractor. The overall site construction contractor will be responsible for coordination and preparation of the prefabricated building pad(s) to within 6" of final grade, utility stub outs to within 5' of the building pad(s), and to provide a rough grade path to the building site(s) suitable for a crane to place the building(s). These requirements will be stipulated in more detail in the construction documents for the site work.
10. The City anticipates a construction window of 12 months for the overall project, during which the entire Frisbie Park will be closed to the public, and made available to the contractor. This is to include all construction work, and plant establishment. As part of the constructability review of the project, the City expects the selected proposer to evaluate the overall construction documents and advise revisions which the proposer recommends are needed for the project. Further, the park's designer will recommend any phasing of the overall work within the allowable construction window, with this phasing to be reviewed by the selected proposer.
11. Proposers are requested to provide a line item in their scope of work and attendant cost proposal that identifies a scope of services and associated fee for video monitoring of the construction contract. This item shall be a deletable item, and only to be incorporated into the construction contract as directed by the City.
12. While there is no change to the date, time and place for delivery of proposals, Respondents to this RFP are reminded that proposals shall be submitted no later than 3:00 pm, Wednesday, January 17, 2018, to the City of Rialto, Public Works Department, Engineering Division, physically located at 335 W. Rialto Avenue, Rialto, CA, 92376. Proof of receipt before the deadline is a City of Rialto, Public Works Department, Engineering Division time/ date stamp. Proposals delivered after the specified date/ time for receipt will be rejected.

Date: January 10, 2018

BY ORDER OF THE CITY OF RIALTO



Ted Rigoni, PE, PMP
Engineering support to the City of Rialto

Attachments uploaded to PlanetBids:

- Financial/ familial disclosure form, as noted herein
- Report 4452: Soils Investigation, Frisbie Park Expansion, June 8, 2017
- Report 4460: Soils Investigation for individual sewage disposal system, Frisbie Park Expansion, June 8, 2017
- Report 4461: Infiltration rate study for storm water disposal, Frisbie Park Expansion, June 8, 2017



Kelly Boyle EVP

335 W. Rialto Avenue, Rialto, California 92376

Disclosure



CITY OF RIALTO

DISCLOSURES REQUIRED BY PERSONS OR ENTITIES CONTRACTING WITH THE CITY OF RIALTO

Pursuant to Rialto Municipal Code section 2.48.145, all persons or business entities supplying any goods or services to the City of Rialto shall disclose whether such person or entity is related to any officer or employee of the City by blood or marriage within the third degree which would subject such officer or employee to the prohibition of California Government Sections 87100 et. seq., Fair Political Practices Commission Regulation Section 18702, or Government Code Section 1090.

By submitting this proposal, or supplying any goods or services to the City, the undersigned hereby attests under penalty of perjury, personally or on behalf of the entity submitting this proposal or supplying any goods or services to the City, as well the entity's officers, representatives and the undersigned, that it/they have no relationship, as described above, or financial interests, as such term is defined in California Government Section 87100 et. seq., Fair Political Practices Commission Regulation Section 18702, or Government Code Section 1090, with any City of Rialto elected or appointed official or employee, except as specifically disclosed immediately below:

Vendor/Contractor/Consultant: Griffin Structures, Inc.

City of Rialto Official/ Employee Name(s)	The nature of the relationship with the person listed is:
<u>N/A</u>	<u>N/A</u>
<u> </u>	<u> </u>
<u> </u>	<u> </u>

By: 

Name: Kelly Boyle

Title: EVP

ATTACHMENT "B"

NOTE: THIS FORM MUST BE COMPLETED AND INCLUDED INSIDE ENVELOPE #1, "WORK PROPOSAL"

**REQUESTS FOR PROPOSALS (RFP) # 18-046
Construction Management, Inspection, Materials Testing Services, Value Engineering and
Constructability Review, of the Frisbie Park Expansion Project
SIGNATURE AUTHORIZATION**

PROPOSER: Griffin Structures, Inc.

- A. I hereby certify that I have the authority to submit this Proposal to the City of Rialto for the above listed individual or company. I certify that I have the authority to bind myself/this company in a contract should I be successful in my proposal.

Kelly Boyle, EVP



SIGNATURE

- B. The following information relates to the legal contractor listed above, whether an individual or a company. Place check marks as appropriate:

1. If successful, the contract language should refer to me/my company as:

☐ An individual;

☐ A partnership, Partners' names: _____

☐ A company;

☒ A corporation

2. My tax identification number is: 33-0756139

ADDENDA ACKNOWLEDGMENT:

Acknowledgment of Receipt of any Addenda issued by the City for this RFP is required by including the acknowledgment with your proposal. Failure to acknowledge the Addenda issued may result in your proposal being deemed non-responsive.

In the space provided below, please acknowledge receipt of each Addenda:

Addendum(s) # 1 is/are hereby acknowledged.

The "Small Business Concerns Information" sheet shall be included as part of Attachment "A".

Attachment "C" - Small Business Concerns Information

The Proposer shall furnish the following information. Additional sheets may be attached, if necessary.

- (1) Name: Griffin Structures, Inc.
- (2) Address: 2 Technology Drive, Suite 150, Irvine, CA 92618
- (3) Phone No.: 949.497.9000 x202 Fax No.: 949.497.8883
- (4) E-Mail: kboyle@griffinstructures.com
- (5) Type of Firm: (Check all that apply)
☐ Individual ☐ Partnership ☒ Corporation
☐ Minority Business Enterprise (MBE) ☐ Women Business Enterprise (WBE)
☐ Small Disadvantaged Business (SDB) ☐ Veteran Owned Business
☐ Disabled Veteran Owned Business ☐ Other
- (6) Business License: ☒ Yes ☐ No License Number: _____
- (7) Tax Identification Number: 33-0756139
- (8) Number of years as a firm practicing the requested services: 36
- (9) Three (3) projects of this type recently completed:
- Type of project: Lake Forest Sports Park: 87-acre site that includes a sports park with multi-use fields, playgrounds, passive use, picnic areas, outdoor and indoor basketball courts as well as a 25,600 SF recreation center
- Contract Amount: \$680,550 Date Completed: 3/2015
- Owner: City of Lake Forest, Tom Wheeler, Public Works Phone: 949.461.3481
- Type of project: Brea Sports Park, 26-acre park that features ball fields, walking trail, children's play area and picnic area
- Contract Amount: \$408,000 Date Completed: 2/2009
- Owner: City of Brea, Charlie View, Former PW Director Phone: 949.220.4467
- Type of project: Marina Park and Playground: Includes 10.5 acres of childrens' playground, picnic areas, passive-use park, community center and sailing center
- Contract Amount: \$1.2 million Date Completed: 12/2016
- Owner: City of Newport Beach, Laura Detweiler, Director Phone: 949.644.3311
- (10) Person who reviewed the RFP for your firm:
- Name: Kelly Boyle, EVP *Kelly Boyle* Date of Review: January 12, 2018

ATTACHMENT "D"

NOTE: THIS FORM MUST BE COMPLETED AND INCLUDED INSIDE ENVELOPE #1, "WORK PROPOSAL"

**REQUESTS FOR PROPOSALS (RFP) # 18-046
Construction Management, Inspection, Materials Testing Services, Value Engineering and
Constructability Review, of the Frisbie Park Expansion Project**

DEBARMENT AND SUSPENSION CERTIFICATION

TITLE 49, CODE OF FEDERAL REGULATIONS, PART 29

The Consultant, under penalty of perjury, certifies that, except as noted below, he/she or any other person associated therewith in the capacity of owner, partner, director, officer, and manager:

- Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any federal agency;
- Has not been suspended, debarred, voluntarily excluded or determined ineligible by any federal agency within the past 3 years;
- Does not have a proposed debarment pending; and
- Has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past 3 years.

If there are any exceptions to this certification, insert the exceptions in the following space.

Exceptions will not necessarily result in denial of award, but will be considered in determining Proposer responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action.

Notes: Providing false information may result in criminal prosecution or administrative sanctions.

Consultant Name: Griffin Structures, Inc.

January 12, 2018

(Date)



(Signature)

Kelly Boyle, EVP

(Name & Title)

Exceptions

- At 1.1, we request that the City please delete “and warrants” on 5th line
- At 1.1, please delete “first class work and” on 6th line
- At 1.1, please delete “the highest” on 8th line
- At 1.1, Griffin requests that after “professional standards”, the phrase “consistent with other professionals providing similar services within the same geographic area” be inserted
- At 1.1, please delete the last sentence
- At 1.4, please delete the word “warrants” on the 2nd line
- At 3.1, Griffin would strongly prefer the 1st sentence be deleted
- At 5.1 A, please change the phrase “per occurrence” to “per claim”
- At 6, please remove “defend (at Consultant’s sole cost and expense)” from the 1st/2nd line of the 1st paragraph
- At 6, we request to re-write the entire 2nd paragraph to read only: “Consultant shall reimburse the Indemnified Parties for any reasonable expenditures, including reasonable attorneys’ fees, expert fees, litigation costs, and expenses that each Indemnified Party may incur by reason of Indemnified Claims, however, Consultant shall have no obligation to pay for any of the Indemnified Parties’ defense related costs prior to a final determination of liability or to pay any amount that exceeds Consultant’s finally determined percentage of liability based upon the comparative fault of Consultant.”