ITEM NO. 24

STAFF REPORT

CITY OF OCEANSIDE

DATE: September 12, 2007

TO: Honorable Mayor and City Councilmembers

FROM: Oceanside Police Department

SUBJECT: **APPROVAL OF A PROFESSIONAL SERVICES AGREEMENT WITH GRIFFIN STRUCTURES INCORPORATED OF LAGUNA BEACH FOR A POLICE FACILITY NEEDS ASSESSMENT**

SYNOPSIS

Staff and the Police and Fire Commission recommend that the City Council approve a professional services agreement with Griffin Structures, Inc., of Laguna Beach in an amount not to exceed $101,500 for a complete Police Facility Needs Assessment, and authorize the City Manager to execute the agreement.

BACKGROUND

The Police Department headquarters is currently located at 3855 Mission Avenue. This site was converted from two retail stores and became operational in 1999. The conversion of the retail stores was preceded by a Needs Analysis to determine what type of space the Department required at that time. Although a new structure was recommended due to such factors as space needs and growth projections, budget shortfalls led to the decision to convert 3855 Mission into an "interim facility" with a projected lifespan of ten years.

The Police Department headquarters has occupied 3855 Mission Avenue for eight years of its ten-year projected useful life. The Department continues to expand and has outgrown the current facilities. At the present time the City is searching for suitable sites for a new Public Safety Facility.

The Police Chief and several Police and Fire Management staff attended an International Association of Chiefs of Police (IACP) "Planning, Designing, and Constructing Police Facilities: Management and Supervision" course held in 2006 in Layton, Utah. The intensive course covered many pertinent and timely issues, and provided the attendees with the benefit of learning from experienced professionals in the specialized field of law enforcement facility planning and design. Police facilities are faced with functional needs which were not envisioned as recently as even a decade ago. The City and Department need to consider how best to meet those needs going into the future. This project has short-term and long-term implications. Short-term it will require cooperation by Police and

other City staff with the contracted firm to arrive at an accurate result. If the study is supported and done thoroughly for the long-term, and results in a recommendation of a new facility, the goal of that construction would result in a facility designed to meet the needs of the community for a goal of thirty years from occupancy.

ANALYSIS

The first step in this process of assessing Police space needs is a "Needs Analysis" by a firm experienced in the field. A Request for Proposals (RFP) was issued by the Police Department and City via print publication and electronic "bidboard" and eight professional responses were received. A committee of Police and City Personnel was formed and the committee selected the finalist. The City has appropriated a budget of $100,000 for these consulting services, but the Department asks for the option to add an additional $1,500 from 101.364360.5241 to the costs of this project as the study progresses in the event that it chooses to select all additional components offered.

Proposals were received and evaluated from the following firms: Brinkley Sargent, CH&D, Griffin, Katz, Kitchell, Leach Mounce, RRM, and WMM Associates. A staff panel reviewed the proposals, discussed them, and agreed upon a "short-list" of four firms. The firms on the short-list were invited to provide a presentation to the panel on May 31, 2007. Based on their experience conducting similar studies within the region, quality of work and presentation, references, bid, and ability to meet deadlines within budget, Griffin Structures of Laguna Beach ranked highest in the selection process. A consensus among the committee members was reached to recommend an agreement. Even though bid was one of the considerations, Griffin was not the low bidder – a combination of relevant factors led to the committee's recommendation of Griffin.

In accordance with the recommended Professional Services Agreement, Griffin will provide a Needs Assessment that will assess and document the following alternatives:

- ► Continue to operate, as is, with minimal improvements as needed, or annexation of surrounding space. Reallocation of current built-up space as the Department and City grows.
- ► Plan to build a new Police facility, replacing the current facilities (at a location other than on the current site).
- ► Plan to build a new Police facility, maintaining current facilities.
- ► Provide alternative site assessment and evaluation.

Alternate scenarios for the study will identify potential needs assessed for police facilities and development for the next 5 years, 10 years, 15 years and 20 years and beyond. Staffing needs, population, and other above-mentioned estimates will be based upon reasonable and factual information from reliable, clearly referenced sources such as SANDAG, the State of California Department of Finance, and the FBI. Proposals will detail, to the extent specified, potential size and type of construction, features, and cost.

Griffin will assess the impact of local, regional, and state-imposed regulations that affect the type of development proposed. They will identify any required changes, waivers,

etc., that the proposed development will require. Particular attention will be paid to habitat restrictions, both current and potential, based on the forecasted use. The ability of the current utility infrastructure to support any proposed development will be considered and any necessary upgrades included in the analysis. Evidence processing fumes, DNA storage, range, ergonomics to minimize workers compensation claims, earthquake safety, security from terrorist acts, and durability of structure and fixtures are examples of issues which will receive special consideration.

The consultant will provide an executive summary with a matrix on a recommended decision-making process to assist the City's several decision-making bodies in reviewing the various points of consideration. The City expects an analysis that, at a minimum, specifically addresses the services of the Department, how they are currently met with an emphasis on space and facilities, and how they can continue to be met with anticipated growth at the future above-specified target dates. It is expected that the analysis will be completed by May 30, 2008.

Cost analysis will include all costs associated with the development including but not limited to: architectural and engineering cost, site improvements, off-site improvements, building cost, soft costs, fees and permits, consultant costs and any other development-related information necessary to evaluate the three alternative scenarios.

An overview of possible funding sources will be included – suggested to mainly be a survey of funding sources used by comparable cities, and as considered against Oceanside's current economic environment and forecast. (Recent RFPs submitted for other City space, land, and facility projects can be considered or referenced by the firm for this portion of the report.)

FISCAL IMPACT

The Professional Services Agreement is for a not-to-exceed amount of $101,500. The City Council-adopted budget included $100,000 for a Needs Assessment study. The $100,000 was appropriated in FY06-07 in account 101.604810.5241 and will be a carry-forward into FY07-08. The study will be completed according to the Project Schedule submitted as Exhibit B. There are several optional components Griffin has listed which were not foreseen during the initial RFP budget proposal but have been determined by the Department and the Committee to be consistent with the goals of this project. If all optional components were approved, selection of all additional components would add an additional $1,500 over the budgeted amount. However, no additional budget is required at this time; should the Department request all optional component services it would take appropriate action to fund those additional services as may be required.

INSURANCE REQUIREMENTS

The City's standard insurance requirements will be provided.

COMMISSION OR COMMITTEE REPORT

This matter was presented to the El Corazon Oversight Committee on July 16, 2007, and to the Police & Fire Commission on July 19, 2007. The El Corazon Oversight Committee (ECOC) expressed concern over the potential identification of a site on El Corazon and its potential relationship to the Green Waste facility. Staff agreed to return to the ECOC with its final recommendations. The Police & Fire Commission voted unanimously in favor of recommending that the City Council authorize the City Manager to execute the agreement.

CITY ATTORNEY'S ANALYSIS

The referenced documents have been reviewed by the City Attorney and approved as to form.

RECOMMENDATION

Staff and the Police and Fire Commission recommend that the City Council approve a professional services agreement with Griffin Structures, Inc., of Laguna Beach in an amount not to exceed $101,500 for a complete Police Facility Needs Assessment, and authorize the City Manager to execute the agreement.

PREPARED BY:

Frank S. McCoy
Chief of Police

SUBMITTED BY:

Peter A. Weiss
City Manager

REVIEWED BY:
Michelle Skaggs Lawrence, Deputy City Manager
Joe Arranaga, Acting Deputy Public Works Director
Paul Bussey, Interim Financial Services Director

EXHIBITS/ATTACHMENTS

Exhibit A1 - Proposal
Exhibit A2 - Addendum
Exhibit B - Project Schedule
Exhibit C - The Professional Services Agreement

OCEANSIDE POLICE DEPARTMENT – NEEDS ASSESSMENT

CITY OF OCEANSIDE

PROFESSIONAL SERVICES AGREEMENT

THIS AGREEMENT is made and entered into this ___day of _____, 2007, by and between the CITY OF OCEANSIDE, a municipal corporation, hereinafter designated as "CITY", and Griffin Structures, Inc., hereinafter designated as "CONSULTANT".

RECITALS

A. CITY desires to obtain professional needs assessment services from an independent contractor for the above named project.

B. CONSULTANT has submitted a proposal to provide services for the CITY in accordance with the terms set forth in this Agreement.

C. CITY desires to contract with CONSULTANT as an independent contractor and CONSULTANT desires to provide services to CITY as an independent contractor.

D. CONSULTANT has demonstrated its competence and professional qualifications necessary for the satisfactory performance of the services designated herein by virtue of its experience, training, education and expertise.

NOW, THEREFORE, THE PARTIES MUTUALLY AGREE AS FOLLOWS:

1.0 **SCOPE OF WORK.** The project is more particularly described as a police facility needs assessment comprised of the following: survey and interviews of key Police and City staff members; an application of current operational standards and a functional assessment; calculation of space requirements for all Police facilities in detail at the component level; total site area requirements; a long-term comprehensive projection of staffing and operational needs; a project workbook; budgeting analysis, strategic implications, funding sources, and cost projections; resulting comprehensive written report of needs including an analysis of options; and oral presentation of findings to Police Management and the City Council; plus optional components listed in the proposal including additional site selection work, renovation related study of existing building, concept sketches, exhibits, and presentations.

OCEANSIDE POLICE DEPARTMENT – NEEDS ASSESSMENT

1.1 **PROFESSIONAL SERVICES PROVIDED BY CONSULTANT.** The professional services to be performed by CONSULTANT shall consist of, but not be limited to, the following:

1.1.1 Work closely with the Chief of Police and/or designee in performing work in accordance with this Agreement in order to receive clarification as to the result which the CITY expects to be accomplished by CONSULTANT. The Chief of Police, under the authority of the City Manager, shall be the CITY'S authorized representative in the interpretation and enforcement of all work performed in connection with this Agreement. The Chief of Police may delegate authority in connection with this Agreement to Police staff designated by the Chief. For the purposes of directing the CONSULTANT'S performance in accordance with this Agreement, the Chief delegates authority to Captain Tom Jones, Lieutenant Shawn Murray, Senior Management Analyst Mike Koziel, and Administrative Lieutenant as may be assigned.

1.1.2 In compliance with Government Code section 7550, the CONSULTANT shall include a separate section in the proposal prepared pursuant to this Agreement, which contains a list of all the subcontractors and dollar amounts of all contracts and subcontracts required for the preparation of work described in this Agreement.

1.1.3 Visit and carefully examine the location of the project as often as necessary to become acquainted with all conditions which are visible or could reasonably be discovered, and which might have an impact upon the completion of the needs assessment.

1.1.4 Design, prepare and submit to the Chief of Police, work as outlined in the Proposal, hereto attached as Exhibit A-1 and made part of this Agreement by this reference and in the time and manner set forth in the project schedule attached to this Agreement as Exhibit B, incorporated herein and made as part of this agreement by this reference.

1.1.5 Upon completion of project, approve, sign, and present the needs assessment.

1.1.6 Provide consultative services to the Police Chief and designee during the assessment preparation period, as specified in detail in the Exhibit A-1, and as modified by exhibit A-2 which is incorporated herein and made part of this agreement by this reference, and to include the services listed below:

a. Provide consultation and advice by experienced personnel utilizing knowledge and skills as specified in the consultant's proposal.

b. Review and comment on specific inquiries the Chief and his/her designee might reasonably have as the needs assessment proceeds.

c. Make reasonable attempts to schedule and follow-up on all necessary meetings, and to maintain project on schedule to include all necessary interaction with Police staff as well as other city staff.

d. To send a responsible representative to all relevant meetings the Police department or City might schedule upon receipt of five (5) work days notice.

e. Provide progress reports to the Chief or his designee to inform of project status pursuant to Exhibit B, and upon request of the Chief or his/her designee.

1.1.7. It there is any conflict between the terms of this agreement and the exhibits attached hereto, the terms of this agreement shall control and be given precedence over the terms of the exhibits.

1.2 **SERVICES PROVIDED BY CITY.** The CITY shall perform the following services:

1.2.1 Provide access to all public improvement plans and records (unless prohibited by law, statute, rule or regulation) and furnish one copy of drawings and reports requested.

2.0 **TIMING REQUIREMENTS**

2.1 Time is of the essence in the performance of work under this Agreement and the following timing requirements shall be strictly adhered to unless otherwise modified in writing as set forth in Section 2.6. Failure by CONSULTANT to strictly adhere to these timing requirements may result in termination of this Agreement by the CITY.

2.2 Progress Reports. CONSULTANT shall prepare and deliver a report to the Chief of Police on a periodic basis as work progress warrants, specifying the progress of the project to date and the anticipated timing for completion as specified in section 1.1.6 (e) above .

2.3 Final Report and Recommendation. CONSULTANT shall discuss project findings with the Chief of Police and his/her designee, and then prepare and deliver a final printed report and recommendations to the Chief of Police. This report shall be due in accordance with the project schedule attached as Exhibit B.

2.4 City Council Presentation. CONSULTANT shall make a presentation of the final needs assessment to the Oceanside City Council within 60 days of when the final report is submitted to the Chief of Police. The CONSULTANT will coordinate through the Office of Chief of Police or Chief's designee to agendize this presentation, and this deadline can be waived or adjusted if authorized by the Chief of Police.

2.5 CONSULTANT shall follow-up if so requested as a result of the City Council Presentation, and limitations to this follow-up shall be governed by terms of payment and scope of work as identified in this Agreement.

2.6 CONSULTANT shall submit all requests for extensions of time for performance in writing to the Chief of Police no later than ten (10) calendar days after the start of the condition which purportedly caused the delay, and not later than the date on which performance is due. The Chief of Police shall review all such requests and grant reasonable time extensions for unforeseeable delays which are beyond CONSULTANT'S control.

2.7 For all time periods not specifically set forth herein, the CONSULTANT shall respond in the most expedient and appropriate manner under the circumstances, by either telephone, fax, hand delivery, email, or U.S. postal mail.

3.0 **DESIGN CRITERIA AND STANDARDS.** All work shall be performed in

accordance with applicable CITY, state and federal codes and criteria. In the performance of its professional services, CONSULTANT shall use the degree of care and skill ordinarily exercised by CONSULTANT under similar conditions.

The Needs Assessment report submitted shall be consistent with the quality of similar documents submitted by the CONSULTANT during the RFP process.

4.0 **INDEPENDENT CONTRACTOR.** CONSULTANT'S relationship to the CITY shall be that of an independent contractor. CONSULTANT shall have no authority, express or implied, to act on behalf of the CITY as an agent, or to bind the CITY to any obligation whatsoever, unless specifically authorized in writing by the City Manager. The CONSULTANT shall not be authorized to communicate directly regarding this project with, nor in any way direct the actions of, any other consultant related to this project without the prior written authorization by the Chief of Police. CONSULTANT shall be solely responsible for the performance of any of its employees, agents or subcontractors under this agreement.

CONSULTANT shall report to the CITY any and all employees, agents and consultants performing any portion of the work in connection with this project and this agreement, and all shall be subject to the approval of the CITY.

5.0 **CITY BUSINESS LICENSE.** Prior to the commencement of any work under this agreement, the CONSULTANT shall obtain and present a copy of an Oceanside City Business License to the Chief of Police.

6.0 **WORKERS' COMPENSATION.** Pursuant to Labor Code section 1861, the CONSULTANT hereby certifies that the CONSULTANT is aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self-insurance in accordance with the provisions of that Code, and the CONSULTANT will comply with such provisions and provide certification of such compliance as a part of these Award Documents. The certification shall be in accordance with Subsections 7.3 through 7.8 of this Agreement.

7.0 **LIABILITY INSURANCE.**

7.1 CONSULTANT shall, throughout the duration of this Agreement, maintain comprehensive general liability and property damage insurance, or commercial general liability insurance, covering all operations of CONSULTANT, its agents and employees, performed in connection with this Agreement including, but not

limited to, premises and automobile.

7.2.1 CONSULTANT shall maintain liability insurance in the following minimum limits:

Comprehensive General Liability Insurance (bodily injury and property damage)	
Combined Single Limit Per Occurrence	$ 1,000,000
General Aggregate	$ 2,000,000*
Commercial General Liability Insurance (bodily injury and property damage)	
General limit per occurrence	$ 1,000,000
General limit project specific	$ 2,000,000
Automobile Liability Insurance	$ 1,000,000

*General aggregate per year, or part thereof, with respect to losses or other acts or omissions of CONSULTANT under this Agreement.

7.2.2 If coverage is provided through a Commercial General Liability Insurance policy, a minimum of 50% of each of the aggregate limits shall remain available at all times. If over 50% of any aggregate limit has been paid or reserved, the CITY may require additional coverage to be purchases by the CONSULTANT to restore the required limits. The CONSULTANT shall also notify the CITY'S Project Manager promptly of all losses or claims over $25,000 resulting from work performed under this contract, or any loss or claim against the CONSULTANT resulting from any of the CONSULTANT'S work.

7.3 All insurance companies affording coverage to the CONSULTANT for the purposes of this Section shall add the City of Oceanside as "additional insured" under the designated insurance policy for all work performed under this Agreement. Insurance coverage provided to the CITY as an additional insured shall be primary insurance and other insurance maintained by the CITY, its officers, agents and employees shall be excess only and not contributing with insurance provided pursuant to this Section.

7.4 All insurance companies affording coverage to the CONSULTANT pursuant to this Agreement shall be insurance organizations authorized by the Insurance

Commissioner of the State of California to transact business of insurance in the state or be rated as A-X or higher by A.M. Best.

7.5 All insurance companies affording coverage shall provide thirty (30) days written notice to the CITY should the policy be cancelled before the expiration date. For the purposes of this notice requirement, any material change in the policy prior to the expiration shall be considered a cancellation.

7.6 CONSULTANT shall provide evidence of compliance with the insurance requirements listed above by providing a Certificate of Insurance, in a form satisfactory to the City Attorney, concurrently with the submittal of this Agreement.

7.7 CONSULTANT shall provide a substitute Certificate of Insurance no later than thirty (30) days prior to the policy expiration date. Failure by the CONSULTANT to provide such a substitution and extend the policy expiration date shall be considered a default by CONSULTANT and may subject the CONSULTANT to a suspension or termination of work under the Agreement.

7.8 Maintenance of insurance by the CONSULTANT as specified in this Agreement shall in no way be interpreted as relieving the CONSULTANT of any responsibility whatsoever and the CONSULTANT may carry, at its own expense, such additional insurance as it deems necessary.

8.0 **PROFESSIONAL ERRORS AND OMISSIONS INSURANCE.** Throughout the duration of this agreement and four (4) years thereafter, the CONSULTANT shall maintain professional errors and omissions insurance for work performed in connection with this Agreement in the minimum amount of One Million dollars ($1,000,000).

CONSULTANT shall provide evidence of compliance with these insurance requirements by providing a Certificate of Insurance.

9.0 **CONSULTANT'S INDEMNIFICATION OF CITY.** CONSULTANT shall indemnify and hold harmless the CITY and its officers, agents and employees against all claims or lawsuits for damages to persons or property arising out of the conduct, negligent acts, errors, omissions or wrongful acts or conduct of the CONSULTANT or its employees, agents, subcontractors or others in connection with the execution of the work covered by this Agreement, except for those claims arising from the willful misconduct, sole negligence or active negligence of the CITY, its officers, agents or employees. CONSULTANT'S indemnification shall

include any and all costs, expenses, expert fees, attorneys' fees and liability assessed against or incurred by the CITY, its officers, agents or employees in defending against such claims or lawsuits, whether the same proceed to judgment or not. Further, CONSULTANT, at its own expense, shall, upon written request by the CITY, defend any such suit or action brought against the CITY, its officers, agents or employees resulting or arising from the tortious acts or omissions of the CONSULTANT.

CONSULTANT'S indemnification of CITY shall not be limited by any prior or subsequent declaration by the CONSULTANT.

10.0 **ERRORS AND OMISSIONS.** In the event that the City Manager, Chief of Police, or designee determines that the CONSULTANT'S negligence, misconduct, errors or omissions in the performance of work under this Agreement has resulted in expense to CITY greater than would have resulted if there were no such negligence, errors or omissions in the work or work product of CONSULTANT, CONSULTANT shall reimburse CITY for the additional expenses incurred by the CITY, including planning, staff time, or other expense. Nothing herein is intended to limit CITY'S rights under Sections 7, 8 or 9.

11.0 **NO CONFLICT OF INTEREST.** The CONSULTANT shall not be financially interested in any other CITY contract for this project without prior written authorization of the CITY. For the limited purposes of interpreting this section, the CONSULTANT shall be deemed a "City officer or employee", and this Section shall be interpreted in accordance with Government Code section 1090. In the event that the CONSULTANT becomes financially interested in any other CITY contract for this project without prior written authorization of the CITY, that other contract shall be void. The CONSULTANT shall indemnify and hold harmless the CITY, under Section 9 above, for any claims for damages resulting from the CONSULTANT'S violation of this Section.

12.0 **OWNERSHIP OF DOCUMENTS.** All original needs assessment materials, including details, computations and other documents, prepared or provided by the CONSULTANT under this Agreement shall be the property of the CITY. The CITY agrees to hold the CONSULTANT free and harmless from any claim arising from any use, other than the purpose intended, of these materials and all preliminary sketches, schematics, preliminary plans, including details, computation and other documents, prepared or provided by the CONSULTANT and original to this project. CONSULTANT may retain a copy of all material produced under this Agreement for the purpose of documenting their participation in this project.

13.0 **COMPENSATION.**

13.1 For work performed by CONSULTANT in accordance with this Agreement, CITY shall pay CONSULTANT in accordance with the schedule of billing rates set forth in Exhibit "C", attached hereto and incorporated herein by reference. No rate changes shall be made during the term of this Agreement without prior written approval of the Chief of Police. CONSULTANT'S compensation for all work performed in accordance with this Agreement shall not exceed the total contract price of $ 101,500.

No work shall be performed by CONSULTANT in excess of the total contract price without prior written approval of the Chief of Police. CONSULTANT shall obtain approval by the Chief of Police prior to performing any work which results in incidental expenses to CITY as set forth in Section 13.2.2.

13.2 CONSULTANT shall maintain accounting records including the following information:

13.2.1 Names and titles of employees or agents, types of work performed and times and dates of all work performed in connection with this Agreement which is billed on an hourly basis.

13.2.2 All incidental expenses including reproductions, computer printing, postage, mileage and subsistence.

13.3 CONSULTANT'S accounting records shall be made available to the Chief of Police for verification of billings, within a reasonable time of the Chief's request for inspection.

13.4 CONSULTANT shall submit monthly invoices to CITY. CITY shall make partial payments to CONSULTANT not to exceed the total contract price within forty-five (45) days of receipt of invoice, subject to the approval of the Chief of Police, and based upon percentage of work completed in that month. Billings will present an accounting of this percentage of past work billed, current billing, and remaining unbilled amount. Billing will be supported by an appropriate description of project activities completed in the billing period, in relation to the Project Schedule (Exhibit B).

13.4.3 Final payment shall be made to CONSULTANT upon CONSULTANT'S completion of ALL elements as required per this Agreement.

14.0 **TERMINATION OF AGREEMENT.** Either party may terminate this Agreement by providing thirty (30) days written notice to the other party.

If any portion of the work is terminated or abandoned by the CITY, then the CITY shall pay CONSULTANT for any work completed and submitted up to and including the date of termination or abandonment of this Agreement, in accordance with Section 13. The CITY shall be required to compensate CONSULTANT only for work performed in accordance with the Agreement up to and including the date of termination.

15.0 **ASSIGNMENT AND DELEGATION.** This Agreement and any portion thereof shall not be assigned or transferred, nor shall any of the CONSULTANT'S duties be delegated, without the express written consent of the Chief of Police. Any attempt to assign or delegate this Agreement without the express written consent of the Chief of Police shall be void and of no force or effect. A consent by the CITY to one assignment shall not be deemed to be a consent to any subsequent assignment.

This Agreement shall inure to the benefit of and be binding upon the parties hereto and their respective successors and assigns.

16.0 **ENTIRE AGREEMENT.** This Agreement comprises the entire integrated understanding between CITY and CONSULTANT concerning the work to be performed for this project and supersedes all prior negotiations, representations or agreements.

17.0 **INTERPRETATION OF THE AGREEMENT.** The interpretation, validity and enforcement of the Agreement shall be governed by and construed under the laws of the State of California. The Agreement does not limit any other rights or remedies available to CITY nor to the CONSULTANT.

The CONSULTANT shall be responsible for complying with all local, state and federal laws whether or not said laws are expressly stated or referred to herein.

Should any provision herein be found or deemed to be invalid, the Agreement shall be construed as not containing such provision and all other provisions, which are otherwise lawful, shall remain in full force and effect, and to this end the provisions of this Agreement are severable.

18.0 **AGREEMENT MODIFICATION.** This Agreement may not be modified orally or in any manner other than by an Agreement in writing, signed by the parties hereto.

19.0 **DISPUTE RESOLUTION.**

a. Any controversy or claim arising out of or relating to this Agreement, or concerning the breach or interpretation thereof, shall be first submitted to mediation, the cost of which shall be borne equally by the parties.

b. No suit shall be brought on this contract unless all statutory claims filing requirements have been met.

20. **NOTICES.** All notices, demands, requests, consents or other communications which this Agreement contemplates or authorizes, or requires or permits either party to give to the other, shall be in writing and shall be personally delivered or mailed to the respective party as follows:

TO CITY:	**TO CONSULTANT:**
Oceanside Police Department Chief of Police 3855 Mission Ave Oceanside, CA 92054	Griffin Structures Inc. 385 Second Street Laguna Beach CA 92651 Attn: Roger Torriero, CEO

Either party may change its address by notice to the other party as provided herein.

Communications shall be deemed to have been given and received on the first to occur:

a. Actual receipt at the offices of the party to whom the communication is to be sent, as designated above, or

b. Three (3) working days following the deposit in the United States mail of registered or certified mail, postage prepaid, return receipt requested, addressed to the offices of the party to whom the communication is to be sent, as designated above.

21.0 **SIGNATURES.** The individuals executing this Agreement represent and warrant

that they have the right, power, legal capacity and authority to enter into and to execute this Agreement on behalf of the respective legal entities of the CONSULTANT and the CITY.

IN WITNESS WHEREOF the parties hereto for themselves, their heirs, executors, administrators, successors and assigns do hereby agree to the full performance of the covenants herein contained and have caused this Professional Services Agreement to be executed by setting hereunto their signatures:

CITY OF OCEANSIDE

GRIFFIN STRUCTURES, INC., a California Corporation

By: _____

Roger Torriero, its CEO

By: _____

Mark Hoglund, its COO/CFO

33-0756139

Employer ID No.

By: _____

Peter Weiss, City Manager

APPROVED AS TO FORM:

_____

City Attorney

NOTARY ACKNOWLEDGMENTS OF CONSULTANT MUST BE ATTACHED.

H:\RFP\Professional Services Agreement Long Form RFP (Police 8-2007)

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

State of California
County of Orange } ss.

On Aug. 30 2007, before me, SUSAN D. WHITLEY, NOTARY PUBLIC
Date — Name and Title of Officer (e.g., "Jane Doe, Notary Public")

personally appeared MARK HOGLUND,
Name(s) of Signer(s)

☒ personally known to me
☐ proved to me on the basis of satisfactory evidence

to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

SUSAN D. WHITLEY
Commission # 1490415
Notary Public - California
Orange County
My Comm. Expires May 18, 2008

WITNESS my hand and official seal.

Susan D. Whitley
Signature of Notary Public

Place Notary Seal Above

OPTIONAL

Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.

Description of Attached Document

Title or Type of Document: _____

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer

Signer's Name: _____

☐ Individual
☐ Corporate Officer — Title(s): _____
☐ Partner — ☐ Limited ☐ General
☐ Attorney in Fact
☐ Trustee
☐ Guardian or Conservator
☐ Other: _____

Signer Is Representing: _____

RIGHT THUMBPRINT OF SIGNER
Top of thumb here

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CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

State of California
County of Orange } ss.

On Aug 30 2007 (Date), before me, SUSAN D. WHITLEY, NOTARY PUBLIC (Name and Title of Officer (e.g., "Jane Doe, Notary Public")),
personally appeared ROGER TORRIERO (Name(s) of Signer(s)),

☒ personally known to me
☐ proved to me on the basis of satisfactory evidence

to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

SUSAN D. WHITLEY
Commission # 1490415
Notary Public California
Orange County
My Comm. Expires May 18, 2008

WITNESS my hand and official seal.

Susan D Whitley
Signature of Notary Public

Place Notary Seal Above

OPTIONAL

Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.

Description of Attached Document

Title or Type of Document: _____

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer

Signer's Name: _____

☐ Individual
☐ Corporate Officer — Title(s): _____
☐ Partner — ☐ Limited ☐ General
☐ Attorney in Fact
☐ Trustee
☐ Guardian or Conservator
☐ Other: _____

Signer Is Representing: _____

RIGHT THUMBPRINT OF SIGNER
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EXHIBIT A-1

PROPOSAL
TO THE CITY OF OCEANSIDE, CALIFORNIA

A NEEDS ASSESSMENT FOR THE

OCEANSIDE POLICE DEPARTMENT
(POLICE FACILITIES STUDY)

SUBMITTED
APRIL 27, 2007

SUBMITTED BY
GRIFFIN STRUCTURES, INC.
385 SECOND STREET
LAGUNA BEACH, CA 92651
VOICE: 949-497-9000 FAX: 949-497-8883

EXHIBIT A-1

April 27, 2007

Mr. Frank McCoy, Chief of Police
Oceanside Police Department
3855 Mission Avenue
Oceanside, CA 92054

Re Proposal for Police Facility Needs assessment
Project Consulting Services

Dear Chief McCoy:

Griffin Structures, Inc., is pleased to submit this Proposal for the above referenced project. We believe the accompanying document demonstrates that we are particularly well experienced in, and capable of performing, the work described in the City's RFP. The signature below binds the firm as required in the RFP. This proposal is valid for 180 days from the date of submittal.

There are several points we which to reiterate here.

We have considerable experience in the development of needs assessment studies for Police Departments, and for other City government operations as well. Mr. Hall, named in this proposal as the key project contact and person directly responsible for conducting this work, is highly experienced in this field, and has recently completed a Law Enforcement Needs Assessment for Chief Tom Monson in Buena Park, California. A copy of this study has been included with this submittal for review by Oceanside's Proposal Evaluation Team. Mr. Hall also has been involved in the needs assessment for many other law enforcement and justice facilities in California and elsewhere, and a selection of these and similar needs assessment projects are identified, with references, in the body of this proposal.

Griffin, and Mr. Hall as manager of the needs assessment process, have the proven ability to develop strong working relationships and teamwork with a combination of stakeholders, including police, fire, private developers, and City leadership personnel. This ability comes with years of experience in the public sector, and in the preparation of complex, viable, and fully documented operational and facility needs studies.

Griffin Structures is very familiar with the requirements for sustainable building construction and with the programming of facilities that achieve high LEED ratings. Mr. Hall is himself LEED accredited, and has programmed recently a building which is currently under design to be built to LEED platinum standards. Griffin Structures is the Program Manager for the delivery of this facility, and is thoroughly familiar with the current budget and schedule implications of achieving LEED certification.

Mr. Hall has a knowledge and understanding of the Oceanside Police Department that dates back to his engagement by the Department in an earlier needs assessment project. We have attached, for reference, selected key elements of this earlier project, in order to demonstrate the complex and detailed nature of that analysis.

Griffin is not an architectural firm, but rather a group of highly skilled professionals who understand and have demonstrated ability in the actual delivery of complex public buildings. We have architects on our staff, but also construction managers and licensed contractors. We know what buildings costs and are now engaged in the Program Management of a police facility for the City of Buena Park that includes our determining a Guaranteed Maximum Price for the delivery of that facility.

Griffin Structures has considerable successful experience in the delivery of public facilities. We have a proved track-record in the delivery of projects on schedule and on or under budget. All of the project profiles we have included in this proposal have had key needs assessment components, with Mr. Hall performing the primary needs assessment and architectural programming services. In addition, many of these projects also have been constructed with Griffin further serving as Program/Construction Managers. All have been delivered under budget and on schedule, as the named references will attest.

We also understand and have considerable experience in the aspects of development, building construction and delivery, entitlements, and other components of total project services. We are well qualified to provide

the evaluations of the surrounding study area, as noted in the RFP, including the required impacts that this proposed development may entail.

We have included in our proposal the delivery of all project elements identified in the RFP, and are prepared to perform all the services requested. We have also included a detailed methodology statement that encompasses the work needed to provide the required project services, and we fully understand how to begin the project quickly and to execute the work efficiently and effectively.

The proposed team is experienced in the development of specific documentation and exhibits that explain and support the findings of the project, and in making presentations to public organizations, to Council, and to other project stakeholders.

In summary, we are confident that we will deliver this project on time and on budget, and will meet or exceed all expectations on the part of the City. It should further be noted that our team is in place and ready to execute the work as proposed, and is available to the City for this project within the proposed project timetable.

Best regards,
Griffin Structures, Inc.

Roger Torriero
CEO

GRIFFIN STRUCTURES, INC.
385 Second Street, Laguna Beach, CA 92651
(949) 497-9000 ▪ (949) 497-8883 fax

California Nevada Arizona Italy

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PROJECT APPROACH AND REQUIRED PROPOSAL STATEMENTS

PROJECT SUMMARY

Griffin Structures, Inc., proposes to perform a detailed analysis of the Police Department facilities requirements for the City of Oceanside Police Department (OPD). Among the activities, deliverables, and services that this project will include are the following. Note that this list also includes all the individual elements noted in various places within the City's RFP.

- Measurement of the existing use of the police space and facilities.
- Analysis of the need for future development of new police facilities, including (and based on) an analysis and incorporation of the projected growth of the City and its public safety services.
- Development of needs based on alternate future needs scenarios for +5 years, +10 years, +15 years, and +20 years.
- Analysis of the suitability of the current facility in meeting department requirements.
- Special analysis of the police firing range and police evidence storage needs.
- Summaries of the potential sizes and types of construction based on each of the projection scenarios.
- Research on requirements and trends in police and public safety center development, and assessment of the various police functions affecting space and facilities.
- Analysis of the El Corazon site as a feasible location for new police facilities.
- An evaluation of at least three alternatives: (1) continue to operate existing facilities, (2) replacement of existing facilities with new ones, and (3) maintaining the existing facilities with supplemental new facilities to achieve requirements.
- Summaries of the typical and current unit costs for construction of police facilities, and using these figures, computation and evaluation of estimated construction costs.
- For each alternative, provide estimated total project costs, inclusive of various cost categories identified in the RFP (A/E, on-site improvements, off-site improvements, construction, fees, permits, consultant costs, and others as needed to evaluate the alternatives).
- A survey of funding options undertaken by other cities for comparable programs as may be appropriate to application in Oceanside.
- Assessment of the impact of local, regional, and state imposed regulations that affect the type of development proposed.
- Discussion of community benefits derived from continuing and ongoing effective operations of properly equipped and sized police facilities.
- Assessment of impacts of OPD facilities development on the surrounding community or businesses, related issues, and approaches to issue resolution.
- An executive-style decision-making document for assessing, evaluating, and deciding between various options that will be described in the facilities needs assessment.

REQUIRED STATEMENTS

The RFP asks for several specific statements. These are provided below.

1. The cover letter to this proposal is signed by Mr. Roger Torriero, President and CEO of Griffin Structures, Inc., and he, as signatory, is authorized to submit this proposal on behalf of our respondent team.
2. This proposal will remain in effect for a minimum of 180 days from the submittal due date of April 27, 2007.
3. The primary point of contact for all correspondence and notifications regarding this submittal is

   Mr. Roger Torriero, President and CEO
   385 Second Street, Laguna Beach, CA 92651
   tel: 949-497-9000 fax: 949-497-8883

4. The estimated length of time it will take to conduct this study, and the impact it will have on the team, the Police Department, and other city staff, to provide access for site inspections, interviews, data, and other pertinent information is computed a project manpower matrix, which is discussed in the "Cost Proposal" section of this submittal. The time commitments are based on this analysis.

   Time Allocation for the Study:

   We prefer to allocate a calendar time of 6 months for this project, based on our understanding of the scope of work, and allowing for departmental reviews at various levels. This might be reduced to about 4 months, depending on number and timing of review cycles, quality of police data, availability of current facility information, and other criteria.

   Site Inspections:

   It is our intent to survey the operations of the department, as noted in our Methodology discussion included in this Proposal. We estimate an initial survey time (inventory of space usage) of about one week. In addition, we use existing building plans to set a current benchmark for space usage, and compare this in our analysis to the requirements we compute. Validation of these plans will take an additional day. If these plans are incomplete, then further physical survey time is needed, perhaps amounting to another week.

   We also will inspect the existing (and proposed) site as to the neighborhood, adjacent land uses, impacts of police facility development (as noted in the RFP), and other criteria affecting facility siting, costs, functionality, and neighborhood relationships.

   Interviews:

   Based on the current overall Department organization chart, interviews with all lieutenants and above, and several additional unit managers suggests a minimum of 24 interviews. Allowing 1.5 hours each, with a half hour transition time, this amounts to a maximum of 4 interviews per day, or 6 days of interview time. To allow for availability and contingencies, this is likely to consume a calendar time of 9-10 days.

   Data Requirements: The following is a preliminary list of the typical items we request in the conduct of a Police Department needs assessment of this scope and complexity.

   - Partition plans of the existing buildings occupied.

- Organizational charts for components of the department to be included in the new facility.
- City telephone listing, and department listing.
- Population data for the city, with projections for 15-20 years, as approved by the City for this planning project. May be Calif. Dept. of Finance, SANDAG, or other data.
- City map. May be a police beat map.
- Vehicle list and assignments to the various uses to be included in the new facility.
- City General Plan and Emergency Preparedness Plan.
- A staff roster (by name, organization, and title or rank) for the positions to be included in the new building.
- City master planning data, or department master plans or strategic, if available.
- Annual Police reports for the past 10 years. If sworn and civilian staff totals are not included in these reports, then we would also like to have these historic figures.
- Current and historic Department workload statistics, including calls for service, arrest and crime rate data (by offense category),
- Jail booking and release data adequate to compute average daily populations by classification (male, female, misdemeanant, felon, etc.), average lengths of stay, and other measures of jail capacity requirements. Also, State jail reports, release types, special inmate needs if available.

Other Impacts:

The greatest additional impact on the Department is in review time associated with the various reports and findings of this project. Review and acceptance of the projection of staff and operations will require some revisits with key management personnel below the Chief. The same likely will be true for the initial tabulations of space requirements for each of the operational components of the Department.

We suggest also that the Department identify a review committee of senior department personnel who can make interim reviews and approvals, and who can set policy direction as needed in the assessment of space related to various functional areas (as one simple example: the size, location, and usage of a firing range that may or may not be included in a new facility).

5. Statement of the Project Cost Proposal. This statement is supplied in the Cost Proposal section of this document.

DETAILED DESCRIPTION OF PROJECT METHODOLOGY

The following discussion outlines the proven project methodology used by Griffin Structures in the conduct of a Law Enforcement Needs Assessment of the scope and character as described by the City in its RFP. Note also that during our survey of the existing facilities as part of the pre-bid

PROJECT ORIENTATION

The orientation period includes initial meetings between the City and Griffin Structures. It gives an opportunity to verify expectations and project assumptions. These initial meetings develop a close working relationship, define project goals and objectives clearly and carefully, specify project participants and points of resource, refine data collection methodology and tools, establish commitments to project schedules and review points, and set communications mechanisms to be used throughout the project. In Project Orientation, we also define primary projection input parameters which are needed in the next stage of work.

We suggest that the Department identify a Project Manager to provide day-to-day interface for the project, as well as a small executive group of Police Department officials who will review interim findings and will participate at Work Sessions.

OPERATIONS AND SPACE SURVEY

This portion of work is an intense data collection conducted by the operations and needs assessment team to obtain baseline data and discuss projection information with City department personnel.

Data Collection

Griffin has a four-part data collection methodology: baseline reports and data, interviews, questionnaires, and physical site survey. The Interview and survey schedules will be set during Project Orientation. Also at that time, we will develop the design of our questionnaires, and will begin their distribution.

Baseline Data

Baseline data includes past Police Annual Reports, City population data, FBI reports, SCAG and California Department of Finance population and demographic information, plans of existing buildings, neighborhood planning data, City general and (where relevant) specific plans, Police calls for service data and other service level measures, staffing counts and organization information, and other such data that pertains to present and historical conditions which may drive aspects of this facilities needs analysis.

We first obtain information relating to the City as a whole, especially as to growth, change, and contraction factors. We will meet with City and regional planners to discuss the extent, character, and timing of possible future growth, and to understand how these levels fit with the demographic, structural, and economic changes that are forecast.

We typically supply a list of requested documentation during the Orientation period in order to facilitate obtaining this information, and we will keep a log of these materials as part of the project record. Some materials may be "borrowed" for later return, and our documentation approach helps insure that such items get back to their proper source.

Interviews

Interviews are our key method for obtaining the information we need to perform the Needs Assessment. In the Orientation phase, we will identify specifically those persons who will be interviewed, and will begin making appointments with them. Generally, we propose to meet with all persons ranked above Sergeant, all Sergeants with specific team management assignments, all civilian managers, and others as identified by the Department in the Orientation process.

We also will meet with other personnel in the department who may request meetings with us on their questionnaires or who otherwise may contact the project team and ask for such meetings. This ensures that every person who wishes input into the process is afforded an opportunity to do so.

Various factors—such as new technology and equipment, legislation, state and federal program mandates, policy changes, and commercial development—can have significant influence on future Police staff levels. We will explore these factors in the interviews with senior Department personnel. In addition to specific information about staffing, we will discuss operations, relationships, and activities that affect space needs and effective space utilization.

Generally our approach is to interview at lower levels (Sergeants, for example) first, and to work up the organization structure so that at the Captain and Chief levels we are thoroughly grounded in the Department's operational details and functions, and can concentrate on factors which drive space, staff, and functional requirements.

There are three broad types of information that are obtained during these interviews: identification and understanding of the functions being performed, identification of present and projected factors and parameters driving growth of scope and staff levels, identification of special space needs, workstation requirements, and spatial relationships.

Physical Site Survey

The physical survey (inventory of space use) is used to obtain a baseline of operations today, the numbers and dimensions of workstations in use, operational practices, file and storage volumes (and candidates for alternative storage practices, such as archiving), public counters usage, conference room demand and frequencies, and other critical information.

The survey includes a careful walkthrough of the existing building, and documentation of the equipment in use, filing areas, conference and meeting areas, firing range, training room(s), crime lab, evidence processing and storage areas, detention facilities, and all other functional areas of the existing police facilities.

We also observe how space is used at all times of day, and we generally attend briefings for each shift and on various days of the week, so that we can observe the numbers of people moving though the building, the ways in which tasks are performed, and the present accommodations for current police operations.

Questionnaires

We generally utilize two types of questionnaire. One is issued to section and division heads, and it asks questions about unit requirements, work flows, City vehicle and other equipment assignments, visitors (where applicable), and similar information.

The other type of questionnaire is issued to all general employees, and we use it to determine personal space issues, personal vehicle usage (and car pooling), desires for facilities improvements, and other factors at the individual level.

We review the questions with our project monitors prior to our finalizing and distributing the questionnaires. In some Cities, we design a separate general questionnaire for civilians, and another general questionnaire for sworn personnel, reflecting the differences in the types of space they require and use on a daily basis.

PROJECTION OF OPERATIONS AND STAFF LEVELS

The first step in the operations analysis phase of the project is setting scenario points on which all needs will be computed. The RFP has identified the use of present, +5 years, +10 years, +15 years, and +20 years, which are logical and useful planning periods. Generally, the planning scenario assumptions are re-addressed and confirmed in the Orientation period for the project.

We begin the Needs Assessment by analyzing the current operations and staffing levels, and by application of the information collected in the data collection phase, we then develop a group of models for projecting staff levels. This is accompanied by a review of the organization structure, so that the projections are made in a consistent manner. The organization adjustments and changes which are presented to us by the Department are incorporated into the operations projections. The staff projections are tied to existing or proposed functional City organization structure for two reasons: first, it makes the projections easier to review and compare to long-term plans of the department, and second, later in the space Needs Analysis the staff and functional units will be clustered together in the appropriate manner.

The models are partly based individually on the growth and change parameters identified by the City, such as demographics (population levels, age profiles, densities, and other factors), levels of service, City budget trends, and other factors as noted above. Other components of the models may be based on total staff size, vehicle projections, jail components, and others.

In some areas, it is necessary to perform special analyses and studies to understand a particular component of the department, growth in this component over the projection scenarios, and the resulting numbers of staff needed to support that component. This is true, for example, for detention services, for evidence storage, and for a number of others. Consequently, we will make special operational studies of these and other functions, based on the same growth parameters noted above. The staff projections will take into account any anticipated changes in the functions performed. For example, if changes are to be made in how evidence handling, or to prisoner holding, or other operations are performed, then the projection both of these operations and of the space requirements will be consistent with these considerations.

Related to the analysis of staff function and projection is the analysis of workstation space needs for each position that is assigned a workstation. We develop and propose workstation standards that can be provided across all positions with similar functions, which allows greater flexibility in adapting to future workloads, organizational alignments, and space management. If it is decided that existing furniture is retained (workstation cubicles, for example) , then we adapt standards which are consistent and compatible. The City then can review these space standards and approve their allocation at this early planning stage, in advance of the computation of space needs.

Among the tasks which we will perform are the following.

- Analyze and identify the levels of service to be performed, including changes, and new levels of, operations. This information will be based on City and Departmental policy and on information obtained in interviews and other sources.
- Develop staff projections in City-approved forecasting periods, for functions included in the City Hall. These projections will be based on existing budgeted staff levels as a baseline, and forecasted using such factors as population levels, demographic changes, new programs or changes, technology, and various measures of work load.
- Prepare personnel summary tables showing present levels and future forecasts by organizational unit.
- Identify proposed workstation standards for City Hall staff, taking into account current work areas and existing furniture configurations that are to be retained.
- Prepare and submit a draft document on operations, which will be the basis for subsequent work in assessing space requirements. We will proceed with space needs calculations once the findings of this report are approved by the City.

COMPUTATION OF SPACE REQUIREMENTS

Quantitative Needs

Our analytic approach to determining the numerical space requirements involves several steps. Each of these steps involves a number of complex evaluations and analysis activities. In overview, these steps are summarized as follows. First, we identify space standards for use in the computation of requirements. Second, we apply the standards to the projected operations, to arrive at computed space requirements for each operational area, room, and component. Third, we evaluate the space requirements for unique and special areas and rooms for which room area standards are not applicable. Fourth, we perform tabulation of the space requirements for each projection scenario. Fifth, we produce quantitative space needs tables, including net square footages, circulation allowances, and other spaces needed to arrive at estimated gross square footage requirements.

We also project requirements under various operating assumptions and alternatives, so that the Department can evaluate the effects of these options, and evaluate the various outcomes. The space needs are initially presented as a Space Needs Workbook, which presents each option, along with both the space needs tabulation as well as the supporting documentation and rationales which assist the analysis process.

This process requires that the projection of operations and the space standards be based on the same units of detail. It is also necessary to add factors appropriate to the general design assumptions, to allow for adequate circulation, building systems, and other areas.

Functional (Qualitative) Needs

Identification and description of the facility functional requirements are as important as describing the quantitative requirements. In particular, we approach these functional needs for each space or area programmed for the facility by identifying the following: (a) floor loading factors, (b) electrical requirements for equipment and for general operations, (c) heat output from equipment and other sources, (d) communications and network needs, (e) special finishes or design requirements implied

by proposed uses for areas or rooms, (f) special lighting requirements and conditions, (g) security considerations and access restrictions, and (h) special plumbing, ventilating, or other mechanical requirements. These needs have an effect on mechanical systems and other assumptions which affect building costs.

Relationship Matrix and Bubble Diagrams

We will also develop visual illustration of the components of space, and the primary functional requirements on them. Generally this is only sketched in the initial computation of space needs, and is refined later as the City works through the options and alternatives, and selects from the planning options.

Our approach is to produce a set of bubble diagrams, to scale, which illustrate the primary proximity requirements, the rooms and areas in the program, and certain other functional information. This allows the users to review the requirements in a visual context. Eventually, these illustrations also provide the team with important information needed for placing functions into new or renovated facilities.

NEEDS ASSESSMENT DRAFT WORKBOOK AND DEPARTMENT SIGN-OFF

Once the space needs are computed for each organizational component in the scope of work, and each of the alternatives is fleshed out, we return to the Department for validation and acceptance of the results. To accommodate this analysis, we produce the needs assessment in workbook format.

The workbook which we produce is in sections (Bureau-level packets) so that each of these Bureaus can make their reviews easily, and can focus on their own operations separately from others. The workbook contains the following items:

- Space standards appropriate to the Police Department operations.
- Detailed, descriptive space needs spreadsheets, showing personnel, rooms and areas, standards used, special open-area equipment, and special environmental needs, for each of the projection periods (scenarios).
- Summary tables showing present and future needs, and space occupied at the present as a comparison.
- Summary diagrams describing major adjacency relationships, and showing the flow of information, communications, people, equipment and materials.
- Descriptions of functional requirements that may apply, such as for building systems (electrical, HVAC, plumbing, security, etc.).
- A tabulation of parking needs for the present and future projection periods, including public, City, and staff vehicles.
- Information in the form of Bureau-level packets, for review and approval by the Department.

An important element of our planning process is to obtain sign-offs from each of the major organizational levels. These sign-offs give the department an assurance that the requirements are agreed at the Command level, and they also provide a means whereby the whole process is given enhanced credibility at the City level. While the actual steps in this process are brief, since it is incorporated into the draft review and refinement of findings, it is one of the most critical aspects of our approach. It is through the mechanism of the sign-off process that the City can move from one level of decision-

making to the next, building on each successive decision to arrive at a truly successful plan for developing the future facilities.

REVIEW AND FINALIZATION OF THE NEEDS ASSESSMENT

Initially, each Bureau will review its part of the Workbook and will sign off on these materials. The Department administration is engaged in this process once the Bureaus agree that their needs are faithfully presented for executive review. The report will also contain a number of options and alternatives, according to various options for delivery of services (such as alternative methods for managing and processing evidence, or alternative firing range options).

The Final Draft workbook will contain agreed-to results of the reviews. We keep all materials as "draft" until the project is complete, and the final report and executive summary are prepared. The Workbook is the document that will be used to assess various options for new Police facilities, based on meeting the present, near-term, and long-term requirements for each of the functions to be located there. The workbook may contain various options, as noted, and the Department will be able to evaluate the impact of these on total space needs and eventual facilities development.

Integrated Management Strategies and Alternatives

We will develop a set of site design concept options relating to the feasible approaches for implementing the requirements. Among the management and design strategies to consider are (a) phasing the implementation of facilities in one or more buildings in the future, (b) the retention or removal of alternate buildings and site components, (c) conceptual building masses and options, and (d) operational alternatives that can change the total requirements, including alternate locations and functional clustering. Broad cost parameters and financial implications will be prepared, as well as a listing of pro's and con's for each approach.

IMPLEMENTATION ALTERNATIVES AND COSTS

Recommended Approach to a Building Program

Alternative concepts will be presented to the Department for review. These will be broad management and design options, including possible phased implementation, alternate approaches to site usage and density, alternate implementation of parking, alternate operational approaches, and similar concepts. Each option will be assessed as to its relative advantages and disadvantages, and other information adequate for a selection to be made.

The evaluation process will be organized around a Management Options Workshop. The options to be evaluated will include

1. The option of continuing with he existing facility, making minimal changes.
2. The option of moving into all new facilities.
3. The option of adding space to the existing facility to approach the total preferred requirements.

Project Cost Estimates

A comprehensive total project cost estimate will be prepared, based on all the information in the above tasks and activities, for the recommended and approved approach. The costs will necessarily

be preliminary at this conceptual planning level, and based on unit and major component cost factors. We have current experience with the delivery of the new Buena Park police facility which is currently under design and is being coordinated and overseen by Griffin as Program Manager. This will give the Department a basis for budget refinement as the project moves into later phases.

The cost estimates will include "total project costs" to the degree possible. Site costs will be included where the City has them, and we will add estimates for on- and off-site improvements based on site condition information that the City may have. We will also include pre-development costs (legal, environmental, etc.), building construction costs, architectural and engineering cost, other fees and permits, consulting costs, financing costs, design and consultant fees, permits, insurance, entitlement costs (if applicable), furnishings allowance, landscaping, relocation and staging allowances, reasonable contingencies, and all other appropriate components of total project costs, based on input from the City.

Possible Funding Sources

An overview of possible funding sources will be included, based mainly be a survey of funding sources used by an acceptable selection of comparable cities, based on a list suggested by the Department. This will be considered against Oceanside's current economic environment and forecast.

Griffin's projects have been financed with Certificates of Participation, Tax Allocation Bonds, Community Development Block Grants, Housing Set-Aside Funds, State Grants, Federal Grants, Tax Exempt Private Placements, Community Facility Districts, Local Improvement Districts, Assessment Districts and other forms of municipal bonds. Griffin Holdings has participated in many forms of public and private sector financing totaling over $500 million in real estate investments. Often times we have designed, managed, or participated in public/private partnerships which includes a combination of financing sources. Through our redevelopment agency related projects we have participated and negotiated many Owner Participation Agreements and Disposition and Development Agreements.

Surrounding Area Study

Focus of the study will be on the needs of the community in receiving the benefit of continuing and ongoing effective operations of a properly equipped, sized, and staffed Police department facility (facilities) into the foreseeable future. Consideration will also be made as to the impact of the various police facility development scenarios on the potential alternative development needs of public and private raw land or the redevelopment of developed property within the City of Oceanside. This will be based on policy and financial planning information supplied by the Department.

The study will include an assessment of potential impacts of the· proposed law enforcement facility or facilities themselves on the surrounding community or businesses where they would potentially be located, based on specifics regarding site options supplied by the City and information regarding land uses, zoning, and long range planning. We will discuss the required changes, waivers, etc. that proposed development may require and will present issues that have been raised with other similar projects, how those issues were resolved, and whether those same conditions potentially exist in the City of Oceanside in regard to this proposal.

REVIEWS AND FINAL REPORT

Final report materials will include an Executive Summary Report that outlines the scope and results of the project, and which is designed for public as well as executive use. We also will prepare appropriate detailed backup supporting the decisions reached, the analysis of alternatives, and other considerations.

In conjunction with submittal of the final report materials, we will make presentations to the Department project review team or management review committee, and City Council. We are prepared also to make presentations at Public Hearings, if desired, as an optional extra service.

TEAM QUALIFICATIONS

TEAM LIST AND RESUMES

Griffin Structures proposes to perform this study using its in-house staff and resources, and to manage the project with senior and highly experienced personnel. We believe that needs assessment studies are best when senior staff perform all key roles, and especially when the same personnel are dedicated to the project for continuity and clarity of analysis.

Griffin Structures

Because Griffin Structures is a seasoned group of professionals with a complete array of experience in all aspects of the needs assessment, planning, design, development, and construction processes (from entitlements through construction), we are able to provide Oceanside with an extremely functional study of space needs, an accurate analysis of construction and project costs, and a comprehensive evaluation of development opportunities and trade-offs.

Founded in 1981, Griffin Structures, Inc., is a diversified and fully integrated company that specializes in program management, including planning, needs assessment, programming, financial analysis, construction management "at risk," owner representation, and traditional construction management services. The key to our company's success lies in the hands-on involvement of our principals and their insight into the complexities of the planning and delivery of public facilities. This personalized approach has produced an extensive, award winning portfolio.

Our principals have many years of individual experience in project management, and in many aspects of facilities delivery We have experience with a variety of government product types (law enforcement, justice, community centers, parks and recreation facilities, city halls, libraries, and others), private sector projects (office buildings and retail centers), and building types (Type I through Type V), and this considerable breadth of background ultimately benefits every client.

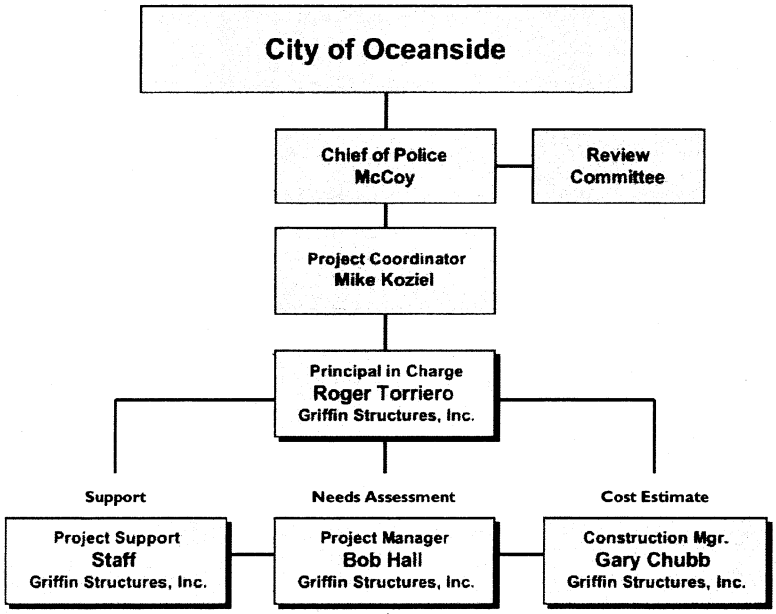
The Project Team

The President and CEO of Griffin Structures, Mr. Roger Torriero, will have primary executive responsibility for the project, and will provide assurances of company commitment to the execution of the proposed services. Mr. Robert Hall, Vice President with Griffin Structures, will be the Project Manager for this work, and brings over two decades of experience in Law Enforcement and justice systems needs assessments to the project.

As noted, we have elected to concentrate project activities with Mr. Hall, rather than using persons who are mainly designers, or clerks, or other less experienced staff in the data collection, data analysis, needs computations, evaluation of alternatives, and presentation of findings. This concentration does require a longer calendar time for project execution, but conversely provides for a better project, greater degree of consistency and coordination, and more clarity in the presentation of alternatives and their consequences.

Mr. Gary Chubb, Vice President of Construction with Griffin Structures, will be responsible for cost estimates, delivery analysis and schedule, and other aspects of the study which are related to project implementation. He is particularly adept at this role, and is currently managing the delivery and construction of a police facility for the City of Buena Park, California, and has access to very current construction methods, means, and costs for police facilities, including firing range, jail, dispatch, and other typical police-related components.

The following chart illustrates this proposed project structure. We have assumed a project organization for the City, based in part on the RFP. We assume (and recommend) that the department identify a committee of key department personnel who will review findings, and who also will facilitate various elements of the data collection effort. We are not sure, at this time, of the role that administrative personnel and City management personnel will take in this study, and so have not shown any further details in that regard.



Resumes

Resumes for the identified project team members are presented in the appendix of this document, along with a selection of other staff resumes who may provide collateral and supportive assistance, but we affirm our use of the named personnel in the roles identified, and no substitutions will be made without City prior approval.

SIMILAR STUDIES PERFORMED BY GRIFFIN STRUCTURES

All the following projects were performed under management by Mr. Hall.

Project: Needs Assessment–Buena Park Police Headquarters
Client: City of Buena Park, CA

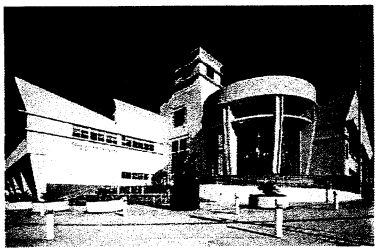
Description of Project or Type of Work	Griffin was hired to evaluate the space requirements for a new Police Headquarters, including jail, communications center, evidence laboratory, evidence storage facility, and other components of a modern police facility. The study included projection of staff for the next 20 years, and discussion of the effects of City buildout on police requirements beyond that. Crime rates and statistics for nearby cities were evaluated and a detailed review of jail capacity (Type I holding facility) was conducted. The needs assessment included detailed interviews with all command, management, and supervisor staff. Following acceptance of the report, the City asked Griffin to assist with the preparation of RFP's for architectural services, and to assist the City in evaluation of RFP replies. After selection, the City has recently hired Griffin to serve as Program Manager, to oversee preconstruction services and supply a Guaranteed Maximum Price for delivery of the facility at the end of Design Development. The needs assessment was completed in 2007, and the Program Management services are underway.
Client's Project Manager, Address, Phone Number	Mr. Jim Biery, Public Works Director City of Buena Park 6650 Beach Boulevard Buena Park, CA 90622-5009 714-562-3670 Mr. Tom Monson, Chief of Police City of Buena Park 6650 Beach Boulevard Buena Park, CA 90622-5009 714-562-3910

Project: Needs Assessment–Ontario Police Department Headquarters
Client: City of Ontario, CA

Description of Project or Type of Work	This project, while focused on the space needs of the Police Department, also involved many aspects of projects of larger scope. We performed a Needs Assessment Analysis and detailed projection of operations, including analysis of effects of a major land annexation deep into the City's Sphere of Influence. We worked with the Department in examination of a central station vs. an independent substation approach. The City had a number of community-based "substation" locations, but these were store-front facilities rather than independent distributed stationhouses. The final recommendation in this case was to retain the central station concept supplemented with flexible store-front offices. The project was also characterized by a major space requirements reduction analysis caused by a City-determined funding threshold (related to a public bonding effort). Later, new approaches to obtaining facilities at lower total project cost led to full restoration of the original program. The department rehabilitated a "big-box" retail store facility into a permanent police facility. The City still refers to the program analysis report as a planning tool. The project was undertaken over a long timeframe, beginning with initial studies in 1992, and subsequent analyses in 1998-99. The project was concluded in 2000, with construction and occupancy in 2004.
Client's Project Manager, Address, Phone Number	Mr. James Doyle, Chief of Police City of Ontario 2500 S. Archibald Avenue, Ontario, CA 91761 909-395-2001

Project: Needs Assessment–Burbank City Hall and Management Services Building
Client: City of Burbank, CA

Description of Project or Type of Work



Griffin first supplied services to assess police department facilities requirements, a project that included jail population projections, EOC analysis, police services options and staffing projections, and other factors. This was followed by a larger study that included Fire Department requirements (headquarters operations and station), and then an analysis of implementation approaches and an architectural program.

The City subsequently contracted with Griffin to provide Owner Representation services through the construction phase, including review of CO's, conducting project meetings, and other management and owner-support services. The result is a large and important complex in the heart of the City, adjacent to the historic City Hall, with separate Police and Fire components, joined with a central lobby and shared building systems. A key element of the lobby is a Public Safety museum, showcasing the proud history of both departments. The 150,000 sf building contains a jail, fire department headquarters and station, and a back-up emergency operations center. At the time, this project was viewed by city officials as its most significant capital improvements project, and was the first step in implementing the city's master plan to revitalize the civic center. The project cost approximately $28 million. Needs assessment began in 1989, and was updated subsequently, with Owner Representation ending in 1998 and project completion in January 1999.

Client's Project Manager, Address, Phone Number

Mr. Rich Inga, Deputy City Manager, Capital Programs (retired)
23696 Via Lupona, Valencia, CA 91355

661-253-0555

Note: Mr. Inga was active in this project from its inception through its conclusion, and retired from the City of Burbank. He is the person most closely aware of all details of this project.

Project: Needs Assessment–Buena Park Public Works Yard
Client: City of Buena Park, CA

Description of Project or Type of Work

The City hired Griffin Structures to evaluate public works yard facility requirements in order to assess (a) the true and accurate needs for future yard operations, (b) the amount of excess yard space, if any, at the existing yard site, and (c) the needs for a replacement facility if the yard is relocated. The motivation for this project was the possible opportunity to include the existing yard site in a redevelopment opportunity that would make higher and better use of land in the vicinity of the existing yard.

The study included analysis of vehicle maintenance, water department, central warehousing, streets maintenance, building maintenance, sign shop, and traffic light maintenance facilities.

The needs assessment was completed in 2007. The Council evaluation of findings and analysis of site options is ongoing.

Client's Project Manager, Address, Phone Number

Mr. Jim Biery, Public Works Director
City of Buena Park
6650 Beach Boulevard
Buena Park, CA 90622-5009

714-562-3670

Project: Needs Assessment–Hesperia Civic Center (including Police)
Client: City of Hesperia, CA

Description of Project or Type of Work

This project began with Griffin contracted to assess the Real Estate needs and opportunities for the City administrative offices, which were located in a strip mall office building in the center of town. The project was expanded to include facilities needs assessments of the Fire Department headquarters operation and the County-provided Police Department operations.

The needs assessments included (a) operational projections and analysis, (b) proposed design guidelines and space standards, including workstation requirements and sizes, (c) detailed analysis and computation of space requirements, (d) functional requirements analysis, including special needs for communications and data, power, lighting, heating, ventilation and air conditioning, floor loading, acoustic controls, and other environmental conditions, (e) proximity and relationship requirements, (f) security and safety requirements, and (g) summary documentation that assisted the city in review and approval of these findings.

With the needs assessment as a basis, the City then contracted with Griffin Structures to manage the construction and delivery of the City Hall and City Library. These buildings were completed under budget and on schedule, with occupancy in late 2006. Total project cost (planning, design, construction, on- and off-sites, etc.) is about $31.4 million.

Client's Project Manager, Address, Phone Number

Mr. Mike Podegracz, City Manager
15776 Main Street, Hesperia, CA, 92345

760-947-1025

Project: Needs Assessment–Burbank Administrative Support Facilities
Client: City of Burbank, CA

Description of Project or Type of Work

This project included (a) needs assessment for all functions in the City Hall and Management Services Building, (b) analysis of alternatives for meeting the needs, (c) site evaluations, (d) detailed cost analysis, and (e) phased implementation plan.

The needs assessment included City Council, Office of the City Clerk, Office of the City Treasurer, City Attorney, Office of the City Manager, Community Development Department (Planning, Building, Redevelopment), Financial Services Department, Information Technology Department, Management Services Department (Human Resources, Risk Management, Support Services), Parks & Recreation Department (headquarters functions and youth services center), and Public Works Department.

Numerous operating systems were examined and analyzed, and projections were developed for all functions based on historic trends, economic assumptions, and budget considerations. A key element of this work was the analysis of One-Stop Shop operations, including profiles of approaches in selected Cities, tours of representative programs elsewhere, and review of cutting-edge technologies and methods.

Once the needs were computed, a range of alternative approaches (two sites and seven building configuration options) were developed, which allowed for best use of City resources and an appropriate phasing of future construction in the Civic Center. The requirements were influenced by small site size, use of principles and guidelines for renovation and construction adjacent to the City Hall which is listed on the Historic Register, and other needs (such as parking) in the Civic Center area. A detailed cost analysis was included. The project was characterized by many presentations and plenary meetings with City staff, and the submittal of eleven reports, white papers, and review documents. Project ended late 2001.

Client's Project Manager, Address, Phone Number

Mr. Rich Inga, Deputy City Manager, Capital Programs (retired)
23696 Via Lupona, Valencia, CA 91355

661-253-0555

Note: Mr. Inga was active in this project from its inception through its conclusion, and retired from the City of Burbank. He is the person most closely aware of all details of this project.

Project: Needs Assessment–Newport Beach Civic Center
Client: City of Newport Beach, CA

Description of Project or Type of Work	Griffin conducted a three part analysis of City Hall needs for the initial phase of work by the City, to study the feasibility and development of renovated or replaced Civic Center buildings. The project included (a) an evaluation of current space utilization, and comparison of space allocations to various national or local benchmarks, (b) an evaluation of the existing City Hall structure for code compliance and general conditions, and (c) a determination of space requirements for operations housed in City Hall, including parking needs. The needs assessment portion of the project included projection of staff based on evaluation of various growth projection parameters, analysis of budget changes in the City for the past 20 years, and a future projection window of up to 20 years in the future. The needs were re-assessed in the subsequent phases of work, including the evaluation of impacts derived from new legislation, City staff growth, and other changes. The needs assessment phase of work was followed by preparation of a specific Architectural Program for new City Hall facilities, and an evaluation of five implementation alternatives for providing replacement and renovated facilities, with site master plans, cost estimates, and delivery methods. The needs assessment was performed in 2003, with the later conceptual design and cost estimate phase, including evaluation of options, ending in 2006.
Client's Project Manager, Address, Phone Number	Mr. Homer Bludau, City Manager City of Newport Beach 3300 Newport Boulevard Newport Beach, California 92663 949-644-3000

Project: Needs Assessment–Laguna Beach Senior Center
Client: City of Laguna Beach, CA

Description of Project or Type of Work	This project began as an analysis of senior center requirements under contract to the Laguna Beach Seniors, Inc. In this phase of work, Griffin first evaluated the needs for new facilities, and made extensive comparison of these needs to the senior center facilities in neighboring communities. The study entailed analysis of demographics, program alternatives, social profiles of facilities users, and other components. Following the needs assessment, an architectural program was developed that represented the best approach to meeting the needs of the group, as well as the evolving requirements projected into future years. Following the initial engagement, the City of Laguna Beach expressed needs for new community center facilities that could be incorporated with, but kept separate from, the senior center components. Griffin then participated with the City in incorporating City requirements into the total program. Following the needs assessment phase, Griffin assisted the City in an RFP process and selection of a qualified architect to work in the development of design alternatives, analysis of massing and streetscape impacts, and facility conceptualization. The City then hired Griffin Structures to provide Program Management services and construct and deliver the facility. The needs assessment was completed in 2002, and the project is currently under construction under Griffin management.
Client's Project Manager, Address, Phone Number	Mr. Ken Frank, City Manager City of Laguna Beach 505 Forest Avenue Laguna Beach, CA 92651 949-497-0704

Project: Needs Assessment–Rancho Santa Margarita City Hall
Client: City of Rancho Margarita, CA

Description of Project or Type of Work	Upon engagement of Griffin by the City, the first project requirement was review of the preliminary architectural program for both the City Hall and the Regional Community Center. The latter entailed lengthy process of input and review by a citizen blue-ribbon committee. Budget comparisons of room options were identified, and tradeoffs were assessed and made in the course of developing the Architectural Program. Similarly, for the City Hall a steering committee chaired by a designated councilperson, and involving the project team and city stakeholders, was formed and made review of each room and area in the preliminary program. Program review included design issues as well as functional needs, with the Project Architect, under contract by Griffin, fully engaged. Also included in the City Hall is an independent component for the Sheriff's law enforcement facilities. The outcome was an approved program for both City Hall and Community Center facilities components, and preliminary validation sketches by the Architect. A preliminary budget was also prepared at the program level, incorporating the design parameters and requirements that had been worked out. This became input into the final master plan and subsequent schematic and design development phases of work. The entire preconstruction phase lasted about 12 months, and was followed by delivery of the completed facility in an added 12-month construction period. The program was validated in 2003, and the building was occupied in 2006.
Client's Project Manager, Address, Phone Number	Tom Wheeler, P.E., City Engineer Address 22112 El Paseo Rancho Santa Margarita, CA 92688 Phone Number 949-635-1800

Project: Needs Assessment–Orange County Great Park Sports Park
Client: City of Irvine, CA

Description of Project or Type of Work	Griffin Structures was selected to perform a Needs Assessment for active recreation and sports uses at the Great Park, a 4000 acre complex located in the City of Irvine, and resulting from decommissioning of the El Toro Marine Air Station. This project entails deep understanding of park planning, analytic public surveys, survey of park stakeholders, evaluation of construction costs and tradeoffs, operational revenue forecasting, public outreach methods, and data collection techniques. A random telephone survey of the County and another of residents in the park vicinity were conducted. All public sports fields in the County were surveyed and this information was placed into a needs model that also incorporated the requirements of over 400 sports groups (leagues, clubs, city programs, and others). This and analysis of other stakeholder needs resulted in the creation and analysis of 4 core development options, followed by the creation of a fifth option that incorporated the best combination of requirements, based on various measures including long-term net financial considerations, inclusion of diverse public participation levels, ethnic and gender participation opportunity, and others. A detailed financial analysis was also prepared, based on the selected development model. This planning study is not yet complete. Interim project tasks are on schedule.
Client's Project Manager, Address, Phone Number	Mr. Rod Cooper, Operations Manager Orange County Great Park Corporation P.O. Box 19575, Irvine, CA 92623 949-724-7426

Project: Needs Assessment–Lake Forest City Hall, Community Center, Sports Park
Client: City of Lake Forest, CA

Description of Project or Type of Work

With the closure of the El Toro Marine Corps Air Station, restrictions on construction within the established CNEL Noise Contour were changed, allowing the City to examine the impacts of changing the designated land use. As part of the public opportunities and development exactments review, the City contracted with Griffin to assess City needs related to new City Hall, Community Center, and Sports Park facilities.

This project contained six major components leading to City review of the requirements and options: (1) needs assessment, (2) facilities program, (3) site alternatives analysis, (4) conceptual design, (5) project cost estimates, and (6) financial analysis and apportionment strategy. Griffin assembled and led a team of experts that accomplished these tasks.

Among the products delivered to the City were detailed needs analyses of City Hall, Community Center, and Sports Park facilities, which entailed public meetings and surveys of stakeholders, as well as analysis of City staffing and service delivery in future years, City demography, and community services goals. From this, an architectural program was developed for each facility component. Four sites were evaluated and master plan sketches were prepared to validate the program for each site option. Site neutral, but detailed, total project budget estimates were generated for the facilities, and an apportionment analysis and financing plan was generated.

This project will include a 44,000 sq. ft. community center, 44,000 sq. ft. city hall, and 38-acre sports park. The sports park plan includes traditional "muscle sports" such as baseball, t-ball, softball, and soccer. Preliminary project budget is $60 million.

The City Hall program included a small component for the Orange County Sheriff operation, providing law enforcement services to the City of Lake Forest. The initial phase of the needs assessment project was performed in 2004, and EIR and other processes were initiated using the program and related cost analysis. The next phase, including design and delivery of the facilities, is pending.

Client's Project Manager, Address, Phone Number

Ms. Gail Ackerman, Development Service Manager
City of Lake Forest
25550 Commercenter Drive
Lake Forest, CA 92630

(949) 461-3463

ADDITIONAL NEEDS ASSESSMENT PROJECTS PERFORMED BY MR. HALL

The following is a limited selection of studies which Mr. Hall performed prior to his affiliation with Griffin Structures.

Project: Needs Assessment–Oceanside Police Headquarters
Client: City of Oceanside, CA

City of Oceanside contracted with Davis/Olsen Corporation for the planning a new facility to house the Police Department and newly created City Records Management Center. Mr. Hall had responsibility for conducting a space needs assessment for police department operations, records management facility requirements, and associated parking, and for preparation of the architectural program to be used by the architect in the design of the new building. In the course of this work, the following reports were prepared and submitted to the Police Department:

Report on Police Management Operations and Staff Projections.

This report identified the current and projected future operations of the Police Department operations at five-year intervals to the year 2010. The main result of the report was a tabulation of projected police staffing, based on projection models that are tied to the approved projections of population and development in the city, and considerations for new technologies, work efficiency of improved work space, and various contingent possibilities.

Memorandum on Site Requirements.

Information was prepared that discussed various site selection and evaluation criteria, and was incorporated with other information submitted by the Project Architect to the Office of the City Engineer.

Police Department Space Requirements Packets (Space Needs Workbook with Policy Options Analysis).

This report (in two volumes) converted the operational forecasts into space requirements for the police facilities and associated parking using space standards developed by the project team and approved by the department. The requirements for the police department was presented in nine parts: a summary tabulation, five packets for the various organizational subdivisions of the department, one packet for those spaces not associated with any single division of the department, and a packet on parking requirements. Space standards were also included. This report became the basis for the architectural program which was prepared after city review, and after evaluation of policy issues and selection of options. The packets were ultimately valuable as backup documentation and provided a decision audit trail that could be used throughout design and construction. This information was assembled in a large ring binder (volume 2) and submitted with an executive summary (volume 1) including an analysis of key policy issues and options.

Architectural Program

The final document was the architectural program which presented the precise building program to be designed and constructed. It incorporated the policy decisions and options selected by the department in its review of the space requirements workbook.

Project: Civic Center Master Plan (City Hall, Police HQ, Fire HQ)
Client: City of Beverly Hills, CA

A major and comprehensive programmatic Master Plan for an expanded Civic Center including police, fire, library, community services, general administrative, and emergency operations center uses. Scope-of-work was completed prior to and used in conducting a subsequent design competition. Total project budget of $100 million. The project was constructed with the support of the program document.

Project: Campus Core Area Needs Assessment (Including Campus Police)
Client: University of California, Los Angeles

After UCLA undertook a chiller and energy co-generation project intended to serve most of the campus facilities in the south and central part of the campus, the staff recognized that the new plant would inevitably displace other functions from the core area of the campus (considered the prime location), and that any such decisions would be highly controversial, involving the "turf" of three powerful vice chancellors who would need to be persuaded. Davis/Olsen Corporation was retained on a sole-source basis to assist in analyses of the impact any relocation. The functional components of the project included virtually all of the central support functions required to serve the campus as a whole, a task easily equal to servicing a city of some 35,000 population; thus the issues of relocation and space needs were both controversial and complex. Appropriate functions were relocated and the plant completed on schedule.

Project: Justice Facilities Needs Assessment
Client: Benton County, Washington

Architectural program for new and remodeled courthouse and new jail.

Project: Comprehensive State-wide Courthouse Needs Analysis
Client: Commonwealth of Massachusetts

Physical and functional analysis, including market value analysis, of all (128) courthouses in state.

Project: Comprehensive State-wide Courthouse Needs Analysis
Client: State of Idaho

Master plan for all courthouses in state.

Project: Comprehensive Correctional Facilities Needs Analysis
Client: State of Ohio

State corrections master plan.

Project: Site Adequacy Analysis
Client: Southern California Gas Company

Needs assessment and master plan for 35-acre Pico Rivera site; mission statements based on organizational issues for Monterey Park, Olympic, and Pico Rivera sites.

Project: City Hall Needs Assessment
Client: City of Upland, CA

Needs assessment, architectural program, cost estimates, and implementation strategies for remodeling and expansion of city hall.

Project: Headquarters Facilities Needs Assessment
Client: Pasadena Federal Credit Union, Pasadena, CA

Architectural program and program management services through construction and occupancy of an expanded headquarters of 20,000 sf.

Project: Senior Center Needs Assessment
Client: City of Costa Mesa, CA

Needs assessment and architectural program for new senior citizen facility.

Project: Headquarters Facilities Needs Assessment
Client: Telephone Employees Credit Union, Pasadena, CA

Architectural program for new headquarters.

Project: Headquarters Office Space Analysis
Client: International Creative Management (ICM), New York and Los Angeles

Needs assessment and space programming to determine if existing leased space was adequate for long term needs.

Project: Surgi-Center Facilities Analysis
Client: Center for Special Surgery, Los Angeles, CA

Architectural program of a free-standing surgical center having 3 operating rooms.

Project: Civic Center Facilities Needs Assessment and Master Plan
Client: City of Orange

Municipal facilities master plan, including corporate yard. Architectural program for expansion of civic center. Adviser to construction committee in the coordination of the design process for short term and long term projects.

Headquarters Facility Needs Assessment
Orange County Transit District, California

Pre-architectural program for headquarters building.

Headquarters Facility Needs Assessment
Southern California Rapid Transit District

Pre-architectural program for proposed new headquarters office building.

COPY OF COMPARABLE STUDY

We have supplied information from two studies for review by the City's RFP evaluation team.

Buena Park Police Department Needs Assessment

The first of these is the report recently completed for the City of Buena Park. The needs assessment project was completed at the end of January this year, and became the basis for an RFP released by Buena Park to select an architectural team to design the City's new police headquarters. After assisting the City with this selection process, Griffin was contracted by the City to perform ongoing Program Management services leading to the construction and delivery of the project. This work includes preparation of cost estimates, management of the design team, constructability reviews, value engineering, and related services leading to the preparation of a Guaranteed Maximum Price for the delivery of the facility, with the option to proceed with Griffin's management of the construction process.

Oceanside Police Department Needs Assessment and Architectural Program

The second is a group of documents excerpted from a comprehensive study managed and conducted by Mr. Hall for the City of Oceanside in 1990. This report is similar in scope to the project being requested in this RFP. The original documentation includes several volumes, and encompasses several hundreds of pages. We have included here a significant selection of these pages for review by the RFP evaluation team.

COST PROPOSAL

For this work, Griffin Structures, Inc. proposes a total not-to-exceed project cost of $76,500 (Seventy-six Thousand Five Hundred Dollars).

This is comprised of a fixed professional services fee of $72,500 (Seventy-two Thousand Five Hundred Dollars), plus not-to-exceed reimbursable expenses, to be billed at actual cost, estimated at $4,000 (Four Thousand Dollars).

We are prepared and willing to negotiate specifics with the City. This fee proposal is part of and integral with the work proposal submitted elsewhere in this document. This proposal is valid for 180 days from the submittal date. Invoices for work performed on a fixed-fee basis will be presented monthly based on our calculation of the percentage of time spent and work completed, and are due and payable on presentation.

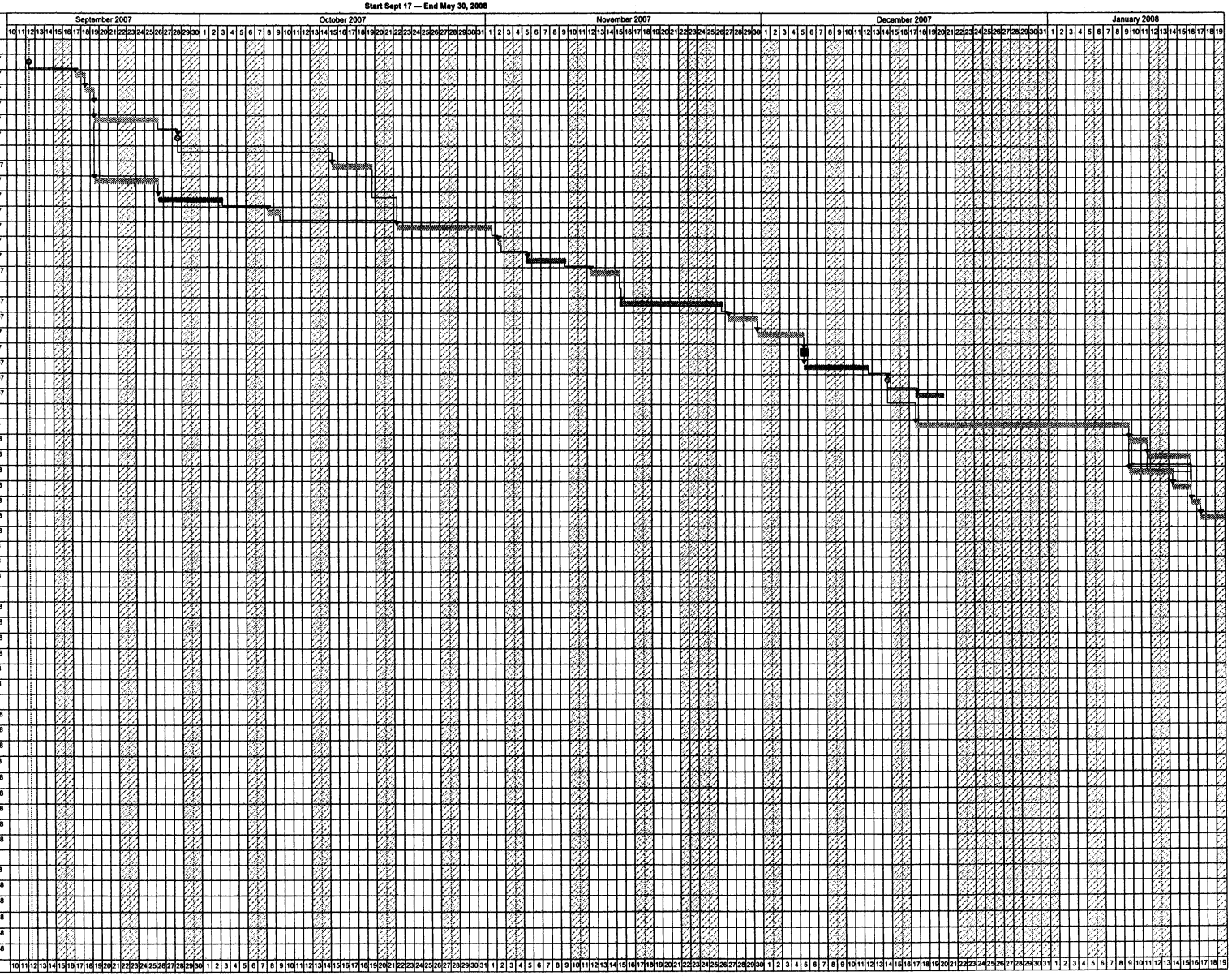
A summary of project tasks, as proposed, is tabulated in the exhibit that follows. We have also attached our estimate of the hours required for performance of these tasks, for our internal purposes of estimating project duration, scope, and resource allocation.

Oceanside Project Schedule

EXHIBIT B

Start Sept 17 — End May 30, 2008

#	Activity Name	Predecessors	Duration (Work Days)	Start Date	Finish Date
1	***Orientation***				
2	Council Approval to Proceed		0.00	9/12/07	9/12/07
3	General Orientation Activities	2	1.25	9/17/07	9/18/07
4	Project Administration & Housekeeping	3	1.00	9/18/07	9/19/07
5	Orientation Meeting	4	0.05	9/19/07	9/19/07
6	Schedule Interviews	5	5.00	9/19/07	9/26/07
7	Approval to begin On-Site Surveys	6	0.00	9/28/07	9/28/07
8	***Data Collection and Preliminary Manipulation***				
9	Data Collection/Field Survey	7	5.00	10/15/07	10/19/07
10	Develop questionnaires	5	5.00	9/19/07	9/26/07
11	City Review of Questions/Refinement	10	5.00	9/26/07	10/3/07
12	Distribute questions for Interviews	11	2.00	10/8/07	10/9/07
13	Data Collection/Interviews	9, 12	9.00	10/22/07	11/1/07
14	Data Collection/Questionnaires	13	1.00	11/2/07	11/2/07
15	Analysis of Data / Data Collection Followup	14	5.00	11/5/07	11/9/07
16	Data Development	15	3.50	11/12/07	11/15/07
17	***Future Operations***				
18	Operations and Staff Projections	16	5.50	11/15/07	11/26/07
19	Special Operations Studies	18	3.50	11/27/07	11/30/07
20	Draft Operations Report/White Paper	19	3.25	11/30/07	12/5/07
21	Present Report on Operations	20	0.00	12/5/07	12/5/07
22	City Review of Operations and Staffing	21	5.00	12/5/07	12/12/07
23	Approval to Proceed	22	0.00	12/14/07	12/14/07
24	Organization of Space Sheets	23	3.00	12/17/07	12/20/07
25	***Projection of Space Requirements***				
26	Data Sheets	23	10.00	12/17/07	1/9/08
27	Rationale Text	26	2.00	1/9/08	1/11/08
28	Bubbles	27	2.25	1/11/08	1/16/08
29	Vehicle Analyses	26	2.50	1/9/08	1/14/08
30	Special Analyses for Space	29	2.00	1/14/08	1/16/08
31	Key Functional and Quant. Issues / Alternatives	26, 27, 28, 2	1.00	1/16/08	1/17/08
32	Draft Packets on Space: to User(s)	31	6.25	1/17/08	1/25/08
33	Report on Space: Documentation	32	3.75	1/25/08	1/31/08
34	Present Report	33	0.00	2/4/08	2/4/08
35	City Review	34	4.50	2/4/08	2/8/08
36	Approval to Proceed	35	0.00	2/8/08	2/8/08
37	***Building Program***				
38	Contingency / Program Alternatives	36	4.00	2/11/08	2/15/08
39	Issues, Options, Requirements	38	7.25	2/19/08	2/28/08
40	Report Preparation	39	1.25	2/28/08	2/29/08
41	Present Report	40	0.00	2/29/08	2/29/08
42	City Review	41	4.00	2/29/08	3/6/08
43	Approval	42	0.00	3/6/08	3/6/08
44	***Implementation and Costs***				
45	Comparative Cost Reviews / Costs Analysis	43	8.00	3/6/08	3/18/08
46	Issues, Options, General Cost Implications	43	7.50	3/10/08	3/19/08
47	Documentation	46	7.00	3/19/08	3/28/08
48	Surrounding Area Study	46	5.00	3/31/08	4/4/08
49	Report on Options and Costs	48, 50	2.25	4/21/08	4/23/08
50	Contingency (minimal allowance)	48	10.00	4/7/08	4/18/08
51	Present Report in Draft	49, 50	0.00	4/23/08	4/23/08
52	City Review	49	5.00	4/23/08	4/30/08
53	Approval to Finalize	52	0.00	4/30/08	4/30/08
54	***Final Report***				
55	Preparation of report	52, 53	5.00	4/30/08	5/7/08
56	Coordination with Department	53, 55	3.75	5/12/08	5/15/08
57	Exhibits preparation	56	2.00	5/15/08	5/19/08
58	Presentation to Staff	57	0.00	5/19/08	5/19/08
59	Revise as needed / exhibits	58	8.00	5/19/08	5/29/08
60	Final Presentation	59	0.00	5/30/08	5/30/08

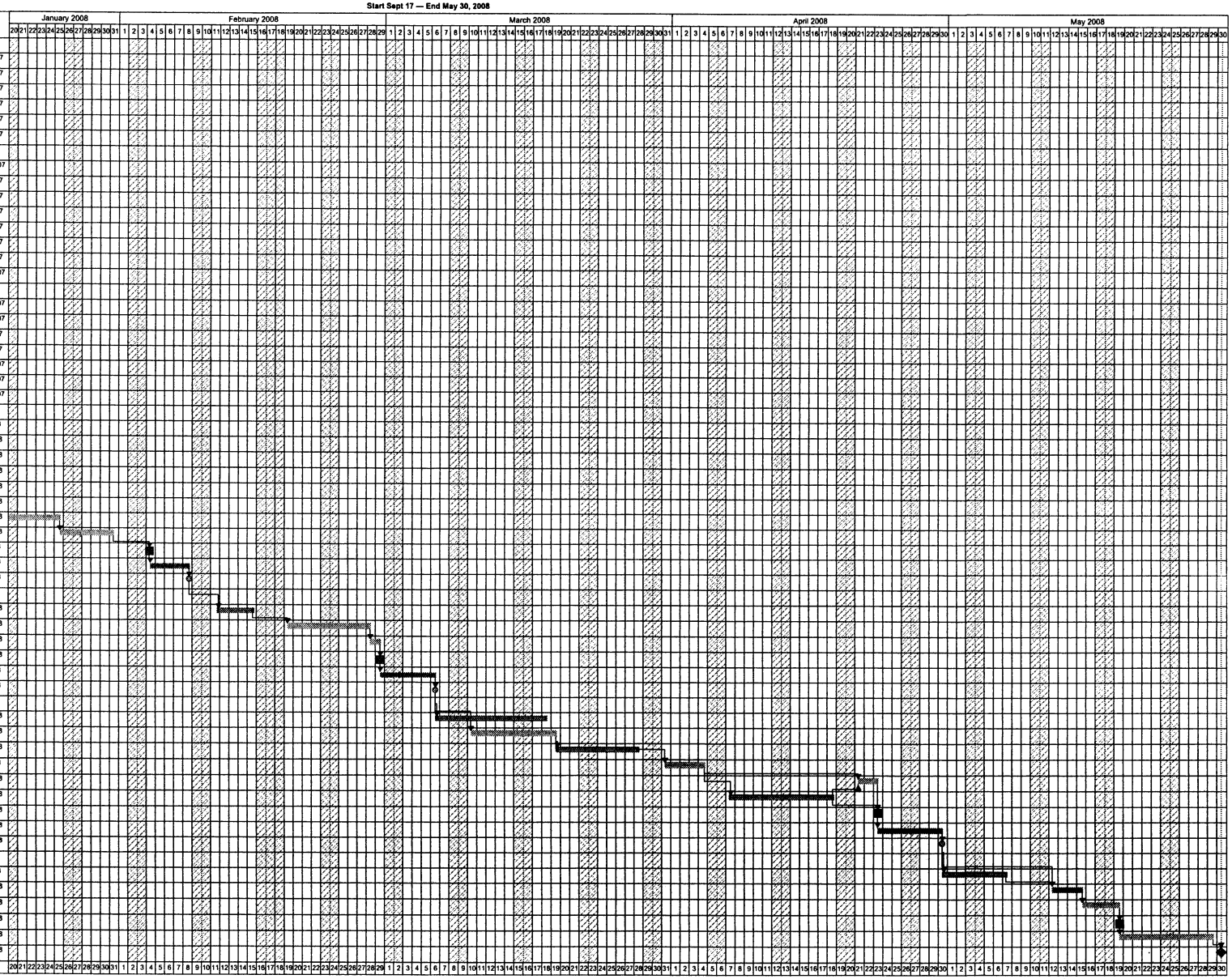


Oceanside Project Schedule

EXHIBIT B

Start Sept 17 — End May 30, 2008

	Activity Name	Predecessors	Duration (Work Days)	Start Date	Finish Date
1	***Orientation***				
2	Council Approval to Proceed		0.00	9/12/07	9/12/07
3	General Orientation Activities	2	1.25	9/17/07	9/18/07
4	Project Administration & Housekeeping	3	1.00	9/18/07	9/19/07
5	Orientation Meeting	4	0.05	9/19/07	9/19/07
6	Schedule Interviews	5	5.00	9/19/07	9/26/07
7	Approval to begin On-Site Surveys	6	0.00	9/28/07	9/28/07
8	***Data Collection and Preliminary Manipulation***				
9	Data Collection/Field Survey	7	5.00	10/15/07	10/19/07
10	Develop questionnaires	5	5.00	9/19/07	9/26/07
11	City Review of Questions/Refinement	10	5.00	9/26/07	10/3/07
12	Distribute questions for Interviews	11	2.00	10/8/07	10/9/07
13	Data Collection/Interviews	9, 12	9.00	10/22/07	11/1/07
14	Data Collection/Questionnaires	13	1.00	11/2/07	11/2/07
15	Analysis of Data / Data Collection Followup	14	5.00	11/5/07	11/9/07
16	Data Development	15	3.50	11/12/07	11/15/07
17	***Future Operations***				
18	Operations and Staff Projections	16	5.50	11/15/07	11/26/07
19	Special Operations Studies	18	3.50	11/27/07	11/30/07
20	Draft Operations Report/White Paper	19	3.25	11/30/07	12/5/07
21	Present Report on Operations	20	0.00	12/5/07	12/5/07
22	City Review of Operations and Staffing	21	5.00	12/5/07	12/12/07
23	Approval to Proceed	22	0.00	12/14/07	12/14/07
24	Organization of Space Sheets	23	3.00	12/17/07	12/20/07
25	***Projection of Space Requirements***				
26	Data Sheets	23	10.00	12/17/07	1/9/08
27	Rationale Text	26	2.00	1/9/08	1/11/08
28	Bubbles	27	2.25	1/11/08	1/16/08
29	Vehicle Analyses	26	2.50	1/9/08	1/14/08
30	Special Analyses for Space	29	2.00	1/14/08	1/16/08
31	Key Functional and Quant. Issues / Alternatives	26, 27, 28, 2	1.00	1/16/08	1/17/08
32	Draft Packets on Space: to User(s)	31	6.25	1/17/08	1/25/08
33	Report on Space: Documentation	32	3.75	1/25/08	1/31/08
34	Present Report	33	0.00	2/4/08	2/4/08
35	City Review	34	4.50	2/4/08	2/8/08
36	Approval to Proceed	35	0.00	2/8/08	2/8/08
37	***Building Program***				
38	Contingency / Program Alternatives	36	4.00	2/11/08	2/15/08
39	Issues, Options, Requirements	38	7.25	2/19/08	2/28/08
40	Report Preparation	39	1.25	2/28/08	2/29/08
41	Present Report	40	0.00	2/29/08	2/29/08
42	City Review	41	4.00	2/29/08	3/6/08
43	Approval	42	0.00	3/6/08	3/6/08
44	***Implementation and Costs***				
45	Comparative Cost Reviews / Costs Analysis	43	8.00	3/6/08	3/18/08
46	Issues, Options, General Cost Implications	43	7.50	3/10/08	3/19/08
47	Documentation	46	7.00	3/19/08	3/28/08
48	Surrounding Area Study	46	5.00	3/31/08	4/4/08
49	Report on Options and Costs	48, 50	2.25	4/21/08	4/23/08
50	Contingency (minimal allowance)	48	10.00	4/7/08	4/18/08
51	Present Report in Draft	49, 50	0.00	4/23/08	4/23/08
52	City Review	49	5.00	4/23/08	4/30/08
53	Approval to Finalize	52	0.00	4/30/08	4/30/08
54	***Final Report***				
55	Preparation of report	52, 53	5.00	4/30/08	5/7/08
56	Coordination with Department	53, 55	3.75	5/12/08	5/15/08
57	Exhibits preparation	56	2.00	5/15/08	5/19/08
58	Presentation to Staff	57	0.00	5/19/08	5/19/08
59	Revise as needed / exhibits	58	8.00	5/19/08	5/29/08
60	Final Presentation	59	0.00	5/30/08	5/30/08



MEMORANDUM

Date:	15 June 2007
To:	Mike Koziel, Sr. Management Analyst Oceanside Police Department
Copies:	Chief McCoy, OPD Captain Tom Jones, OPD Roger Torriero, Griffin Structures Project File
From:	Bob Hall
Project:	A Needs Assessment for the Oceanside Police Department
Subject:	Optional addenda to the Proposal based on clarifications of work

Introduction

Following interviews on May 31 by the Department for the above referenced RFP, the Department asked Griffin several questions related to clarifications of scope and to the services the City wishes to be provided. The dialogue arising from these questions has led to the eventual preparation of this Memorandum. In the following we use "City" to mean the Department and the City together or separately.

As we read the RFP and prepared our written proposal, we of course made assumptions regarding what the City means by certain points and comments, and its intent in the stated work requirements. Our proposed methodology takes into account our expectations regarding the availability of certain information, and is based also on our understanding regarding the level of detail and the nature of reporting that will satisfy the City's objectives. The goal of this Memorandum is to provide a response to the City questions and points that have arisen in our dialogue during and since the interview. We want to set appropriate expectations, meet the City needs, and provide materials which present "no surprises" in method or detail.

Consequently, this Memorandum focuses on those specific areas of work which were raised at some time in this dialogue, and it does not address the whole of the work plan. For these areas, the Memorandum is intended to (a) clarify certain specific assumptions on which we have based our submitted proposal, (b) clarify the methods, scope, and approach we have proposed in those areas, so that the City is comfortable with the level of detail that we have proposed to develop, (c) identify some alternative approaches that Griffin could take, which would provide an additional level of detail to the findings, if the City should wish to take such an approach, and (d) clarify our assumptions regarding certain tasks that we are not proposing to perform, but which were mentioned at some point in the wide range of discussion at the interview or later.

Areas of Work Addressed in this Memo

The general area of interest here is the "implementation" side of the work plan. We believe the City has a firm understanding of the depth and detail that will be included in the Needs Assessment regarding the "space requirements" areas of the work, including quantitative as well as qualitative requirements. That area of our approach is supported in part by sample documents that demonstrate the very deep level of detail and care taken to examine all aspects of space needs, accommodating the present as well as projected future operations at the Headquarters building. This includes those "central" functions that are now in "remote" locations, such as evidence storage and its firing range, which are usually considered elements of the headquarters complex. The fee for the work as proposed is $72,500, plus a not-to-exceed allowance of $4,000 for actual expenses (no markup).

The implementation aspects of the needs assessment will address the three optional scenarios as noted in our proposal and which were discussed in the RFP (briefly summarized as "stay at existing," "keep existing but add new," and "all at a new location").

The following is gleaned and restated from two emails sent to Griffin which generally frame the areas of discussion, and which this Memorandum is intending to clarify.

- Please provide a clarification as to how your proposal addresses (or could be modified to address or clarify) these in terms of providing comparative analysis of sites...
  - This study will help determine whether the City should reserve a site for development and whether it should be at that location.
  - Cost analysis should include all costs associated with the development including ... site improvements, off-site improvements ...
  - Consideration must be made to the impact of the various police facility development scenarios on any potential alternate development needs of public and private raw land or the development of developed property within the city ...
- Consider the RFQ section regarding "Surrounding Area Study." The City is interested in clarification of what is proposed concerning "Implementation Alternatives and Costs."
- The Department/City is expecting that Griffin will do the following:
  - Focus on the desired footprint of the Department.
  - Identify the "optimal location" for a Police facility. We understand that this is a function-driven general area location, not a specific "best available site" in the City.
  - Meet with certain City staff (the Real Property Manager and two or three other persons in the Economic Development Department) to identify both general areas and specific site locations that can be evaluated by these criteria. We understand that this is not a request for a thorough site search involving real estate brokers, but rather a focus upon the functions of the department, its projected space needs, and the best location (region) within the city to provide those services.
  - Limit the focus on architectural drawings, since the Department has been determined that drawings might not be consistent with the core intent of the RFP. We understand that this would likely be a subsequent step in the process.
  - We are to be sure that any changes to the proposal via this addendum memorandum are consistent with the original RFP, and that any further services considered to be outside of the scope of the RFP would be subsequent to and apart from this core study. Any changes or additions which may be considered are to be based upon a clarification of the RFP, and any related costs should be broken down into components so as to aid the City in deciding upon these services.
- At the presentation, there was some discussion concerning architectural drawings. We would like to receive clarification on what, if any, are included, and if not, then what the additional costs would be for some conceptual drawings that would help the City and Council visualize the findings of the study.

How Griffin's Comments Are Organized

The above concerns and questions are grouped below into the following categories, to organize our discussion:

a. Site selection criteria.
b. Identification of candidate sites for future PD HQ location.
c. Approach to costs of new building construction.
d. Approach to costs related to specific site development
e. Approach to costs related to the renovation of the existing building
f. Exhibits and presentations of the program requirements
g. Consideration of "alternate development needs of public and private raw land"

The following paragraphs discuss the above areas in turn.

a. Site Selection Criteria

Approach proposed:

We propose to identify a number of site selection criteria, including a wide range of functional factors such as location in the City relative to police service volumes, size of site to accommodate the department, street access and traffic volumes, security issues, and others. These criteria are comprehensive and allow us to test the suitability of any candidate site. One of the policy options which we can work out with the City is the weighting of criteria based on Oceanside policy and operational values, and then we can use these weighted criteria to arrive at a scorecard value and ranking instead of a pass/fail evaluation.

b. Identification of Sites

Approach proposed:

We propose to identify feasible locations for a new police building, based on available information from interviews with certain City sources. This is not a formal broker's site search, but an informal survey, with focus on regions and sites that meet the criteria noted above in "a". The approach we proposed initially focuses on general areas of the City and not specific parcels, except for testing the El Corazon site, which was identified in the RFP. Based on clarification from the City (including the interview and the recent emails), there are two parts to this task.

First is to identify major regions of the City based on drive times, areas of highest offense incidence (as recorded by the City PD statistics group), "central" location requirements, proximity to other City offices and functions, and other identified measures, and applying these broadly to a map of the City (using visual and general estimating methods, only), to arrive at feasible regions in which a single[1] PD HQ might be located. W assume that the City is interested in having Griffin identify general site location criteria, and then, with City participation, select those City regions that best satisfy these criteria. The City can then narrow its search for sites to those regions based on the degree to which the criteria are met.

[1] We do not believe the Department is interested in a "major distributed precinct" approach, which distributes HQ operations into multiple centers. That type of distributed service and location analysis is beyond the scope of this work. This is not the same as a department operating store-front and specialty offices, which essentially leave the HQ operations intact.

Approach clarification:

As a second step, we will take this regional information, and meet with certain City staff[2] to identify up to three specific sites (including El Corazon). These sites will be evaluated against the site selection criteria. Note, however, that for criteria related to specific site conditions, we are proposing only to use information provided us by the City or by visual review, including consideration of adjacent land uses, utility access, and other apparent information.

We are not proposing (a) to perform any actual site surveys, including but not limited to, geotechnical investigations, hazmat investigations, American Land Title Association (ALTA) surveys, topographic surveys, boundary verifications, title searches, market surveys, utility company investigations, or any other specific site studies of such depth, or (b) to compute the utilities requirements, energy needs, consumption measures, or any other specific quantifications of building utility usage and requirement or which generally make assumption of the design specifics (this design detail is needed to determine utility service requirements), or (c) to identify the market value, to determine availability for sale, to perform a cost-benefit evaluation of alternative site usage, to perform any CEQA evaluations (such as ND, MND, or EIR studies), or any to perform other similar availability or entitlement studies for these sites. These activities may be needed to determine ultimate feasibility of any specific site, but such work is outside the scope of this project.

Our original proposal specifically did not provide for these added City interviews and the identification of specific sites (other than the more general area locations in step one). We believe that this second step is in alignment with the clarifications the Department has provided, and that it entails additional interviews and an analysis of areas as noted above. The fixed added fee for this work is $4,000.

c. Approach to Costs for New Facility Construction

Approach proposed:

We have proposed to determine "baseline" costs (on a unit cost basis only) required to construct a new facility assuming a neutral site (assumptions clearly delineated, however), and based on current construction experience for buildings of this type, size, complexity, and character. Our approach is to produce "order-of-magnitude allowances of probable costs" based on appropriate unit cost factors for each of the items listed in the RFP, with a general evaluation of site-specific considerations and assumptions. This provides a "site-neutral" probable cost figure. We have taken this approach in a number of other projects, such as an analysis of civic facilities for the City of Lake Forest. It produces a good budget estimate for facility planning when the specific site is not known. We address site-specific cost issues in item "d" below.

d. Approach to Costs to Develop the Facility on a New (Specific) Site

Approach proposed:

We proposed to prepare the "site neutral" costs, above, with clearly identified "normal" allowances for such items as on- and off-site improvements, with a discussion of the factors driving variations that may be encountered with them. We also proposed to examine the El

[2] You suggested Doug Eddow, City of Oceanside Real Property Manager, and one or two other city staff including persons in the Economic Development Department.

Corazon site regarding special considerations and challenges that may adjust the baseline cost estimate. This would allow us to present an order of magnitude allowance of probable cost that is tailored to the readily available and visible factors present at that site. As noted above, we do not propose to perform various surveys (for example, such as ALTA determinations of utility availability, capacity, location, etc.) which would lead to more precise costing.

Approach clarification:

Based on communications with the City/Department as noted earlier, we now understand that the City is interested in the consideration of some number of specific site locations (that is, specific site parcels). We propose, therefore, to consider the project costs specifically related to no more than three (3) sites (this number can be adjusted), which may include the sites identified in "b" but which will include the El Corazon site. These costs will be presented as adjustments to the baseline cost and will include various factors that are site specific. The original work we proposed did not include this site-specific examination; the added fee requirement is $1500 per site, or $3,000 (the third site, El Corazon, was assumed).

For each of the (three) candidate sites[3], we will provide a summary analysis of how these sites differ from the baseline, site-neutral assumptions as noted in "c". We will use the information obtained on the sites, as noted in "b" above, and adjust the site-specific allowances accordingly. This will still be independent of design assumptions, except to the degree that this is obvious or readily apparent, because we are <u>not</u> performing any design whatsoever in the scope of our presently proposed services. Design-dependent site differences may include, for example, different structural systems that result from special soils conditions, or costs related to specific design features influenced by topographic forms, or costs related to designs that are specific to surrounding neighborhood conditions, and others.

Consequently, we cannot take site-specific costing very far. We do not propose any sub-soils investigations, site surveys, site-specific design details, and so on. In general costs will be based on assumptions that are determined by visual inspection (only) of site location and its apparent surface features, and on information supplied by the City that can readily be computed.

We are <u>not</u> proposing the delivery of any site sketches whatsoever for the identified sites. We can do this, for added fee, but in earlier discussions with the Department we understand that this is not desired. What we mean by "site sketches" are illustrations showing how these sites might feasibly accommodate the program requirements for building, parking, and other elements, and showing other specifics which address site feasibility or which may affect costs to develop on the respective sites. If included, rough layout sketches of the program facility on no more than 3 sites has a fixed fee of $5,000. The original RFP also does not include Conceptual Design of a new facility, which would go much farther than site layout sketching, and would provide elevations and careful architectural analysis of site massing and systems. This work is specifically excluded from our presently proposed scope of services.

<u>e. Approach to Costs Related to Reuse of the Existing Building</u>

Approach proposed:

Our proposed approach provides for our survey team to interview City personnel familiar with the existing building, and to make inferences from this survey regarding systems up-

[3] Note that we are not considering site acquisition costs, because we are not doing market surveys. If the City provides to us site acquisition figures, we can include them in the report for completeness.

grades and other improvements that may be indicated. This would then be converted into allowance unit costs that would then be applied to the existing square footage to arrive at a statement of probable cost allowances for remediation work as well as for upgrades in finishes and refurbishment where appropriate. The interviews would be with a representative from building maintenance or public works operations, as appropriate.

Approach clarification:

During the interview, we understood that the City/Department *may* be interested in more precise costs related to building re-use, and an evaluation of building conditions that may support justifications for building replacement. This level of examination, and an independent documentation of building conditions, would require a level of work beyond that which we proposed.

If the City were to elect, we could and would supplement our team with A/E specialists who would provide this level of survey and provide us with more detailed information related to actual conditions, code requirements, and other factors which could lead to more accurate and independently derived cost estimates related to continued use of the existing facility. A more detailed review of existing conditions will require us to add A/E services and to perform a physical walk-through and conditions report. We understand how to accommodate this approach, and did something similar for the City of Newport Beach (and others) in evaluation of options to retain (or not retain) their present Civic building. The fixed (added) fee for this service is $10,000.

f. Exhibits and Presentation of the Program Requirements

Approach proposed:

We have proposed to provide detailed program space requirements, as we have reiterated elsewhere, and supplemented our proposal with specific sample projects (Buena Park and Oceanside) which represent our level of expected deliverables. To accompany these materials, we propose to deliver various charts, graphs, tables, and bubble diagrams. The bubbles will be to scale and will both be provided for the building as a whole and also be provided for primary functional units. We do not propose to provide room layouts or partition plans as part of the program, except for layouts that illustrate the space standard used. Exhibits will be in color, and in adequate detail to represent the program assumptions and results.

Approach clarification:

At the interview, it was suggested that the Department may desire to obtain a layout sketch, going beyond bubble diagrams and indicating a hypothetical building layout at the major room and small block level, which illustrates the program space requirements that we will determine. If it is so desired, then, we would produce a colored concept drawing to illustrate the program, which would be a hypothetical "floor plan" based on a single-line drawing that shows relative sizes of major rooms and smaller block areas, relationships of areas and their functional units, and other information reflecting the quantitative and qualitative needs assessment (program). We cannot apply this to a specific site, however, because to do so would require a detailed conceptual design and determination of a number of design considerations and architectural solutions. If the City should desire a layout sketch that presents and illustrates the program, we would engage an architectural firm to produce it. The fixed fee for this work is $3,000.

g. Consideration of "Alternate Development Needs of Public and Private Raw Land"

Approach proposed:

The RFP included language to the following effect on page 8: "consideration must be made...on any potential alternate development needs of public and private raw land or the re-development of developed property..." We proposed a general discussion of benefits and trade-offs of Police HQ facilities, in relation to the location criteria noted in "a" and "b" above.

We are not clear exactly, except to the degree that this is covered in the foregoing discussion, if the City has other understanding of this RFP language. We have not proposed comparing the benefits of specific alternative uses on any prospect site, and did not think the City was interested in an abstract cost-benefit discussion of other uses to which a site could be put. ***We need to discuss this with you further, to understand what you are looking for, and to be certain that City expectations and our assumptions of the work to be provided are in sync.***

Summary of Base Fees and Possible Additions Based on Clarifications Above

Note that the base fee includes all activities and tasks in our proposal, which addresses all of the work presented in the City RFP, based on our understanding and interpretations. This memorandum addresses alternative interpretations which may reflect the expectations of the City. There is an added fee requirement associated with these clarifications. We would like to discuss these with the City to ascertain if the clarification descriptions we have provided here are in line with City/Department expectations. The following list is menu-based, so that items can be selectively considered.

Base proposal as submitted		$72,500
Additions (menu basis):		
a. Site selection criteria		n/a
b. Identification of candidate sites for future PD HQ location.	add:	$4,000
c. Approach to costs of new building construction.		n/a
d. Approach to costs related to specific site development		
Assess costs as noted	add:	$3,000
Site sketches (we understand that the department may have ruled this out)		$5,000
e. Approach to costs related to the renovation of the existing building	add:	$10,000
f. Exhibits and presentations of the program requirements	add:	$3,000
g. Consideration of "alternate development needs of public and private raw land"		to discuss
Base estimate of reimbursable expenses (allowance)		$4,000

HOURLY RATES FOR GRIFFIN STRUCTURES

Griffin Structures

Principal-in-Charge	$215.00
Program Manager / Deputy Program Manager	$195.00
Sr. Project Manager	$185.00
Project Manager	$165.00
Senior Professional / Professional Consultant	$135.00
Professional Staff	$100.00
Clerical Staff	$ 65.00

Architect

Principal	$185.00
Senior Project Director	$165.00
Project Director	$145.00
Senior Project Manager	$135.00
Managing Professional	$125.00
Senior Professional	$115.00
Professional	$105.00
Professional Staff	$ 95.00
Intermediate Staff	$ 85.00
Staff	$ 75.00
Support Specialist	$ 65.00
Clerical Staff	$ 60.00
Intern	$ 50.00