

MANAGEMENT SERVICES

Proposal for Capital Projects Management

ALTADENA LIBRARY DISTRICT

Presented to:

Altadena Library District
Nikki Winslow, District Director

600 E. Mariposa Street
Altadena, California 91001

March 1, 2021

RACHLIN
P A R T N E R S

Table of Contents

ALTADENA LIBRARY DISTRICT
REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

	Table of Contents	<i>1</i>
SECTION A	Cover Letter	<i>2</i>
SECTION B	Project Team Information	<i>5</i>
	History	<i>5</i>
	Project Team Information	<i>6</i>
SECTION C	Project Understanding and Innovation	<i>7</i>
	Project Understanding	<i>7</i>
	Our Role	<i>8</i>
	Innovation	<i>9</i>
SECTION D	Work Plan / Scope of Work	<i>10</i>
SECTION E	Project Schedule	<i>14</i>
SECTION F	Sub-Consultants & Work by Others	<i>15</i>
SECTION G	Relevant Experience and References	<i>16</i>
	Qualifications and Experience	<i>16</i>
	Organizational Chart	<i>17</i>
	Resumes	<i>18</i>
	Similar Projects	<i>24</i>
	Project Brochures	<i>25</i>
SECTION H	Rate Schedule	<i>35</i>



March 1, 2021

Ms. Nikki Winslow, District Director
Purchasing Department
Altadena Library District
600 E. Mariposa Street
Altadena, California 91001



RE: REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

Dear Ms. Winslow and Members of the Selection Committee:

Altadena Library District needs a partner with management, coordination, oversight, and technical construction expertise to ensure that your projects are completed in a timely and cost-effective manner. We would be honored to be your partner and help you create innovative, engaging facilities that serve all members of your community for many years to come.

Rachlin Partners was established in 1982 by Founding Partner, Michael Rachlin. In nearly 40 years of practice, we have successfully delivered over 500 projects for many public entities throughout Southern California. We are adept at guiding clients through complex projects, from feasibility and planning to project closeout.

Responding to our clients' needs over a decade ago, we expanded our Architectural practice with Project and Construction Management services. Our combined experience as Project Managers, Construction Managers, and Architects enables us to direct and coordinate the District's project team from feasibility and planning to project closeout. We believe this heightened engagement offers the District a more responsive, transparent, and cost-effective business model.

Firm Information

Name: Rachlin Partners
Address : 8640 National Boulevard
Culver City, California 90232
Phone: 310/204-3400

ACTING AS ALD'S REPRESENTATIVE

On the job site every day, we act on behalf of the District as the District's Representative, integrating Project and Construction Management Services into our role as a committed member of your team. Our staff has the ability to manage and coordinate all design, procurement, and construction activities. We also initiate work and coordinate the various tasks and vendors that comprise the District's project-related workload. Rachlin Partners' Project and Construction Managers serve as the equivalent of an in-house project implementation department, overseeing the work of the Design Team and General Contractor.

We have provided our management services to other public-sector clients throughout Southern California, including Downey Unified School District, El Monte Union High School District, Fountain Valley School District, and Las Virgenes

Unified School District. We were also retained by Los Alamitos Unified School District, for whom we provided our management services for the District's \$163 million building program to modernize 10 school campuses, including the modernization of Libraries / Media Centers districtwide. Our staff earned a reputation for their "skin in the game" as they kept projects on schedule, ensured safety, and engaged with staff to mitigate the impact of construction.

To summarize, here are the key benefits we offer you:

- A streamlined and collaborative project delivery process that will also reduce your administrative costs.
- Extensive experience with public sector projects / libraries and strong expertise with the California Building Code, Uniform Building Code, and other regulatory frameworks.
- Direct Principal involvement to ensure accountability and responsiveness. Supported by an experienced team, both I, Michael Rachlin, Founding Partner and Richard Ingrassia, Managing Partner and point-of-contact, will work with you to manage the construction of your projects.

In accordance with the RFP, our proposal is valid for a period of 90 days from the proposal submission deadline. During the term of this contract, Rachlin Partners shall, at its own cost and expense, maintain any insurance and indemnification as required by the Altadena Library District.

In the following pages, our detailed proposal will reveal how Rachlin Partners can deliver a highly responsive service that exceeds your expectations. Thank you for your consideration and the opportunity to be of service.

Respectfully,



Michael Rachlin, AIA, LEED AP – *Founding Partner*
mrachlin@rachlinpartners.com
Phone: 310/204-3400



Richard Ingrassia, AIA, LEED AP – *Managing Partner*
ringrassia@rachlinpartners.com
Phone: 310/204-3400


Signatory Authority

ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

Q: Signed by an authorized representative of the consultant. The Consultant shall furnish documentation that the person signing the proposal is empowered with signatory authority for the Consultant. The form could be a Corporate Resolution.

SIGNATORY AUTHORITY

In accordance with the Request for Proposal document, we have included documentation that Michael Rachlin is authorized to sign documents on behalf of Rachlin Partners. Please see the Statement of Information below.

 <p>State of California Secretary of State</p> <p>Statement of Information (Domestic Stock and Agricultural Cooperative Corporations) FEES (Filing and Disclosure): \$25.00. If this is an amendment, see instructions.</p> <p>IMPORTANT – READ INSTRUCTIONS BEFORE COMPLETING THIS FORM</p>	S																															
<p>1. CORPORATE NAME RACHLIN PARTNERS, INC.</p>	<p>G762026 FILED</p> <p>In the office of the Secretary of State of the State of California</p> <p>JUN-30 2019</p> <p style="font-size: small;">This Space for Filing Use Only</p>																															
<p>2. CALIFORNIA CORPORATE NUMBER C1160278</p>																																
<p>No Change Statement (Not applicable if agent address of record is a P.O. Box address. See instructions.)</p> <p>3. If there have been any changes to the information contained in the last Statement of Information filed with the California Secretary of State, or no statement of information has been previously filed, this form must be completed in its entirety.</p> <p><input type="checkbox"/> If there has been no change in any of the information contained in the last Statement of Information filed with the California Secretary of State, check the box and proceed to Item 17.</p>																																
<p>Complete Addresses for the Following (Do not abbreviate the name of the city. Items 4 and 5 cannot be P.O. Boxes.)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">4. STREET ADDRESS OF PRINCIPAL EXECUTIVE OFFICE</td> <td style="width: 15%;">CITY</td> <td style="width: 15%;">STATE</td> <td style="width: 10%;">ZIP CODE</td> </tr> <tr> <td>8640 NATIONAL BOULEVARD, CULVER CITY, CA 90232</td> <td></td> <td></td> <td></td> </tr> <tr> <td>5. STREET ADDRESS OF PRINCIPAL BUSINESS OFFICE IN CALIFORNIA, IF ANY</td> <td>CITY</td> <td>STATE</td> <td>ZIP CODE</td> </tr> <tr> <td>8640 NATIONAL BOULEVARD, CULVER CITY, CA 90232</td> <td></td> <td></td> <td></td> </tr> <tr> <td>6. MAILING ADDRESS OF CORPORATION, IF DIFFERENT THAN ITEM 4</td> <td>CITY</td> <td>STATE</td> <td>ZIP CODE</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>			4. STREET ADDRESS OF PRINCIPAL EXECUTIVE OFFICE	CITY	STATE	ZIP CODE	8640 NATIONAL BOULEVARD, CULVER CITY, CA 90232				5. STREET ADDRESS OF PRINCIPAL BUSINESS OFFICE IN CALIFORNIA, IF ANY	CITY	STATE	ZIP CODE	8640 NATIONAL BOULEVARD, CULVER CITY, CA 90232				6. MAILING ADDRESS OF CORPORATION, IF DIFFERENT THAN ITEM 4	CITY	STATE	ZIP CODE										
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<p>Names and Complete Addresses of the Following Officers (The corporation must list these three officers. A comparable title for the specific officer may be added; however, the preprinted titles on this form must not be altered.)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">7. CHIEF EXECUTIVE OFFICER/</td> <td style="width: 30%;">ADDRESS</td> <td style="width: 15%;">CITY</td> <td style="width: 10%;">STATE</td> <td style="width: 15%;">ZIP CODE</td> </tr> <tr> <td>MICHAEL RACHLIN</td> <td>8640 NATIONAL BOULEVARD, CULVER CITY, CA 90232</td> <td></td> <td></td> <td></td> </tr> <tr> <td>8. SECRETARY</td> <td>ADDRESS</td> <td>CITY</td> <td>STATE</td> <td>ZIP CODE</td> </tr> <tr> <td>MICHAEL RACHLIN</td> <td>8640 NATIONAL BOULEVARD, CULVER CITY, CA 90232</td> <td></td> <td></td> <td></td> </tr> <tr> <td>9. CHIEF FINANCIAL OFFICER/</td> <td>ADDRESS</td> <td>CITY</td> <td>STATE</td> <td>ZIP CODE</td> </tr> <tr> <td>MICHAEL RACHLIN</td> <td>8640 NATIONAL BOULEVARD, CULVER CITY, CA 90232</td> <td></td> <td></td> <td></td> </tr> </table>			7. CHIEF EXECUTIVE OFFICER/	ADDRESS	CITY	STATE	ZIP CODE	MICHAEL RACHLIN	8640 NATIONAL BOULEVARD, CULVER CITY, CA 90232				8. SECRETARY	ADDRESS	CITY	STATE	ZIP CODE	MICHAEL RACHLIN	8640 NATIONAL BOULEVARD, CULVER CITY, CA 90232				9. CHIEF FINANCIAL OFFICER/	ADDRESS	CITY	STATE	ZIP CODE	MICHAEL RACHLIN	8640 NATIONAL BOULEVARD, CULVER CITY, CA 90232			
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<p>13. NUMBER OF VACANCIES ON THE BOARD OF DIRECTORS, IF ANY:</p>																																
<p>Agent for Service of Process If the agent is an individual, the agent must reside in California and Item 15 must be completed with a California street address, a P.O. Box address is not acceptable. If the agent is another corporation, the agent must have on file with the California Secretary of State a certificate pursuant to California Corporations Code section 1505 and Item 15 must be left blank.</p>																																
<p>14. NAME OF AGENT FOR SERVICE OF PROCESS (Note: The person designated as the corporation's agent MUST have agreed to act in that capacity prior to the designation.) ERESIDENTAGENT, INC.</p>																																
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<p>Type of Business</p>																																
<p>16. DESCRIBE THE TYPE OF BUSINESS OF THE CORPORATION ARCHITECTURE</p>																																
<p>17. BY SUBMITTING THIS STATEMENT OF INFORMATION TO THE CALIFORNIA SECRETARY OF STATE, THE CORPORATION CERTIFIES THE INFORMATION CONTAINED HEREIN, INCLUDING ANY ATTACHMENTS, IS TRUE AND CORRECT.</p>																																
<p>06/30/2019 ERIKA A EASTER AUTHORIZED PERSON</p> <p>DATE TYPE/PRINT NAME OF PERSON COMPLETING FORM TITLE SIGNATURE</p>																																
<p>SI-200 (REV 01/2013) Page 1 of 1 APPROVED BY SECRETARY OF STATE</p>																																

Project Team Information

Project Team Information

ALTADENA LIBRARY DISTRICT
REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

OFFICE LOCATION

Rachlin Partners
8640 National Boulevard
Culver City, California 90232
www.rachlinpartners.com

YEARS IN BUSINESS

39 years.

Q: Consultant must provide the names and positions of all staff proposed including staff for proposed sub-consultants. The proposal should also designate who will be the project manager in charge of the project, and who will be ALD's contact throughout the project. It is allowable for a single individual to fulfill multiple roles by the Consultant's staff.

HISTORY

Rachlin Partners is a full-service Planning, Program Management and Construction Management organization established in 1982 by Michael Rachlin and is a prominent design and management firm in California having earned recognition for services on education, healthcare and government facilities for both private and public clients. Rachlin's mission is to deliver intelligent services that enable our clients to achieve their goals and enrich their lives.

In 39 years of practice, the firm has established a reputation for imaginative and innovative solutions delivered with exceptional levels of client service. An important factor in the success of Rachlin Partners has been the ability to develop collaborative relationships with our clients through the direct, hands-on involvement of the partners in every project, resulting in 80% of the firm's commissions from repeat clients. The firm's expertise includes:

- Program Management
- Project Management
- Construction Management
- Budgets and Accounting
- Value Engineering / Cost Estimating
- Scheduling and Constructability Reviews

FIRM STRENGTH

A unique aspect of our firm is that we are Project Managers, Construction Managers with an Architectural Division employing a **staff size of 22**. Our expansion into project and construction management was a natural outgrowth of both the trust we have earned from clients on multiple projects over many years and our ability to manage both program and project budgets to yield the highest value for our clients. These combined disciplines have helped us build a dynamic professional team which offers our clients a vast array of technical, management and design resources.

Balancing our firm at this size facilitates the ability of Executive Partner Michael Rachlin and Managing Partner Richard Ingrassia to personally oversee the development and delivery of each project. The firm's moderate size effectively blends the responsiveness of small firms with the staffing depth of large firms, assuring clients that firm leadership will work hand-in-hand with them from kickoff to close-out. This "right-sizing" has also allowed our firm to offer the highest level of creativity on every project, regardless of size or scope, encouraging our entire staff to share expertise and lessons learned across projects.



Project Team Information


ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

PROJECT TEAM INFORMATION

Our proposed team of Program / Construction Managers has been selected for their expertise and their availability to assist the team at every stage of the project. Each team member selected will be committed to the project for the duration and is ready, willing, and able to begin work with you immediately. No team member will be replaced during the life of the project without your consent. A successful project requires strong leaders to guide the team, offer solutions, facilitate communication and create an environment that allows all team members to participate in the construction process.

Team Member / Role	Relevant Experience
Richard Ingrassia, AIA, LEED AP <i>Project Management Principal & Designated Contact</i>	<ul style="list-style-type: none"> Los Alamitos USD Measure K \$126M Bond Program Downey USD Measure O \$265M Bond Program Fountain Valley SD Measure O \$63M Bond Program Los Alamitos USD Measure G \$97M Bond Program
Michael Rachlin, AIA, LEED AP <i>Design Principal</i>	<ul style="list-style-type: none"> Santa Maria HS 50-Classroom Building (Santa Maria JUHSD) Dena Primary Center & Library (Los Angeles USD) Los Angeles City Hall Historic Preservation (City of Los Angeles)
Andrew Ulmen, AIA <i>Senior Project Manager</i>	<ul style="list-style-type: none"> Los Alamitos USD Measure K \$126M Bond Program Oak Middle School Modernization (Los Alamitos USD) McAuliffe Middle School Modernization (Los Alamitos USD)
Jennifer Pearson, AIA <i>Senior Program Manager</i>	<ul style="list-style-type: none"> Downey USD Measure O \$126M Bond Program
Alan Kong, PE <i>Senior Construction Manager</i>	<ul style="list-style-type: none"> Stauffer Middle School Modernization (Downey USD) Griffiths Middle School Modernization (Downey USD) Sussman Middle School Modernization (Downey USD)
Garrett Miller <i>Construction Manager</i>	<ul style="list-style-type: none"> Los Alamitos High School STEM & Media Center Building (Los Alamitos USD) Various Projects for Los Alamitos USD Measure G \$97M Bond Program





Project Understanding
and Innovation

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Project Understanding and Innovation

ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

Q: Include visions or concepts for performing the services.

PROJECT UNDERSTANDING

Our team has reviewed ALD's Strategic Plan and Master Plans for both the Main Library and the Bob Lucas Memorial Branch. As one of the oldest library districts, we understand the unique responsibilities ALD holds. Libraries promote the free flow of information, encourage a life-long pursuit of knowledge and discovery, and inspire people of all ages, cultures, and economic circumstances to broaden their understanding of our world. Public libraries are in the midst of exciting transformations, adapting and innovating in creative ways, while at the same time staying true to who they have always been: institutions of learning, advancement, and community revitalization. Public libraries confer wide-ranging benefits on our modern society by:

- Connecting residents to information, ideas, and people around the globe by supplying access to books, magazines, newspapers, the internet, and online resources;
- Providing a valued service of free access to the internet and computers;
- Informing and enriching people's lives by tutoring students and teaching English language learners;
- Creating community by promoting civic engagement through speakers, programs, workshops, and maker spaces;
- Supporting childhood literacy and providing students with a safe space for homework and after-school activities;
- Providing a local community gathering place for seniors' lifelong learning;
- Preserving and expanding our culture by collecting and providing access to resources highlighting our music, literature, and films.

Furthermore, we understand the sensitivity in which this project must be approached due to the historic nature of your facilities. With strong roots in Architecture and our professional experience in successfully managing sensitive projects, we have the required expertise to assist ALD in selecting the proper design team and contractor to achieve ALD's goals. We have a history of working with communities on high-profile projects, as well as working closely with authorities having jurisdiction to obtain the proper approvals every step of the way.



Project Understanding and Innovation

ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

OUR ROLE

Rachlin Partners believes that valuable ideas can and do come from any member of the project team. One of our primary responsibilities is to bring everyone to the table early in the project and ensure that everyone's voice is heard; then we thoroughly document the project history so that everyone understands project objectives.

As part of our efforts to bring the stakeholders together around a shared vision of the project, we focus on presenting information in a clear and concise manner so stakeholders fully understand the project scope, schedule constraints, budget limitations, and goals of your projects. We also actively encourage stakeholders to participate in the programming, planning and design process to develop pride of ownership in the project.

Rachlin Partners' white glove concierges approach to Project and Construction Management Services is geared toward servicing clients to whom the design and construction process is foreign. We understand that ALD will expect our management team to take the lead with the management of your two library projects every step of the way. We will keep ALD well informed throughout the process and invite ALD to participate at key decision making mile stones.

POINTS OF CONTACT

Each of our projects benefits from the direct principal involvement of partners Michael Rachlin and Richard Ingrassia. Our Program Director, Andrew Ulmen, will be involved with your project team from inception through construction. This creates strong project team continuity and provides our clients with reliable points of contact throughout all project phases. These individuals also assume responsibility for attending meetings, giving Board and/or community presentations, and other means of keeping the District informed of the progress of work.

COMMUNITY ENGAGEMENT

We understand that this is a very important project for ALD and there is great enthusiasm for the District, staff, and the community. Generating and maintaining that enthusiasm are as much a part of the service we offer to our clients as delivering plans and construction documents. To this end, we have placed a strong emphasis on community and consensus in all of our work, as these are key to exploring alternative designs to determine the best solution. In particular, we:

- Present ideas, budgets, and other vital project information on a regular basis. We are committed to a process that elicits questions, ideas, suggestions, and active participation on the part of staff and members of the community;
- Establish project goals and scope of work, study alternative design solutions, and review budgets;
- Develop an understanding of our audience and present information clearly and accessibly;
- Explore the incorporation of environmentally responsible design.



Project Understanding and Innovation

ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

INNOVATION

At Rachlin Partners, our solid understanding of practical project delivery techniques and methodologies has been key to successfully delivering well over a hundred projects of varying scope and complexity for many public entities throughout California. We are able to meet demanding schedules and maintain cost controls on even the most technically and functionally demanding projects. Our ability to work effectively with owner and general contractor teams, and to develop effective management systems and controls on complex, multi-project efforts with rigorous administrative requirements, was the catalyst for the development of the firm's program and construction management service group.

For the renovation of your libraries, we suggest the implementation of a Last Planner System during the construction phase as it has proven to be an asset to modern construction projects. The Last Planner System is a project/production control methodology that utilizes and integrates the master schedule, the weekly look ahead with input from the General Contractor and applicable subcontractors, and a pull planning procedure. With oversight and guidance by the Construction Manager, the Last Planner System encourages the contractors to create a weekly commitment-based work plan that is then calculated and monitored. Results of the Last Planner are summarized weekly to show what work was achieved and what was not. This gives project management stakeholders an empirical-based understanding of the project schedule and its production delays. Instead of the traditional Critical Path Method scheduling technique, the Last Planner System focuses on what can be achieved and will be achieved that week, instead of pushing a pre-determined schedule onto a constantly evolving construction project. This form of project control is successful because it requires all involved parties to collaborate effectively, both in the field and amongst management staff, which in turn increases project productivity.

Another innovative concept that creates value for the project and its stakeholders is the inclusion of a Construction Management Technology Platform. Cloud based solutions such as ProCore and Fieldwire are software that are proven to be significant assets on construction projects. This type of software is designed to increase the flow of communication amongst Owner/Owners Representative, Contractor/Subcontractor, and the Design team during the Construction Phase of a project. These platforms can host all the current and historical contract documents, ranging from Drawings, Specifications, Reports, RFI's, Inspection Reports, Dailies, Schedule, As-builts, etc. In addition to hosting the drawings and documents, but also as actionable items are created, such as Submittals, and RFI's, they can be assigned directly to the responsible party for review/completion and monitored by the Construction Manager.



Work Plan / Scope of Work

D

Work Plan / Scope of Work

ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

Q: Include a work plan/scope of work meeting the minimum requirements of the projects listed in the Scope of Services. Consultant is encouraged to modify or expand the minimum Scope of Services if they believe it is necessary to achieve the goals. Please also include information on what tools, i.e. Microsoft Project, Primavera, etc, will be used to manage the work.

WORK PLAN / SCOPE OF WORK

Our vision of a successful work plan is to create a formal road map that sets a path to complete the project goals – primarily being to deliver your capital projects on time and on budget while maintaining the Altadena Library District (ALD) Vision to provide free, public, and equal access to information, ideas, technology, and experience, designed to educate, empower, and celebrate the diversity of our community.

ALD has done an impressive amount of work preparing for this project, from the completion of the Facility Conditions Assessment (2018) to the execution of the Strategic Planning Process, including the development of Master Plans for both the Main Library and the Bob Lucas Memorial Branch Library and Literacy Center, the passing of the Measure Z Bond with an impressive 73 percent of the vote, and this RFP, which does an excellent job of specifying the six distinctive tasks that make up the minimum scope of services.

This effort from ALD has laid the ground work from which we will collaborate with all the stakeholders to develop a clear and executable work plan – the road map for success. A plan that clearly defines the project goals and always keeps them present and at the forefront of all major decisions. A work plan that defines relevant and realistic project objectives, the required steps to meet them and the deliverables required to make them a reality. Rachlin Partners is uniquely suited to develop and deliver a successful work plan for your capital projects.

What sets Rachlin Partners apart and what sets us up perfectly to successfully deliver your capital projects on time and within budget is that not only do we have a tremendous amount of experience in managing capital projects similar to yours in size and scope but more importantly similar in that one of your overriding goals is to maintain the operations of your library district throughout the completion of your projects. We have successfully lead dozens of existing building transformations on occupied sites while maintaining critical services to the community.

In addition to our experience and record of success, we believe we are uniquely suited to accomplish the tasks laid out in your scope of services as we are a firm that has been built from the ground up for this type of project. Our firm is made up of Program Managers, Construction Managers, Licensed Architects and Engineers working seamlessly together in all aspects of the projects – in fact, the majority of our PMs and CMs are architects and engineers as this brings the greatest amount of knowledge, planning experience and problem solving skills to the table.



Work Plan / Scope of Work

ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

We have planned, we have designed, and we have delivered dozens of projects that are extremely similar to your capital projects. The benefits of this seamless integration of our staff can be clearly seen in the task you have highlighted in your Capital Projects RFP.

TASK 1: PROJECT MANAGEMENT AND COORDINATION

Rachlin Partners, with our PM and CM staff of licensed architects and engineers is extremely experienced and perfectly suited to deliver on all aspects of contract management and quality control services throughout the duration of your capital projects. As project managers we understand the critical nature of tracking RFIs, submittals, schedules and every aspect of the project and using them to ensure the entire team is coordinated. As architects, we understand the critical nature of reviewing and understanding all the documents of project management and confirming that they meet the requirements of the project and goals of the ALD which is critical to delivering on the promises made to the community. Managing this process and using weekly meetings as a tool to drive the project forward is a focus for Rachlin Partners and we have found it critical for overall success.

TASK 2: COMMUNITY ENGAGEMENT AND LIBRARY PROGRAMMING DISCUSSION

ALD has laid the ground work for this task and in coordination with the District Director and the Marketing and Community Engagement Manager, we will simply build upon and grow the relationships that have already been started through your master planning, strategic planning and bond initiatives. We will take the information gained through engagement with all the stake holders and we will provide clear and actionable presentations to the Full Board.

TASK 3: PRELIMINARY ENGINEERING AND ENVIRONMENTAL

Our firms experience managing bonds from inception through final project close-out makes us particularly valuable to ALD in satisfying this task. As architect that have designed numerous projects similar to your capital projects, we are experts at transforming a master plan into an actual project – this is particularly critical with the accessibility challenges associated with the Main Library. As program managers we understand that building the project design and engineering team is critical. We will draft and execute a vigorous RFP process to build the team that will deliver for ALD. Our program management experience will then be leveraged to manage the team to ensure that the ALD goals and vision are kept forefront in all aspects of the project. In order for the project to meet all the design and plan and permit approval milestones we understand that there is a tremendous amount of leg work that needs to be accomplished to ensure the efficiency of the team. We are experienced in the big picture including “managing the preparation, submittal, and acquisition of all required permits and environmental review documentation required by State, local, and jurisdictional agencies needed to ensure this project is cleared for construction.” We have experience not only shepherding projects through the CEQA process as required but putting the team in place with the most knowledge to assure the project is clear for construction.



Work Plan / Scope of Work

ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

TASK 4: FINAL BID PHASE AND BID PHASE SUPPORT

Rachlin Partners has assisted dozens of districts and bid numerous projects both large and small. As architects we understand that the clarity of the construction documents and addenda are critical to getting the lowest possible costs from the most qualified contractors. As project managers we know that your bid documents and general conditions are critical to the partnership between all members of the team and the ultimate success of the project. Rachlin Partners understands the Board approval process and timelines, workshops and agenda items that are required of this process and we will leverage our staff to review the bid results and provide the clearest direction for ALD Board of Trustees consideration. Where we feel we have the most experience and where we can be of unique service to the ALD is in regards to your goal of maintain library functions as much as possible through your capital projects. We have transformed dozens of occupied campuses and created bid documents that clearly show the required phases and milestones that must be met.

TASK 5: CONSTRUCTION SUPPORT SERVICES

This particular tasks again aligns perfectly with how we have built our firm to best serve your needs. We have decades of experience overseeing capital projects, providing construction support both as architects on transformations we have designed and as boots on the ground construction managers. We will not only attend weekly construction meetings but we will lead them as your direct representative as the driving force to deliver your capital projects on time and on budget from kick-off through as-builts. We are experienced in every aspect of construction support and we know that the management timely review of submittals and RFIs are critical to a successful project. We understand that capital projects on historic structures will likely include unforeseen conditions - project revisions will be clear and will be in line with project goals and the ALD vision, planning will be leveraged to minimize change orders, and with our experienced diverse team we have absolute confidence that we will deliver the support required for success.

TASK 6: FUTURE MASTER FACILITIES MAINTENANCE PLAN

Whenever feasible, Rachlin Partners has embedded staff within the Districts we have partnered with and we see that ALD has similar expectations – this intimate partnership has provided a tremendous amount of experience working with all aspects of the facilities and maintenance programs and staff. We are completely comfortable developing and refining your maintenance budget and providing direction and a clear path forward to maintaining your facilities with routine and major maintenance activities planned annually, in five years and projecting 10 years out and beyond.

We manage ALL of our construction projects with the use of web-based document control software. We have experience with multiple Project Management Software systems as many of our school District Clients have their own specific project software that they use and acting as an extension of the District that we service, we utilize their preferred project software. We have used PMIS Systems like ProCore, Fieldwire, CME and ColbiDocs to create effective reports and keep the project team informed about the project.



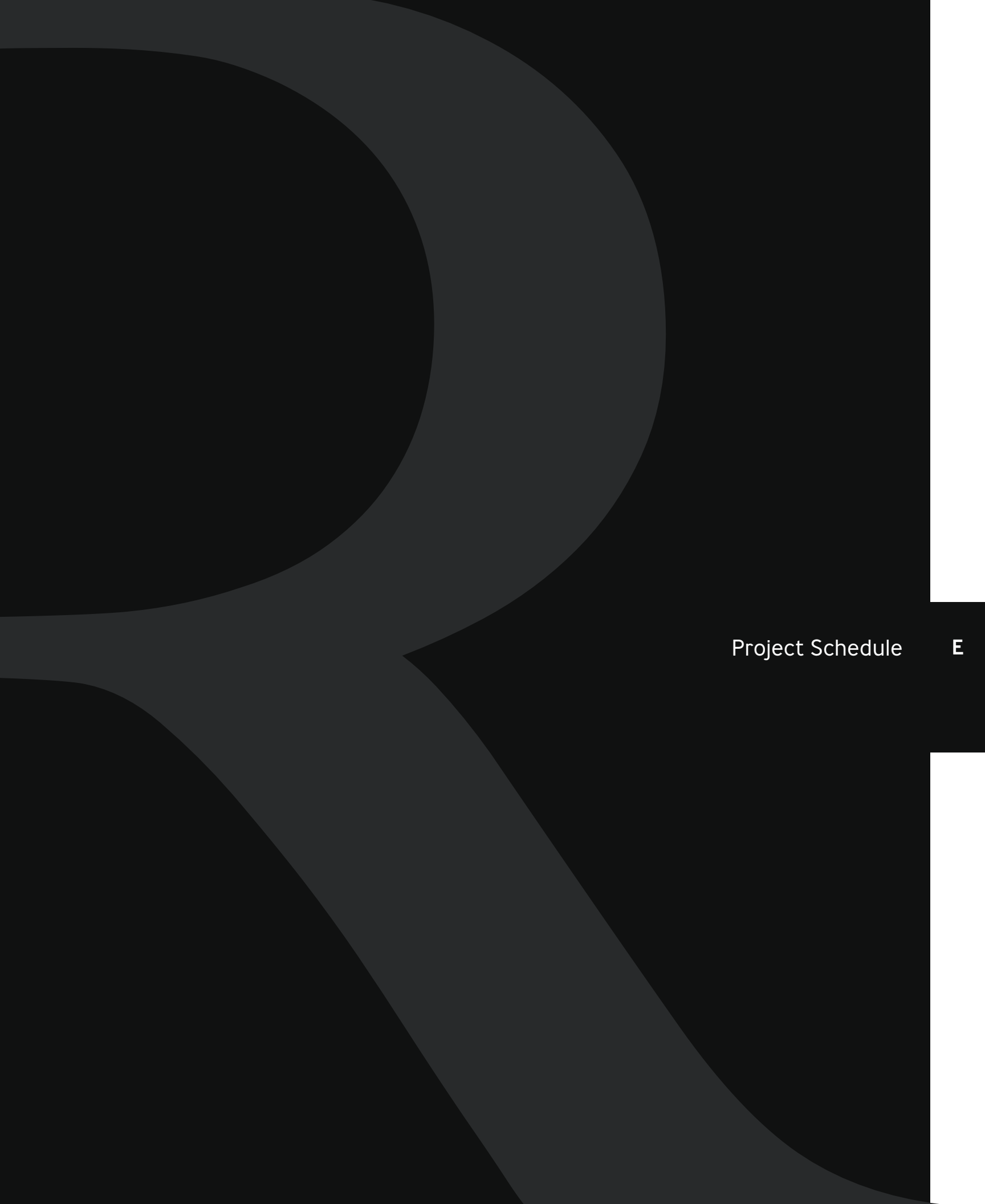
Work Plan / Scope of Work

ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

A key aspect of project management involves maintaining the proper documentation, an effort for which we use online platforms such as ProCore and ColbiDocs. Our team provides the necessary checklists and document control to aid in the management of our projects: they ensure that all related documents and daily inspection reports are tracked, processed, filed and acted on correctly and promptly. We also use PMIS Systems to assist in schedule management. PMIS Systems allow us to identify time-sensitive tasks and take proactive steps to ensure that they are completed on time, keeping a project on schedule.

In summary, Rachlin Partners has the diverse and experienced staff to create and manage a work plan that exceeds all of the tasks required of this RFP all the while maintaining the ALD vision to *provide free, public, and equal access to information, ideas, technology, and experience, designed to educate, empower, and celebrate the diversity of our community.*



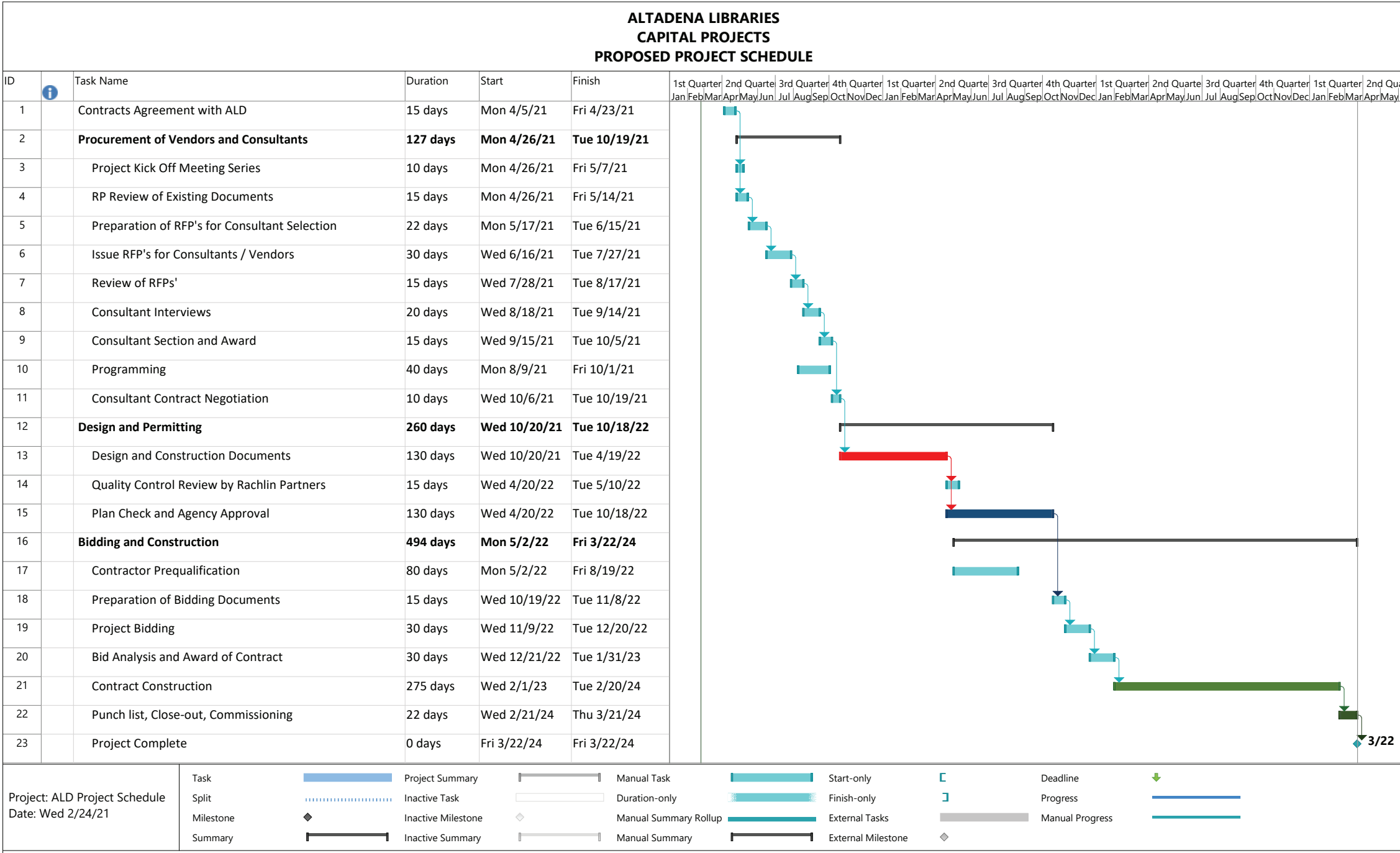


Project Schedule

E

Project Schedule

ALTADENA LIBRARY DISTRICT
 REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT




Q: Schedule needs to be adequate and reasonable to ensure timely completion of the tasks listed in the Work Plan / Scope of Work. Emphasis should be placed on realistic timelines.

PROJECT SCHEDULE
 Schedule management is a proactive and living process. Change and roadblocks are inevitable in every project; the challenge is to find ways to adjust to those impacts so that the project remains on-schedule. Rachlin Partners believes that most schedule changes can be avoided by anticipating issues before they impact the project and by taking proactive steps to avoid delays. Very early in the project, we will work with the entire project team to develop a comprehensive master schedule that outlines milestones and deliverables. Commitment to the schedule and constant review and communication of schedule issues become the responsibility of all team members.

Through out the project, the master schedule is a living, dynamic document that has a fixed project start date and fixed project completion date. The intermediate activities are continually adjusted and fine-tuned by the design team and the contractor to either improve the project completion date or hold the completion date fixed.

The project schedule on the left lists the recommended steps necessary to complete the renovation of the Bob Lucas Memorial Library and Literacy Center and the Altadena Main Library.



Sub-Consultant &
Work by Others

F

Sub-Consultants & Work by Others

ALTADENA LIBRARY DISTRICT
REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

Q: Identify any and all sub-consultant proposed to serve on the project, with background information for each and particular experience of key personnel, including project descriptions and resumes.


This section should describe all work not included in the proposal. Any work that is needed to complete the project that is not listed in the "Work Done by Others" will be considered part of the work provided by the Consultant and included in the proposal. Please include a list of tasks which the Consultant expects ALD staff to perform, information the Consultant expects ALD to provide, and an estimated amount of ALD staff time required for each task of the scope of work.

SUB CONSULTANTS

As a full-service Program and Construction Management firm, Rachlin Partners does not intend to work with outside consultants or technical assistants to perform the services outlined in the scope of work. In fact, since our Program Manager are former practicing Architects, we are able to provide programming services as the request of the ALD. This will save the project both time and money. We do anticipate ALD will require specialized consultants to perform tasks such as geotechnical engineering, CEQA consulting, surveying, hazardous material testing and monitoring, utility locating and/or inspection and testing. Rachlin Partners is prepared to assist ALD in selecting and manage those consultants throughout all phases of the project on behalf of the ALD.

The amount of ALD staff time required will depend on the ALD's desired level of involvement and oversight. At minimum, we would expect ALD to perform any tasks that Rachlin Partners does not have the legal authority to perform, such as signing contracts and permit applications. Beyond that, we welcome ALD participation in various tasks such as design meetings, and interviews of prime consultants. However, Rachlin Partners is prepared to provide turn-key services with minimal oversight if that is the desire of the ALD.





Relevant Experience
and References

G

Relevant Experience and References

ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

Q: The Consultant must state the qualifications and experience of the proposed team, emphasizing the specific qualifications and experience acquired while providing services similar to those being sought by ALD, particularly for the Project Manager and other key project staff members assigned to the project. Except under circumstances beyond the Consultant's control, ALD will not accept substitutions of key members of the team put forth as part of the winning proposal.

For all staff members, describe their role giving not only their title but also the specific services they will perform and illustrate clearly the applicability of the individual's background, education, and experience to his or her assigned role.

QUALIFICATIONS AND EXPERIENCE

After nearly 40 years of practice and over 500 successfully completed projects for numerous public sector clients in Southern California, ranging from new construction to renovation and historic preservation, our portfolio embraces a wide variety of delivery methodologies and program types including libraries, classroom buildings, science labs, aquatic facilities, modular buildings, gymnasiums / athletic fields, performing arts centers, food service facilities and others.

Rachlin Partners brings unique expertise to Project Management because we were originally founded as an architectural firm. We understand design and construction from both sides of the table and we leverage this knowledge to better oversee the General Contractor. During the preconstruction phase, our experts guide Districts by assisting in consultant selection and oversight.

Since 2008, Rachlin Partners has provided Project and Construction Management services on almost one billion dollars in construction. We have extensive experience in protecting our clients' interests during construction and have saved our clients considerable sums of money by executing careful contract negotiations, providing detailed review of pay applications, and negotiating complex change orders. We present creative design solutions to problems resulting in savings for our clients that our competitors, without a background in design, are not able to offer. Our thorough reporting keep Districts, their Boards and staff informed on the construction progress.

Below is a list of our clients we have provided Project Management Services to:

- Downey Unified School District
- El Monte Union High School District
- Fountain Valley School District
- Las Virgenes Unified School District
- Los Alamitos Unified School District
- Sony Pictures Entertainment

The results of our expertise with these and other issues have been projects that are consistently completed on time, within budget, and with great sensitivity to the needs of students, teachers, staff, and the community.

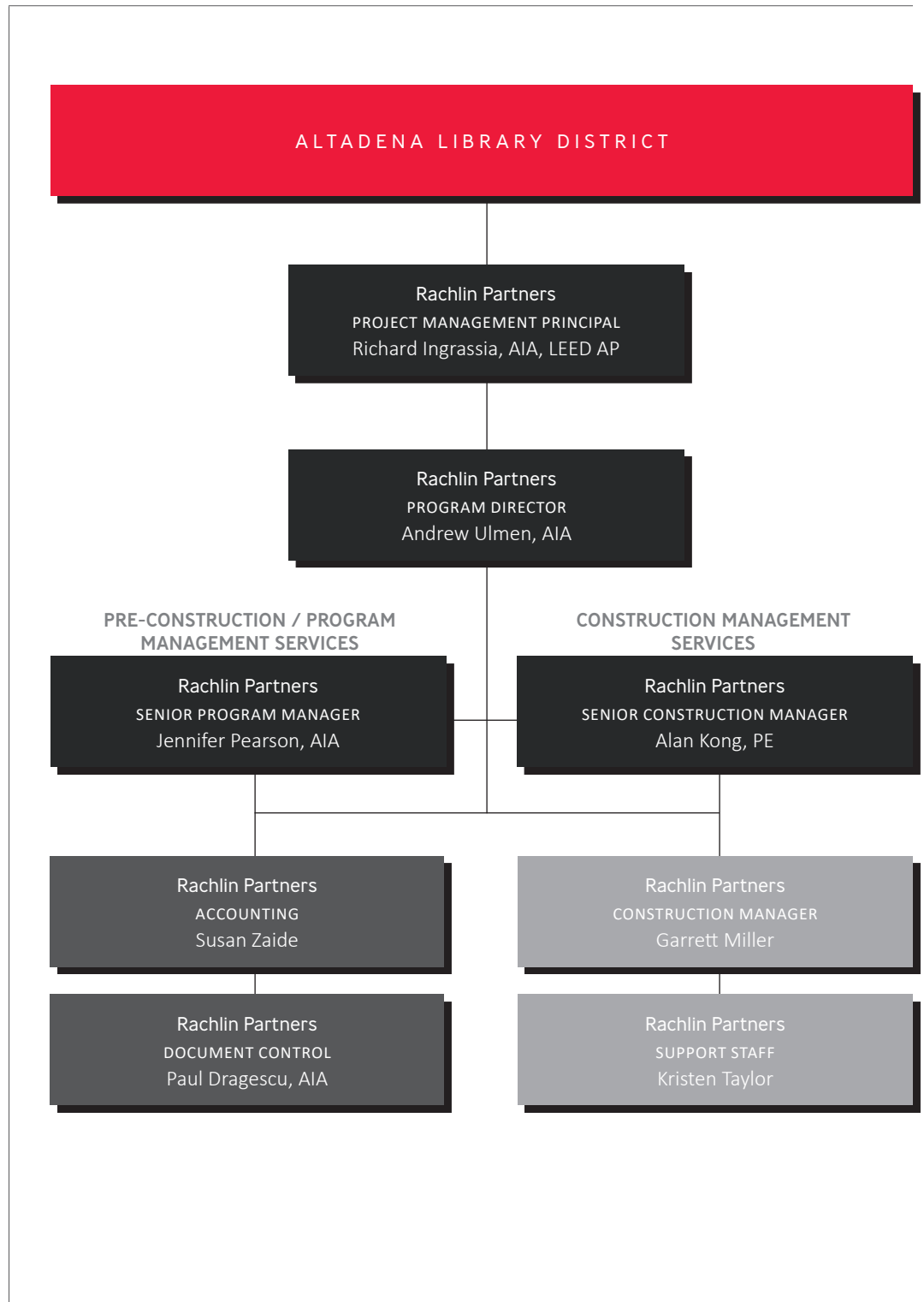
In the following pages you will find our proposed team's qualifications as they relate to Capital Project Management Services. We believe we are uniquely qualified to manage the renovation of your two libraries from community engagement and programming, to design and construction.



Relevant Experience and References

ALTADENA LIBRARY DISTRICT REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

Staffing Resources	
Position	Number
Principals / Architects	2
Project Managers	3
Construction Managers	4
Architects / Designers	5
Architectural Staff	3
CADD / BIM Staff	2
Administrative	3
Total	22



Richard Ingrassia, AIA, LEED AP

MANAGING PARTNER

PROJECT ROLE / PROJECT MANAGEMENT PRINCIPAL (PRIMARY CONTACT)

EDUCATION

Master of Architecture, 1992
UCLA

REGISTRATION

Registered Architect in the State of
California (C-26229)
LEED-Accredited Professional

AFFILIATIONS

American Institute of Architects

YEARS WITH FIRM

28 years.

RESPONSIBILITIES

As Principal for the firm's Management Services, Richard is involved in projects from kickoff to close-out, assuring his full understanding of the project objectives. Leading by example, Richard sets rigorous standards for himself that in turn inspire the entire staff to rise to the exceptional levels of client service that have become hallmarks of the Rachlin practice. In his role as Program Manager he is responsible for assigning, coordinating and supporting field office staff. He will serve as your executive point of contact and will be responsible for maintaining the firm's quality of service.

PROJECT EXPERIENCE

Richard has served as Program Manager overseeing the \$163 million bond campaign for the Los Alamitos Unified School District and the \$295 million modernization program for Downey Unified School District. He has also served as Project/Construction Manager on modernization and new construction projects for many public sector clients such as Ventura Unified School District and Bonita Unified School District. His leadership, organization skills, pragmatic perspective, and expertise ensure strong team coordination that remains focused on guiding projects towards functional and cost-effective solutions. He also brings a strong ability to provide accurate budgets that clients can rely on to understand their finances and project funding options. Furthermore, his expertise in scheduling allows him to coordinate construction work, smoothly navigate agency approvals and closeouts, and handle challenges such as phasing construction work to minimize disruptions.

Measure "K" Bond Modernization Program

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

Program Manager overseeing Program Management, and **Project/Construction Management** services for a \$163 million construction and renovation program. The program encompasses 10 school campuses with projects to: improve physical conditions, food service, and safety; upgrade mechanical, electrical, and plumbing infrastructure; and install technology infrastructure for 21st Century learning. New construction projects encompassed by the program include a Track & Field / Football Stadium at Los Alamitos High School. Given its large scope, the program requires managing complex phased schedules to minimize disruption to students and teachers. An additional important aspect of the work is presenting program and project updates to the District Board and the Citizen's Oversight Committee, as well as communicating with user groups in regards to the impact of construction.

Measure "O" Bond Modernization Program

DOWNEY UNIFIED SCHOOL DISTRICT

Program Manager overseeing Program Management, and **Project/Construction Management** services for a \$295 million construction and renovation program. The program encompasses 21 school campuses with projects to: improve physical conditions, kitchens, and safety; reconfigure spaces to meet the District's changing needs; upgrade mechanical, electrical, and plumbing infrastructure; and install technology infrastructure for 21st Century learning. An important aspect of the work involves presenting program/project updates to the District Board and the Citizen's Oversight Committee, beginning with Master Planning efforts to analyze and prioritize project funding. These efforts lay the foundation for the firm's construction management of projects at all campuses, each phased in accordance with funding availability and the operational requirements of each school campus.



Michael Rachlin, AIA, LEED AP

MANAGING PARTNER
PROJECT ROLE / DESIGN PRINCIPAL

EDUCATION

Bachelor of Architecture, 1974
Arizona State University

REGISTRATION

Registered Architect in the States of
California (C-9817), Arizona, Colorado,
Louisiana, Georgia, Maryland, New
Mexico, Nevada, Ohio, Texas,
Virginia, Washington D.C., and Wyoming.
LEED-Accredited Professional
NCARB

AFFILIATIONS

American Institute of Architects
International Interior Design Association
National Trust for Historic Preservation
Coalition for Adequate School Housing

RESPONSIBILITIES

Michael, as Managing Partner and Design Principal, will lead the design and planning effort throughout all project phases. He will work closely with you to evolve design concepts and responsive solutions. In addition to guiding the development of design concepts, Michael participates in key presentations and reviews throughout the project duration as necessary to facilitate the approval of designs by all stakeholders. Involved in projects from kickoff to close-out, he is responsible for maintaining the overall quality of Rachlin's services throughout all project phases.

PROJECT EXPERIENCE

Michael Rachlin is known for sensitive, contextual design solutions that are informed by a contemporary aesthetic. He has developed a reputation for successfully leading collaborative consensus-building processes that meet the client's current and future school facility needs. As Design Principal, he takes on the responsibility of integrating multiple viewpoints into a common vision that is supported by all participants. He understands the intricacies of working on campuses and projects with multiple stakeholders and priorities. With over 40 years of experience and over 30 school projects of varying size and complexity in his portfolio, he has a core appreciation for the special needs of educators and specializes in school programming, design, and construction. He is an expert at weaving new elements into existing campuses and bringing schools into alignment with the designs and technologies of the 21st Century classroom.

Dena Primary Center & Library

LOS ANGELES UNIFIED SCHOOL DISTRICT

New Design and Construction of a 25,000 SF K-2 school requiring innovative site development and a focus on community integration, safety, and flexible technology infrastructure.

Santa Maria High School Library

SANTA MARIA JOINT UNION HIGH SCHOOL DISTRICT

Campus-wide modernization including the \$2.6 million renovation of the Library to include 21st century learning environment upgrades.

Districtwide Modernization Program

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

Needs Assessment, Master Plan, and \$163 million Modernization Program of 10 schools. Projects include a new Track & Field at Los Alamitos High School and new District Administrative Offices.

Garfield Classroom Building

GLENDALE COMMUNITY COLLEGE DISTRICT

Design/Build of a 40,291 SF 3-story classroom building requiring sensitive site integration. The LEED Silver-Certified building also includes a new palm-lined courtyard and landmark entrance that strengthens the campus identity.

Beckman High School

TUSTIN UNIFIED SCHOOL DISTRICT

New 2-story, 14-classroom building including offices and MDF/Data Center. The scope includes interim housing for students during construction.

Industrial Technology Center

LONG BEACH COMMUNITY COLLEGE DISTRICT

New 26,000 SF Industrial Technology Center with multi-media classrooms, labs, industrial workshops, and specialized facilities for welding and machine tools.



Andrew Ulmen, AIA

PROGRAM DIRECTOR
PROJECT ROLE / SENIOR PROJECT MANAGER

EDUCATION

Bachelor of Architecture
North Dakota State University

BS Environmental Design
North Dakota State University

REGISTRATION

Registered Architect in the State of
California (C-33872)

AFFILIATIONS

American Institute of Architects

RESPONSIBILITIES

As Program Director, Andrew will provide full-time field program management from your offices. He will interface directly with your staff, architects, contractors, regulatory agencies, and other entities; perform design and constructability reviews; assist with contractual negotiations; and coordinate all other work necessary to successfully complete projects, including value engineering and project closeout.

PROJECT EXPERIENCE

Since joining the firm in 2003, Andrew has been involved in numerous community college and K-12 projects as a Project and Construction Manager.

Andrew has been embedded within the Los Alamitos Unified School District since 2008 working as the Senior Construction Manager for their \$163 million Measure 'K' bond program. As the District's on-site representative during the lengthy modernization, he worked on a daily basis with administration, staff, and the community, and presented monthly progress reports to the Board of Education. Andrew was recently promoted to Senior Program Manager. He now works directly for the District's Deputy Superintendent and the Director of Facilities on the groundwork leading up to the modernization and complete renovation of the District's Offices. Currently, Andrew is working with Downey Unified School District on their comprehensive modernization program.

McAuliffe Middle School Library

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

On-site Project/Construction Manager for a \$17 million modernization project that includes portables; physical improvements; technology, accessibility, safety, and energy efficiency.

Oak Middle School Library

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

On-site Construction Manager for a \$22 million modernization project that includes portables; physical improvements; technology, accessibility, safety, and energy efficiency.

Rosemead High School Track & Field

EL MONTE UNION HIGH SCHOOL DISTRICT

On-site Construction Manager for a \$4 million modernization project that includes the removal and replacement of the existing track, new synthetic turf sports fields, and a new modular concession building.

Ledesma High School Multipurpose Building

EL MONTE UNION HIGH SCHOOL DISTRICT

Currently providing Construction Management Services for the construction of a new 14,257 SF Multipurpose Room including a full-court basketball, seating for 250, and a Physical Fitness / Weight Training Room.

McGaugh Elementary School

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

On-site Project/Construction Manager for a \$14 million modernization project that includes portables; physical improvements; technology, accessibility, safety, and energy efficiency.

Los Alamitos Elementary School

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

On-site Project/Construction Manager for an \$8 million modernization project that includes portables; physical improvements; technology, accessibility, safety, and energy efficiency.



Jennifer Pearson, AIA

PROJECT MANAGER
PROJECT ROLE / SENIOR PROGRAM MANAGER

EDUCATION

Bachelor of Architecture
Cal Poly San Luis Obispo

REGISTRATION

Registered Architect in the State of
California (C-26926)

AFFILIATIONS

American Institute of Architects



RESPONSIBILITIES

Jennifer Pearson will serve an extension of the ALD. As Project Manager, Jennifer will be responsible for identifying the necessary consultants and vendors that will be involved throughout the project. Jennifer will prepare the Requests for Qualification and identify the process that will be used to select the project team of designers, engineers and contractors. As a licensed architect, Jennifer will ensure that the ALD fully understands the decisions that are being made as she guides the team through the planning and design process. Jennifer will remain involved in the project during construction supporting the construction manager in procurement of vendors necessary that fall outside of the purview of construction.

PROJECT EXPERIENCE

Jennifer is professional project manager with over 20 years of experience in K-12 and higher education, municipal and commercial architecture, as well as multi-family mixed-use projects. She is a versatile architect with extensive experience in all project phases, with a reputation for excellence in customer service and a proven ability to effectively empower the project team. Her expertise working with public entities throughout Southern California encompasses client service; analyzing and monitoring project scope, budget and schedule; managing and coordinating the work of architectural and engineering team members; developing specifications, design drawings and construction documents; obtaining agency approvals; preparing cost estimates; performing quality control reviews; and administering construction contracts.

Districtwide Modernization Program

DOWNEY UNIFIED SCHOOL DISTRICT
\$291 million Modernization Program of 21 schools. Projects include campus modernization projects (high school, middle, and elementary grade levels), new District Office portable buildings, as well as fencing, paving and food service upgrade projects at multiple sites.

Horace Mann Elementary School

GLENDALE UNIFIED SCHOOL DISTRICT
Phased \$6 million Modernization of a 77,000-SF campus including administration building addition, multipurpose and food service upgrades, classroom modernization, and campus-wide technology and infrastructure upgrades. (Prior to Rachlin Partners.)

Balboa Elementary School

GLENDALE UNIFIED SCHOOL DISTRICT
Phased \$5 million Modernization of a 45,000-SF campus including administration building addition, accessibility upgrades, classroom modernization, and campus-wide technology and HVAC upgrades. (Prior to Rachlin Partners.)

Apollo High School Modernization

SIMI VALLEY UNIFIED SCHOOL DISTRICT
\$1.1 million campus Modernization including replacement of non-conforming relocatable buildings with new administration and classroom buildings as well as utilities and accessibility upgrades. (Prior to Rachlin Partners.)

District-Wide Modernization Projects

POMONA UNIFIED SCHOOL DISTRICT
8 projects at various sites, including curb appeal projects, marquee signs, HVAC upgrades, new portable classrooms, and accessibility upgrades. (Prior to Rachlin Partners.)

District-Wide Modernization Projects

TORRANCE UNIFIED SCHOOL DISTRICT
16 projects at various sites, including science classrooms, technology labs, growth and interim housing, marquee signs, and accessibility upgrades. (Prior to Rachlin Partners.)

Alan Kong, PE

CONSTRUCTION MANAGER
PROJECT ROLE / SENIOR CONSTRUCTION MANAGER

EDUCATION

Master of Science in Civil Engineering
California State University Los Angeles

REGISTRATION

Registered Civil Engineer in the State of
California (C-90337)
LEED-Accredited Professional
NCARB

AFFILIATIONS

American Society of Civil Engineers

RESPONSIBILITIES

As Senior Construction Manager, Alan will provide construction management support. He will interface directly with your staff, architects, contractors, jurisdictional agencies, and other entities; perform design and constructability reviews; assist with contractual negotiations; and coordinate all other work, as needed, to successfully complete projects, including value engineering, construction management, and project closeout.

PROJECT EXPERIENCE

Alan is a professional construction manager with over 17 years of experience in the construction industry. He is a versatile engineer with extensive experience in all project phases and a reputation for being a dedicated and motivated professional. He has a strong background managing complex constructions projects while maintaining scope and budgetary goals. His is particularly adept at leading productive teams and fostering positive relationships with a wide range of clients, contractors, and business partners.

Since joining Rachlin Partners, Alan has helped manage services for a \$295 million construction and renovation program at Downey Unified School District. Projects he has been involved with include the modernizations of Griffiths Middle School, Sussman Middle School, and Stauffer Middle School.

Districtwide Modernization Program

DOWNEY UNIFIED SCHOOL DISTRICT

\$291 million Modernization Program of 21 schools. Projects include campus modernization projects (high school, middle, and elementary grade levels), new District Office portable buildings, as well as fencing, paving and food service upgrade projects at multiple sites.

Districtwide Program Manager

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

Served as Program Manager and provided financial audit tracking, citizens oversight reporting, certified payroll, and labor compliance for the \$163 million Measure K modernization program. (Prior to joining Rachlin Partners)

Horace Mann School

BEVERLY HILLS UNIFIED SCHOOL DISTRICT

Provided Project and Construction Management Services for Modernization of the Horace Man School. (Prior to joining Rachlin Partners)

Campus-Wide Restack

LOYOLA MARYMOUNT UNIVERSITY

Provided Construction Administration Services for a campus-wide reshuffle of staff and students, as well as the modernization of 9 building. (Prior to joining Rachlin Partners)

Corporate Headquarters

GOOGLE

Planning, project management, and financial management of a \$29 million, 3-building corporate campus with recreational spaces and cutting-edge audio/visual and IT. (Prior to joining Rachlin Partners)



Garrett Miller

CONSTRUCTION MANAGER
PROJECT ROLE / CONSTRUCTION MANAGER

RESPONSIBILITIES

As Construction Manager, Garrett will work with Project Manager Andrew Ulmen by providing construction management. He will interface directly with your staff, architects, contractors, jurisdictional agencies, and other entities; perform design and constructability reviews; assist with contractual negotiations; and coordinate all other work necessary to successfully complete projects, including value engineering, construction management, and project closeout.

PROJECT EXPERIENCE

Garrett is a professional project and construction manager with 8 years of experience in the construction industry. He is a versatile construction manager with extensive experience in all project phases, with a reputation for excellence in customer service and a proven ability to effectively empower the project team. Garrett will review and negotiate COPs, and analyze the impact of the cost and schedule.

Since joining Rachlin Partners, Garrett has helped manage services for a \$100 million construction and renovation program at Los Alamitos Unified School District. The program encompasses major construction projects at Los Alamitos High School, including the construction of their new library / media-resource center.

EDUCATION

Master of Construction Management
Arizona State University



Los Alamitos High School Media Center

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

Providing on-site Project / Construction Management Services for the construction of a \$67 million, 83,000 SF STEM / Media Center Building featuring 30 classrooms, media center, and career / technical education centers.

Ledesma High School Multipurpose Room

EL MONTE UNION HIGH SCHOOL DISTRICT

Currently providing Construction Management Services for the construction of a new 14,257 SF Multipurpose Room including a full-court basketball, seating for 250, and a Physical Fitness / Weight Training Room.

District-wide Bond Program Management

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

Program Manager and Contract Manager for the \$163 million Bond-funded Modernization Program of 10 schools. Upgrades included HVAC, food service, student safety, learning environments, and technology infrastructure.

Los Alamitos High School Aquatic Center

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

Provided on-site Construction Management Services for a new \$12 million Aquatic Center. Project included the demolition and new installation of an 11 lane competition pool, bleacher seating, and building.

Los Alamitos High School Infrastructure

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

Providing on-site Construction Management Services for the \$22 million modernization of Los Alamitos High School. Project includes data and electrical infrastructure upgrades.

Los Alamitos High School Baseball Scoreboard

LOS ALAMITOS UNIFIED SCHOOL DISTRICT

Project and Construction Manager for the demolition of the baseball scoreboard and installation of a new scoreboard at Los Alamitos High School.

Relevant Experience and References

ALTADENA LIBRARY DISTRICT
REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

Q: Provide a brief description of at least three similar projects for which the Consultant has provided services during the past five years.

SIMILAR PROJECTS

The following list is comprised of similar projects for which our firm has provided services for in recent years.

Project / Client	Project Description / Location	Services	Total Value
Los Alamitos USD Districtwide Modernization Los Alamitos Unified School District Nancy C. Nien, P: 714/999-3555	Modernization of 10 campuses including libraries / media centers. (Los Alamitos, CA)	PM / CM	\$18,000,000
Los Alamitos High School Media Center Los Alamitos Unified School District Nancy C. Nien, P: 714/999-3555	New media center. (Los Alamitos, CA)	PM / CM	\$67,000,000
Stauffer Middle School Library Downey Unified School District Vince Madsen, P: 562/469-6707	Modernization and media center renovation. (Downey, CA)	PM / CM	\$22,000,000
Griffiths Middle School Library Downey Unified School District Vince Madsen, P: 562/469-6707	Modernization and library renovation. (Downey, CA)	PM / CM	\$40,000,000
McAuliffe Middle School Library Los Alamitos Unified School District Nancy C. Nien, P: 714/999-3555	Modernization and library renovation. (Los Alamitos, CA)	PM / CM	\$16,168,291
Oak Middle School Modernization Los Alamitos Unified School District Nancy C. Nien, P: 714/999-3555	Modernization and library renovation. (Los Alamitos, CA)	PM / CM	\$23,130,000
Dena Primary Center & Library Los Angeles Unified School District	Construction of a new primary center. (Los Angeles, CA)	CM / Architectural	\$ 8,500,000
Santa Maria High School Library Santa Maria Joint Union HS District Reese Thompson, P: 805-922-4573, Ext. 4701	Modernization and library renovation. (Santa Maria, CA)	Architectural	\$ 2,638,165



District-Wide Modernization Program

LOS ALAMITOS UNIFIED SCHOOL DISTRICT
LOS ALAMITOS, CALIFORNIA



SERVICES PROVIDED

Construction Management
Program Management

SIZE

10 campuses

STAFF

Michael Rachlin, AIA
Richard Ingrassia, AIA
Andrew Ulmen, AIA

COMPLETION

Ongoing

CLIENT / CONTACT

Mr. C.J. Knowland
Los Alamitos Unified School District
10293 Bloomfield Street
Los Alamitos, California 90720
562/799-4592, Ext. 81116

Rachlin Partners was selected by the Los Alamitos Unified School District to provide Program and Construction Management services for a \$163 million construction and renovation program. The program encompasses 10 school campuses and required our management of complex phased schedules. A multi-year District-wide schedule and cash flow analysis were developed in conjunction with individual project schedules that were carefully phased and coordinated to minimize disruption to students. Work included: renovating classroom buildings; reconfiguring spaces; improving the campuses' physical environments; upgrading infrastructure and utilities; and developing flexible new technology infrastructure to allow the school to adapt to 21st Century educational needs.

Acting as an extension of our client, our staff worked alongside District personnel at their administrative offices and at field offices on project construction sites. We represented their interests – as well as the interests of their schools' students, parents, and community – throughout planning, design, and construction. Our work coordinating the General Contractor, Architect, local jurisdictions, service providers, and utilities ensured that all project goals were met while helping the District remain a good neighbor to the community during construction. Our efficient management resulted in soft project costs of 18%, which is considerably lower than the typical 30% associated with building programs. The cost savings allowed the District to fund an additional bonus project, in this case a new Track & Field for Los Alamitos High School that will improve student access to athletic programs. The program successfully completed in 2015. In 2018 Rachlin Partners was selected by the Los Alamitos Unified School District to manage the recently passed 90 million-dollar bond, which is currently underway.

Los Alamitos High School

LOS ALAMITOS UNIFIED SCHOOL DISTRICT
LOS ALAMITOS, CALIFORNIA



SERVICES PROVIDED

Construction Management

SIZE

83,000 SF

STATUS

Construction - Phase I

CONSTRUCTION COSTS

\$67,000,000

CLIENT / CONTACT

Mr. C. J. Knowland
Los Alamitos Unified School District
10293 Bloomfield Street
Los Alamitos, CA 90720
562/799-4592, Ext. 8118

Rachlin Partners was selected by the Los Alamitos Unified School District to serve as the Construction Manager for a \$67 million multi-phase campus improvement effort at Los Alamitos High School. Work for this school encompasses providing a new multi-story STEM and Administration Building. The project is currently in the first phase, with the second phase of construction beginning in Spring 2020 through Summer 2022.

The new 83,000 SF STEM Classroom Building will be located along the front of the school, creating a new face for the campus. The Classroom Building will feature 14 science classrooms, 16 general classrooms, and career and technical education centers for engineering and robotics.

Acting as an extension of our client, our staff are working alongside District personnel at their administrative offices and at field offices on project construction sites. We represent their interests – as well as the interests of their schools’ students, parents, and community – throughout planning, design, and construction. As with all of our projects, our PM/CM team is committed to coordinating with the General Contractor, Architect, local jurisdictions, service providers, and utilities to ensure that all project goals are met while helping the District remain a good neighbor to the community during construction.

Stauffer Middle School Library

DOWNEY UNIFIED SCHOOL DISTRICT
DOWNEY, CALIFORNIA



SERVICES PROVIDED

Program Management
Construction Management

SIZE

69,032 SF

STAFF

Richard Ingrassia, AIA, LEED AP
Alan Kong, PE

COMPLETION

2020

CONSTRUCTION COSTS

\$22,000,000

CLIENT / CONTACT

Mr. Vince Madsen
Downey Unified School District
11627 Brookshire Avenue
Downey, CA 90241
562/469-6707

As part of Downey Unified School Districts Measure O, Rachlin Partners provided the programming and construction management services for all of the District's modernization and new construction projects. One such project is the Modernization at Stauffer Middle School, a \$22 million new construction and modernization project. The project consists of the construction of a new Library Building, a new Fitness / Locker Building, a new Administration Office and the modernization of 11 existing classroom buildings and associated site work.

Construction Management services include professional services procurement, site assessments and project scoping, architect/engineer team oversight, value engineering, cost estimating, scheduling, quality control, budget management, and stakeholder communication. Construction Management services also include monitoring contract compliance, coordination of contractors, consultants, and stakeholders, review and monitoring of schedules, change order negotiations and management, cost accounting and reporting, commissioning, close-out and certification of the project to ensure that the project fulfills the District's vision and needs.

As with all of our projects, our PM/CM team is committed to coordinating the General Contractor, Architect, local jurisdictions, service providers, and utilities to ensure that all project goals are met while helping the District remain a good neighbor to the community during construction.

Dena Primary Center Library

LOS ANGELES UNIFIED SCHOOL DISTRICT
LOS ANGELES, CALIFORNIA



SERVICES PROVIDED

Architecture
Construction Management

SIZE

25,000 SF

STAFF

Michael Rachlin, AIA, LEED AP

COMPLETION

2005

CONSTRUCTION COSTS

\$8,500,000

CLIENT / CONTACT

Los Angeles Unified School District
2750 East Hostetter Avenue
Los Angeles, CA 90023

Lary Atherton provided full-time on-site construction management for the construction of Dena Primary Center, a K-3 school for Los Angeles Unified School District. Working as a consultant at the time for the Parsons Company, Lary Atherton has since joined Rachlin Partners Construction and Program Management Team. Duties included maintaining the rigorous project construction schedule to ensure that the project would be completed on time. When the project began to fall behind schedule, Mr. Atherton initiated site visits by the Architect on a regular schedule of twice a week to ensure that field conditions and conflicts could be quickly handled. Other responsibilities included preparing progress reports on a monthly basis to the District Administration and coordination of the District's Vendors, who provided Kitchen Equipment, Playground Equipment, and Technology.

Acting as an agent for the District, Mr. Atherton would review, approve and process payment applications for construction as well as for the District vendors that were involved throughout the construction process. Dena Primary Center was completed and opened on schedule and has since become a cornerstone of the community.

McAuliffe Middle School Library

LOS ALAMITOS UNIFIED SCHOOL DISTRICT
LOS ALAMITOS, CALIFORNIA



SERVICES PROVIDED

Program Management
Construction Management

SIZE

97,000 SF

STAFF

Richard Ingrassia, AIA, LEED AP

COMPLETION

2011

CONSTRUCTION COSTS

\$16,168,291

CLIENT / CONTACT

Mr. C. J. Knowland
Los Alamitos Unified School District
10293 Bloomfield Street
Los Alamitos, California 90720
562/799-4700

The Rachlin Team provided full-time on-site construction management services for the modernization and renovation of an existing 97,000 SF school. The renovation and modernization comprised six phases over 15 months. Buildings and classrooms on the campus included a renovated administration, a completely renovated kitchen, media center, locker rooms, science labs, computer labs, music and band rooms, and multiple classrooms. In addition to the numerous buildings and classrooms, the central quad was redesigned and landscaped with new planters, paving, site lighting and added shade shelters.

Responsibilities included maintaining the Project Budget and Schedule, contract negotiations, and procuring and orchestrating the delivery of twelve portable classroom buildings for use as temporary classrooms during the phased work. As an extension of the District, our team was able to provide a level of communication between the contractor, campus staff, district staff as well as the community that was instrumental in maintaining a safe work environment where all the project goals were met and where the District was able to remain a good neighbor to the community during construction.

Rachlin Construction Management met the challenge of maintaining an active occupied school site during a phased comprehensive modernization and this success was reflected in improved API scores and a satisfied district and community. The project was completed on schedule with 82% of the project budget going directly towards construction. Our Team's efficiency maintained all project soft costs at a rate of 18%.

Griffiths Middle School

DOWNEY UNIFIED SCHOOL DISTRICT
DOWNEY, CALIFORNIA



SERVICES

Program Management
Construction Management

SIZE

92,709 SF

STAFF

Richard Ingrassia, AIA, LEED AP
Alan Kong, PE

STATUS

Construction

CONSTRUCTION COSTS

\$39,400,000

CLIENT / CONTACT

Mr. Vince Madsen
Downey Unified School District
11627 Brookshire Avenue
Downey, CA 90241
562/469-6707

The Downey Unified School District retained Rachlin Partners as the Project Manager and Construction Manager for a \$39.4 million campus improvement effort at Griffiths Middle School. Work for this school encompasses the construction of a new Gymnasium Building and a new permanent classroom building, along with the modernization of existing classroom buildings, science and CTE classrooms, drama and band rooms, and the library / media center.

The Rachlin PM/CM team is providing essential management services to deliver the project within the District's schedule and budget. Construction Management services include professional services procurement, site assessment and project scoping, architect/engineer team oversight, value engineering, cost estimating, scheduling, quality control, budget management, and stakeholder communication. Our services also include on-site construction supervision and team coordination, ensuring that construction fulfills the District's vision and needs for the project.

Acting as an extension of our client, our staff are working alongside District personnel at their administrative offices and at field offices on project construction sites. We represent their interests – as well as the interests of their schools' students, parents, and community – throughout planning, design, and construction. As with all of our projects, our PM/CM team is committed to coordinating with the General Contractor, Architect, local jurisdictions, service providers, and utilities to ensure that all project goals are met while helping the District remain a good neighbor to the community during construction.

Oak Middle School

LOS ALAMITOS UNIFIED SCHOOL DISTRICT
LOS ALAMITOS, CALIFORNIA



SERVICES PROVIDED

Program Management
Construction Management

SIZE

96,000 SF

STAFF

Richard Ingrassia, AIA
Andrew Ulmen, AIA

COMPLETION

2014

CONSTRUCTION COSTS

\$23,130,000

CLIENT / CONTACT

Mr. C.J. Knowland
Los Alamitos Unified School District
10293 Bloomfield Street
Los Alamitos, California 90720
562/799-4592, Ext. 8116

As part of the Los Alamitos Unified School District's \$163 million construction program, Rachlin Partners provided project and construction management services for the Oak Middle School Modernization project. Working closely with the User groups and community, Rachlin Partner provided programming and budget allocation for the \$22 million renovation project. Our responsibilities included presenting updates to the Board of Trustees and the community, for this project, as well as the other projects in the building program.

As an extension of our Program Management Services, the Rachlin Team provided full-time on-site construction management services for the 18-month renovation and expansion of the 96,000-SF public middle school. Buildings on the campus include a gymnasium, locker rooms, two-story science and administration building, and multiple classrooms. In addition to physical improvements to the campus buildings, the scope of work included overall site improvements such as a new play field, parking lot expansion, irrigation systems and asphalt repair.

Our on-site management team served as the liaison between the campus, the contractor and the construction schedule, coordinating utility shut downs with the campus schedule. Meeting daily, with the Principal, the Rachlin Team assured that student safety and education were a top priority, which was critical for the undertaking of a massive renovation on a campus with almost 1,400 students.

Artesia High School Modernization

ABC UNIFIED SCHOOL DISTRICT
LAKEWOOD, CALIFORNIA



SERVICES PROVIDED

Architectural

SIZE

167,000 SF

STAFF

Richard Ingrassia, AIA, LEED AP
Daniel Flores

COMPLETION

In progress

CONSTRUCTION COSTS

\$16,000,000

CLIENT / CONTACT

Mr. Ryan Carter
ABC Unified School District
16700 Norwalk Boulevard
Cerritos, CA 90703
562/469-6707

In November of 2018, ABC Unified School District placed Measure BB on the ballot with the goal of the \$258 million general obligation bond measure being to provide students and the community with improved and upgraded school facilities that are safe, secure, and modern. Rachlin Partners was subsequently retained by the District to provide Architectural Services for the modernization of Artesia High School. The estimated \$16-million project will be financed through sale of Measure BB bonds and will include a transformation of the campus library into a state-of-the-art library-resource center focused on increasing student participation and interaction.

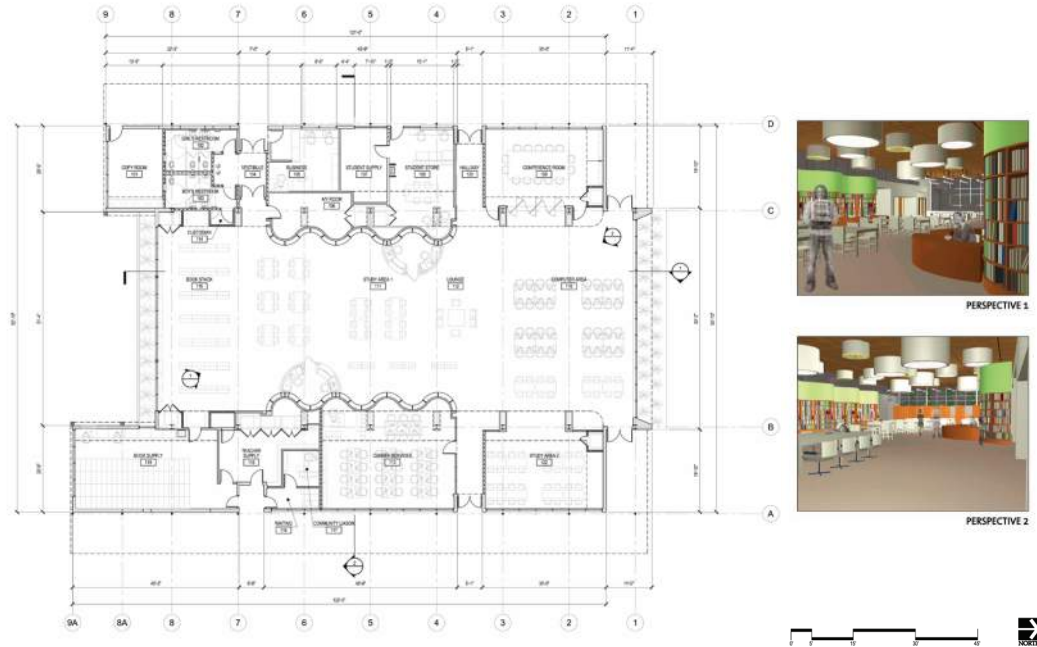
Artesia High School was constructed in 1953 and had not received any major renovations in decades. In order to continue providing students with a challenging and rigorous curriculum in a student-centered environment, the high school is currently undergoing a much-needed renovation.

The modernization will consist of essential 21st century classroom upgrades, including new 16'x 5' markerboards, new AV system, new LVT flooring, and new tackwalls throughout. Campus wide security and safety renovations will include a PA system upgrade, new VoIP phone system, electronic access to exterior doors. Technology upgrades include upgrades to existing internet service to support 10GB, replacement of low voltage infrastructure, and expansion of the MDF to provide greater capacity and future-proof the site.

Upon completion, students at Artesia High School will enjoy modern facilities designed to promote active learning.

Santa Maria High School Library

SANTA MARIA JOINT UNION HIGH SCHOOL DISTRICT
SANTA MARIA, CALIFORNIA



SERVICES PROVIDED

Architectural

SIZE

125,000 SF (campus total)

STAFF

Michael Rachlin, AIA, LEED AP
Richard Ingrassia, AIA, LEED AP

COMPLETION

2010

CONSTRUCTION COSTS

\$2,638,165

CLIENT / CONTACT

Mr. Reese Thompson
Santa Maria Joint Union HSD
2560 Skyway Drive
Santa Maria, CA 93455
805-922-4573, Ext. 4701

Santa Maria High School's original buildings were designed and built in 1923. They have come to embody the rich architectural legacy of the renowned firm of Allison & Allison, which saw the completion of over 200 schools including many significant buildings on the UCLA campus. We were retained to carry out a program to restore the integrity of the Santa Maria High School's historically significant Romanesque and Classical Renaissance-style buildings and expand the campus with context-appropriate buildings.

To minimize disruption to students and staff, we planned work to follow a phased development schedule. Completed projects include:

- Library renovation and technology upgrade.
- Physical assessment of the historic Ethel Pope Auditorium
- New competition-grade Karl Bell Aquatics Center.
- Comprehensive upgrade of the football stadium to include new bleachers, press box, a new synthetic track and field.
- New 14-classroom building with band and choir room.

LA City Hall Seismic Rehabilitation

CITY OF LOS ANGELES
LOS ANGELES, CALIFORNIA



SIZE

911,000 SF

STATUS

Complete: 2001

CONSTRUCTION COSTS

\$300,000,000

TEAM MEMBERS

Michael Rachlin, AIA, LEED AP

CLIENT / CONTACT

Mr. Timothy Brandt, Sr. Restoration Architect
California Office of Historic Preservation
1725 23rd Street, Suite 100
Sacramento, CA 95816
916/445-7049

PROGRAM: The Los Angeles City Hall (200 N. Spring Street) is a 911,000 SF multi-story structure. This property, which is on the National Register of Historic Places, was damaged by the 1994 Northridge Earthquake. The 28-story structure, built in 1928 at a cost of 9 million dollars, required extensive seismic reinforcement.

SOLUTION: Rachlin Partners was retained by the Federal Emergency Management Agency (FEMA) and the California State Historic Preservation Officer (SHPO) to serve as on-site Historic Preservation Consultant. Responsibilities included representing FEMA and SHPO to ensure that the repair, seismic strengthening and rehabilitation of this landmark structure was completed in accordance with the recommendations contained in the *Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings* ("Standards"). Construction monitoring and reviews of this five-year project ensured that the historic significance of this valuable Los Angeles Landmark was maintained and preserved to the fullest extent possible.

Michael Rachlin's work on this project was recognized with a Historic Preservation Award of Excellence by the Los Angeles Cultural Heritage Commission in 2002 .



Rate Schedule

ALTADENA LIBRARY DISTRICT
REQUEST FOR PROPOSALS FOR CAPITAL PROJECTS MANAGEMENT

Q: A rate schedule capital project management services must be submitted and will be the basis for which the Consultant will be compensated. The rates quoted will remain in effect for the duration of the Agreement, unless amendments are approved by ALD. Rates shall be included for all employment categories necessary to perform the work outlined in this RFP.

Failure to provide a fee schedule can be grounds for ALD, at its sole discretion, to determine the submittal to be non-responsive and the proposal may be rejected.

HOURLY BILLING RATES

In order to best service our clients’ needs, we have compiled the following hourly billing rates. These fees are effective until December 31, 2021, and are subject to revision thereafter. The hourly billing rates assume a General Contractor will be selected to perform the construction work. However, if you choose to use a Multiple Prime Project Delivery on this project, an additional effort would be factored into the fee to cover additional coordination efforts.

Project Role	Hourly Rate
Partner – Project Director	\$ 185.00
Program / Project Manager	\$ 165.00
Senior Project Manager	\$ 155.00
Constructability Review	\$ 155.00
Certified Payroll / Labor Compliance	\$ 135.00
Construction Manager I	\$ 165.00
Construction Manager II	\$ 155.00
Scheduler	\$ 135.00
Cost Estimator	\$ 155.00
Support Staff	\$ 105.00





RACHLIN
P A R T N E R S

8640 National Boulevard
Culver City, CA 90232
310.204.3400
rachlinpartners.com



Capital Projects Management Proposal

Altadena Library District

March 1, 2021



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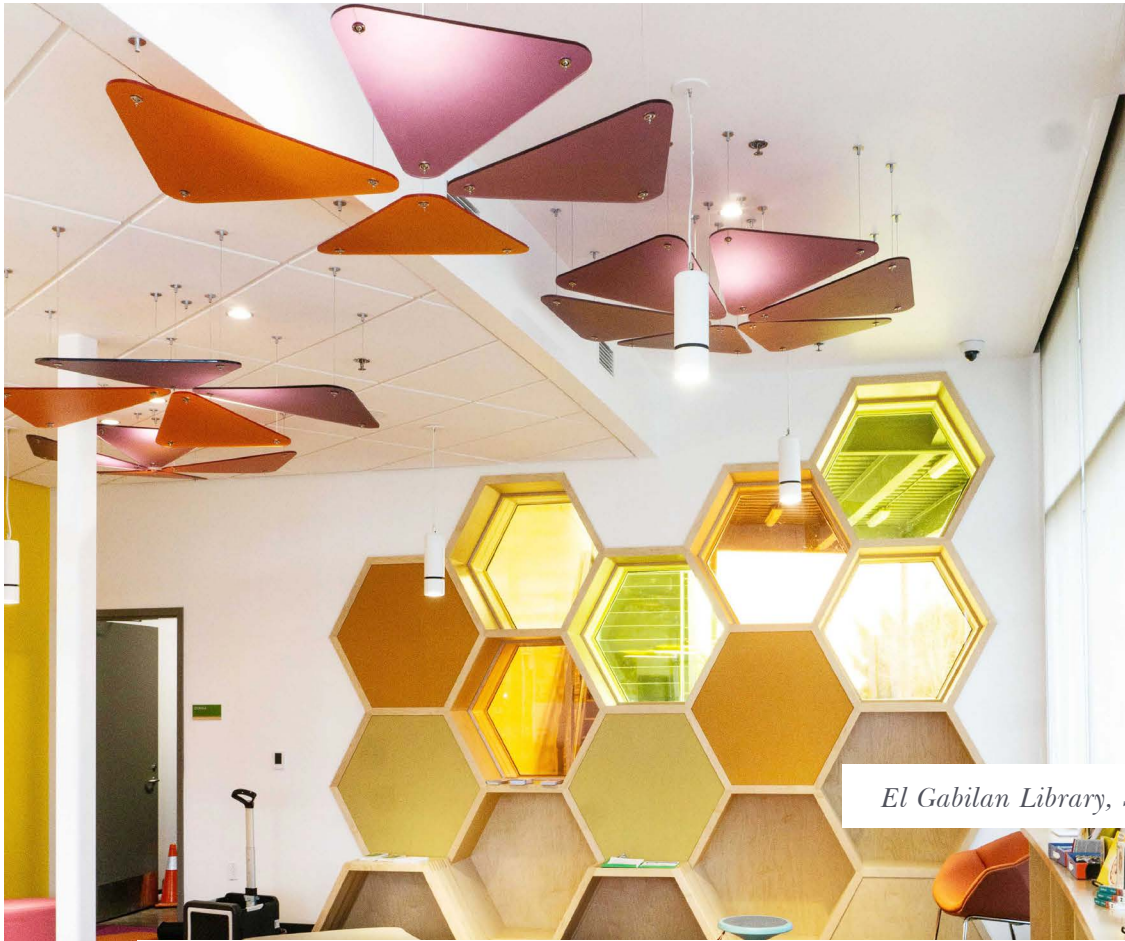
CONFIDENTIAL

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

Do not release without redactions.



1. Table of Contents



El Gabilan Library, Salinas, CA

CONTENTS

- 1. Table of Contents**
- 2. Cover Letter.....1**
- 3. Project Team Information.....5**
- 4. Project Understanding & Innovation.....13**
- 5. Work Plan / Scope of Work.....16**
- 6. Project Schedule.....28**
- 7. Sub-Consultant & Work by Others.....29**
- 8. Relevant Experience & References.....35**
- 9. Rate Schedule.....52**
- 10. Appendix.....53**



2. Cover Letter



March 1, 2021

Altadena Library District
Attention: Ms. Nikki Winslow, District Director
600 E. Mariposa St.
Altadena, CA 91001

RE: Proposal for Capital Projects Management for the Altadena Library District

Dear Ms. Winslow and Evaluation Committee,

As Griffin Structures enters our 40th year of providing award-winning, industry-leading public sector preconstruction and construction management services, we are pleased to submit our proposal to the Altadena Library District (ALD). *Our team has the requisite technical expertise and considerable experience in this project type, local knowledge, public relations knowledge, and communications proficiency. We offer our pledge to bring the ALD's Capital Improvement Projects to successful completion.*

We have drawn upon our considerable staff resources and have selected a uniquely qualified group of project managers and subject matter experts specializing in library renovation and new construction. *Our library portfolio is unmatched, having delivered many of California's leading libraries*, including the Quartz Hill Library (in an unincorporated City in LA County), Yorba Linda Library & Cultural Arts Center, Salinas El Gabilan Branch Library, Half Moon Bay Library, and countless others. Our team also successfully delivered the Fullerton Main Library Renovation and Expansion project, addressing several critical issues similar to those outlined within your planning documents, including *upgrades to accessibility and extensive yet protective, interior, and exterior upgrades*. Similarly, the Griffin Structures team renovation and modernization portfolio is vast, with over 35 public agency renovations completed to date, ranging in size from >\$5M to \$50M in publicly funded dollars.

Our proposed team members feature historically significant projects within their portfolios, including *the internationally recognized Billingsgate Market project in London, predating 1699*. Our proposed Project Manager and library expert, Justin DiRico, was also instrumental in the significant historic renovation of *the SCI-Arc at the Freight Yard project in Los Angeles, initially constructed in 1906*. Together, we understand and acknowledge the historical significance of our Client's facilities and will properly review, offer suggestions, and manage the protection of the characteristics and features of the Altadena Main Library and Bob Lucas Memorial Library.

In order to better serve the ALD, we have also included *Library Specialist, Ms. Demmers*, who assisted the ALD in the early visioning for the ALD Capital Improvement Projects mentioned within the RFP. With over 30 years of library programming and development expertise, we believe Ms. Demmers to be an incredibly valuable asset to the team as it pertains to space planning and the overall visioning of your renovated libraries. Our team also features *Community Outreach Specialist, Ms. Harden*. A seasoned planner and published author with 20+ years of community-based planning and visioning experience, Ms. Harden will assist the ALD in guiding project development, having provided similar services for the Yorba Linda Library & Cultural Arts Center as well as the Santa Cruz Downtown Library & Mixed-Use project.



Quartz Hill Library, Los Angeles County, CA

Throughout our extensive library portfolio, we have assisted our Clients from the earliest periods of the project, navigating both trying and favorable waters and times of transition. They have relied on Griffin Structures to provide certainty and support and what we refer to as, *The Five Cs of Advocacy: Communication, Collaboration, Coordination, Coalition, and Consensus*. Our extensive list of references will attest that Griffin Structures values these core principles, protecting and empowering our Clients to achieve great success for the communities they serve. We have assisted our Clients in delivering projects which addressed pertinent issues identical to those outlined in your Strategic and Master Plans. These include the need for greater civic engagement, and most importantly, unlocking the hidden potential to solve multiple challenges within focused and obtainable goals simultaneously.

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

Historically, Griffin Structures-managed projects engender significant cost savings, innovative scheduling and procurement strategies, and expeditious agency approvals due to our timely advice, advocacy, stakeholder partnership, and proactive professional engagement. We hope that our significant qualifications, local history, current relevant engagements, and stellar reputation earn our team an interview with the ALD. We encourage you to contact the references included throughout this proposal.

Roger Torriero, CEO and Founder, is empowered with signature authority as evidenced on page four. Principal-In-Charge, Jon Hughes, will be your contact throughout the selection process from our Irvine corporate office (address listed in previous page). He can be contacted via phone at 949.497.9000, extension 208, or via email at jhughes@griffinstructures.com. This proposal is firm/valid for a 90-day period from the submission deadline. To view our insurance and indemnification comments, please visit our appendix.

We look forward to serving you.

Roger Torriero, CEO & Founder

c: 949-497-9000

e: rtorriero@griffinholdings.net



Strategic Considerations

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

Question: How will the District be assured that the two projects envisioned will achieve the highest level of design and construction efficiency?

Answer: When managing the design and construction of two separate facilities located in two different locations, the Project Management team must avail itself of every possible design and construction efficiency. These include the use of standardized systems such as HVAC, plumbing, electrical, BMS, access controls, and lighting controls. The same holds true for finishes; using similar product lines and types for paint, carpet tile, ceiling tile, window coverings, plumbing fixtures, and light fixtures which will enhance the ALD's purchasing power and ensure an efficient installation. Griffin Structures has the experience needed to guide the Design Team to achieve these economies of scale, and will employ that experience to ensure the ALD receives the highest level of efficiency.


Question: How will the Project Management team ensure the Community Engagement effort will provide feedback that ensures the projects are successful and meet the needs of the community?

Answer: Griffin Structures has partnered with Susan Harden at CirclePoint for the management of all Community Engagement. Given our longstanding working relationship, the Griffin/CirclePoint team will coordinate all outreach efforts, including but not limited to; outreach meetings, listening sessions, design charettes, website updates, design updates, construction updates, and regular notifications of critical events and milestones. At Griffin Structures, we believe that communication is the essence of good community relations, and we utilize a variety of tools which will be tailored specifically to the ALD's needs to ensure the community is informed, feedback is heard, and that all comments and concerns are properly addressed and/or incorporated into the design.

Question: What key strategies might the Project Team employ to ensure an efficient and cost-effective construction bid process?

Answer: When soliciting bids for two construction projects simultaneously, the Project Manager will need to evaluate a number of key opportunities and constraints. Ideally, it is always in the project's best interest to "buy in bulk," which means we will first attempt to structure the construction documents for one Contractor. However, to accomplish this, coordination between the two design efforts is required, including the coordination of traffic movement between the sites, and the possibility of designated lay-down yards, and the coordination of permit approvals. Griffin Structures will work diligently to evaluate these options, other considerations, and provide the ALD with actionable scenarios that will provide the greatest value.

Statement of Information

 <p>Secretary of State Statement of Information (California Stock, Agricultural Cooperative and Foreign Corporations)</p>	<p>SI-550</p> <p>121 ✓</p>	<p>20-715598</p> <p>FILED Secretary of State State of California</p> <p>AUG 04 2020</p> <p style="font-size: 1.2em; font-family: cursive;">W. T. O. / W. / P. O.</p> <p><i>This Space For Office Use Only</i></p>																														
<p>IMPORTANT — Read instructions before completing this form.</p> <p>Fees (Filing plus Disclosure) – \$25.00;</p> <p>Copy Fees – First page \$1.00; each attachment page \$0.50; Certification Fee - \$5.00 plus copy fees</p>																																
<p>1. Corporation Name (Enter the exact name of the corporation as it is recorded with the California Secretary of State. Note: If you registered in California using an assumed name, see instructions.) GRIFFIN STRUCTURES INC.</p>		<p>2. 7-Digit Secretary of State File Number</p> <p style="font-size: 1.2em; text-align: center;">C2008760</p>																														
<p>3. Business Addresses</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">a. Street Address of Principal Executive Office - Do not list a P.O. Box 2 Technology Drive Ste 150</td> <td style="width: 15%;">City (no abbreviations) Irvine</td> <td style="width: 10%;">State CA</td> <td style="width: 15%;">Zip Code 92614</td> </tr> <tr> <td>b. Mailing Address of Corporation, if different than Item 3a</td> <td>City (no abbreviations)</td> <td>State</td> <td>Zip Code</td> </tr> <tr> <td>c. Street Address of Principal California Office, if any and if different than Item 3a - Do not list a P.O. Box</td> <td>City (no abbreviations)</td> <td>State CA</td> <td>Zip Code</td> </tr> </table>			a. Street Address of Principal Executive Office - Do not list a P.O. Box 2 Technology Drive Ste 150	City (no abbreviations) Irvine	State CA	Zip Code 92614	b. Mailing Address of Corporation, if different than Item 3a	City (no abbreviations)	State	Zip Code	c. Street Address of Principal California Office, if any and if different than Item 3a - Do not list a P.O. Box	City (no abbreviations)	State CA	Zip Code																		
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<p>4. Officers The Corporation is required to list all three of the officers set forth below. An additional title for the Chief Executive Officer and Chief Financial Officer may be added; however, the preprinted titles on this form must not be altered.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">a. Chief Executive Officer/ Roger</td> <td style="width: 25%;">First Name</td> <td style="width: 25%;">Middle Name</td> <td style="width: 25%;">Last Name Torriero</td> <td style="width: 10%;">Suffix</td> </tr> <tr> <td colspan="3">Address 2 Technology Drive Ste 150</td> <td>City (no abbreviations) Irvine</td> <td>State CA Zip Code 92614</td> </tr> <tr> <td>b. Secretary Kelly</td> <td>First Name</td> <td>Middle Name</td> <td>Last Name Boyle</td> <td>Suffix</td> </tr> <tr> <td colspan="3">Address 2 Technology Drive Ste 150</td> <td>City (no abbreviations) Irvine</td> <td>State CA Zip Code 92614</td> </tr> <tr> <td>c. Chief Financial Officer/ Mark</td> <td>First Name</td> <td>Middle Name</td> <td>Last Name Hoglund</td> <td>Suffix</td> </tr> <tr> <td colspan="3">Address 2 Technology Drive Ste 150</td> <td>City (no abbreviations) Irvine</td> <td>State CA Zip Code 92614</td> </tr> </table>			a. Chief Executive Officer/ Roger	First Name	Middle Name	Last Name Torriero	Suffix	Address 2 Technology Drive Ste 150			City (no abbreviations) Irvine	State CA Zip Code 92614	b. Secretary Kelly	First Name	Middle Name	Last Name Boyle	Suffix	Address 2 Technology Drive Ste 150			City (no abbreviations) Irvine	State CA Zip Code 92614	c. Chief Financial Officer/ Mark	First Name	Middle Name	Last Name Hoglund	Suffix	Address 2 Technology Drive Ste 150			City (no abbreviations) Irvine	State CA Zip Code 92614
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<p>5. Director(s) California Stock and Agricultural Cooperative Corporations ONLY: Item 5a: At least one name <u>and</u> address must be listed. If the Corporation has additional directors, enter the name(s) and addresses on Form SI-550A (see instructions).</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">a. First Name Roger</td> <td style="width: 25%;">Middle Name</td> <td style="width: 25%;">Last Name Torriero</td> <td style="width: 10%;">Suffix</td> </tr> <tr> <td colspan="3">Address 2 Technology Drive Ste 150</td> <td>City (no abbreviations) Irvine</td> <td>State CA Zip Code 92614</td> </tr> <tr> <td colspan="4">b. Number of Vacancies on the Board of Directors, if any</td> </tr> </table>			a. First Name Roger	Middle Name	Last Name Torriero	Suffix	Address 2 Technology Drive Ste 150			City (no abbreviations) Irvine	State CA Zip Code 92614	b. Number of Vacancies on the Board of Directors, if any																				
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<p>6. Service of Process (Must provide either Individual OR Corporation.) INDIVIDUAL – Complete Items 6a and 6b only. Must include agent's full name and California street address.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 45%;">a. California Agent's First Name (if agent is not a corporation) Roger</td> <td style="width: 15%;">Middle Name</td> <td style="width: 20%;">Last Name Torriero</td> <td style="width: 10%;">Suffix</td> </tr> <tr> <td colspan="2">b. Street Address (if agent is not a corporation) - Do not enter a P.O. Box 2 Technology Drive</td> <td>City (no abbreviations) Irvine</td> <td>State CA Zip Code 92614</td> </tr> <tr> <td colspan="4">CORPORATION – Complete Item 6c only. Only include the name of the registered agent Corporation.</td> </tr> <tr> <td colspan="4">c. California Registered Corporate Agent's Name (if agent is a corporation) – Do not complete Item 6a or 6b</td> </tr> </table>			a. California Agent's First Name (if agent is not a corporation) Roger	Middle Name	Last Name Torriero	Suffix	b. Street Address (if agent is not a corporation) - Do not enter a P.O. Box 2 Technology Drive		City (no abbreviations) Irvine	State CA Zip Code 92614	CORPORATION – Complete Item 6c only. Only include the name of the registered agent Corporation.				c. California Registered Corporate Agent's Name (if agent is a corporation) – Do not complete Item 6a or 6b																	
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<p>7. Type of Business</p> <p>Describe the type of business or services of the Corporation professional administrative construction management</p>																																
<p>8. The information contained herein, including in any attachments, is true and correct.</p> <p>7/14/20 Mark Hoglund CFO</p> <p>Date Type or Print Name of Person Completing the Form Signature</p>																																

If the ALD requires additional information, please visit our DIR legal entity page:
tinyurl.com/griffinDIR



3. Project Team Information

Organization Chart

Our proposed team shares a long history of successful partnerships and is comprised of leading experts pertaining to the preconstruction and construction management of new library construction and renovations. Justin DiRico, Project Manager, will be the ALD's contact throughout the project. With certifications from the Construction Management Association of America (CMAA), Design-Build Institute of America (DBIA), Royal Institution of Chartered Surveyors (MRICS), and the U.S. Green Building Council (LEED® AP), Griffin Structures employees are professionally trained as Owner's Representatives, are experienced and highly trained to provide exceptional services to our Clients. For more detailed information, please refer to the resumes included within this proposal.



Roger Torriero
CEO & Owner



Jon Hughes
CCM, DBIA
Principal-In-Charge



Dustin Alamo
CCM, LEED AP
Program Specialist



Justin DiRico
CCM, DBIA
Project Manager



Leonard Marshall
MRICS
Project Executive

PROJECT RESOURCES



Jay Helekar
LEED AP
Cost Estimator



Linda Demmers
Program Advisor



Susan Harden
LEED AP
Comm. Outreach



Roger Torriero
CEO & Owner

EDUCATION

Master of Architecture, Accademia di Belli Arti a Firenze Italia

Bachelor of Architecture, Syracuse University, New York

CERTIFICATION

California Contractor License #793600, Classes A & B

AFFILIATIONS

U.S. Green Building Council, Member

Urban Land Institute, Member

American Public Works Association

Associated General Contractors of America, Member

Construction Management Association of America, Member

Design-Build Institute, Member

YEARS OF EXPERIENCE

42+

QUALIFICATIONS

As the Principal-In-Charge, Roger focuses on delivering complex projects for private and public Clients, including **libraries, cultural, arts, and community centers, and various educational and communal facilities.** Roger’s provides involvement in virtually all aspects of our projects, including real estate development, finance, design, and construction providing Griffin with specialized expertise in conceptualizing and realizing challenging projects. He is an expert in forward planning, finance, entitlements, project delivery methodologies, and community-based participatory planning.

As CEO and Owner of Griffin Structures, Roger will provide valuable insight to the project team, ensuring your scheduling and financial expectations are met throughout the duration of our services.

REPRESENTATIVE EXPERIENCE

- Yorba Linda Library & Cultural Arts Center, CA
- El Gabilan Branch Library, Salinas, CA
- Santa Cruz Downtown Library & Mixed-Use, CA
- Half Moon Bay Library, CA
- Hermosa Beach Library, CA
- Quartz Hill Library, County of Los Angeles, CA
- Northeast Stockton Library & Community Center, CA
- Bloomington Public Library, CA
- Cupertino Library Expansion, CA
- Environmental Nature Center & Pre-School, Newport Beach, CA
- Pretend City Children's Museum & Library Exhibit, Irvine, CA
- Watsonville Civic Center & Library, CA
- Hesperia Civic Center Main Library, CA
- Tustin Main Library, CA
- El Centro Library, CA
- Fullerton Main Library Renovation & Expansion, CA
- Pomona City Stables Historical Preservation, CA



Jon Hughes
CCM, DBIA
Principal-In-Charge

EDUCATION

Bachelor of Science, Philosophy and History, Westmont College

CERTIFICATION

Certified Construction Manager (CCM)

Design-Build of America Institute (DBIA) Associate

AFFILIATIONS

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

Construction Management Association of America, Member

YEARS OF EXPERIENCE

28+

QUALIFICATIONS

Jon Hughes' career spans some of the region's most prestigious properties in Southern California. His experience and skills with program and construction management tools and processes have enabled him to deliver winning results for every project. Jon's resume highlights include **libraries, cultural, arts, and community centers, and various educational and communal facilities.**

Jon's construction management experience encompasses pre-construction services, bid review, contract negotiations, safety protocols, site evaluation, quality control, budgetary controls, change order review, materials acquisition and supply chain management, schedule review and enforcement, site staging, off-sites and grading, dry utility installation, inter-contractor coordination, punch list, and turnover.

As Principal-In-Charge, Jon is responsible for overseeing the overall lifecycle of the project.

REPRESENTATIVE EXPERIENCE

- Yorba Linda Library & Cultural Arts Center, CA
- El Gabilan Branch Library, Salinas, CA
- Santa Cruz Downtown Library & Mixed-Use, CA
- Half Moon Bay Library, CA
- Hermosa Beach Library, CA
- Quartz Hill Library, County of Los Angeles, CA
- Northeast Stockton Library & Community Center, CA
- Bloomington Public Library, CA
- Cupertino Library Expansion, CA
- Environmental Nature Center & Pre-School, Newport Beach, CA
- Pretend City Children's Museum & Library Exhibit, Irvine, CA
- Watsonville Civic Center & Library, CA
- Hesperia Civic Center Main Library, CA
- Tustin Main Library, CA
- El Centro Library, CA
- Fullerton Main Library Renovation & Expansion, CA
- Pomona City Stables Historical Preservation, CA



Leonard Marshall
MRICS
Project Executive

EDUCATION

Master of Science, Construction Management & Quality Surveying, Hertfordshire College of Building

CERTIFICATION

Chartered Member, Royal Institution of Chartered Surveyors

AFFILIATIONS

Royal Institution of Chartered Surveyors

Construction Management Association of America Western Council of Construction Consumers

YEARS OF EXPERIENCE

35+

QUALIFICATIONS

An expert in Program and Construction Management in the United States as well as internationally, Leonard “Len” has proven experience in project risk analysis, and risk management. His project portfolio encompasses **historical renovations, educational facilities, renovations, and community properties**. He is experienced in planning and implementation of all phases of construction project management, which includes financial viability assessment of projects, claims avoidance and mitigation, property development, staff resources management/coordination, pre-design, contract negotiation, on-site construction oversight, cost management, feasibility studies, and cost engineering.

As the Project Executive, Leonard's responsibility is to provide the needed resources and support to the team to complete the project successfully.

REPRESENTATIVE EXPERIENCE

- Billingsgate Market Historical Renovation, London
- Langham Hotel Historical Renovation, London
- Santa Clarita Canyon Community Center, CA
- University of California, Merced, Educational Facilities Expansion & Upgrades, CA
- Inglewood Unified School District K-12 Renovations & New Construction, featuring educational & library facilities, CA
- Los Angeles Unified School District K-12 Renovations & New Construction, featuring educational & library facilities, CA
- City of Santa Monica, Capital Improvement Programs, CA
- 20+ Commercial Building Reconstructions, Chatsworth, CA
- 300+ Condominium Reconstruction, Woodland Hills, CA
- Retail, Hotel, Casino Developments, Central Valley, CA
- Mixed-Use Retail & Residential Complex, Tacoma, WA
- Hilton Hotel, Guam
- Emergency Response Center, San Francisco, CA
- Offshore Gas Platform, Chevron, Nigeria
- Methanol Plant Expansion, Venezuela



Justin DiRico
CCM, LEED® AP
Project Manager

EDUCATION

Bachelor of Science, Mechanical Engineering, United States Merchant, Marine Academy

CERTIFICATION

Certified Construction Manager (CCM)

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

Occupational Safety and Health Administration (OSHA) Certified

AFFILIATIONS

Construction Management Association of America, Member

U.S. Green Building Council, Member

YEARS OF EXPERIENCE

20+

QUALIFICATIONS

Justin has more than 20 years of experience in program and construction management for various product types, including **libraries, cultural, arts, and community centers, and various educational and communal facilities.** Among those projects, he managed various delivery methods, including countless Design-Bid-Build and Design-Build projects. He has managed the design and construction of over 1,000,000 SF of building space, administered sites requiring demolition, coordinated the construction of built-in occupied facilities, and managed budgets as large as \$140M.

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

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

REPRESENTATIVE EXPERIENCE

- Yorba Linda Library & Cultural Arts Center, CA
- Quartz Hill Library, County of Los Angeles, CA
- Cupertino Library Expansion, CA
- University of California, Core Renovation, CA
- Pretend City Museum & Library Exhibit, CA
- SCI_ARC at the Freight Yard Historical Renovation, Los Angeles, CA
- Pomona City Stables Historical Preservation, CA
- Mater Dei High School Renovation & New Construction, Santa Ana, CA
- Buena Park Fire Station No.61, CA
- Tustin Police Department & Emergency Operations Center, CA
- The Resort & Pelican Hill, Newport Beach, CA
- Nordstrom Plaza Remodel, Costa Mesa, CA
- 1st Marine Division Headquarters, Camp Pendleton, CA



Dustin Alamo
CCM, LEED® AP
Program Specialist

EDUCATION

Bachelor of Architecture, University of Colorado, Boulder

CERTIFICATION

State of California Licensed Real Estate Broker

Certified Construction Manager (CCM)

LEED Accredited Professional (LEED® AP)

AFFILIATIONS

U.S. Green Building Council, Member

YEARS OF EXPERIENCE

16+

QUALIFICATIONS

Dustin serves as the Vice President of Preconstruction Services for Griffin Structures, Inc. His primary responsibilities include the executive management of all needs assessment and master planning projects ranging by facility type, including historical renovations, educational facilities, renovations, and community properties. Dustin is a skilled developer of long-term facility plans (ranging from \$10M to \$300M), incorporating future space requirements, phasing considerations, and capital funding mechanisms such as bonds, repositioning real estate assets, and public-private partnerships (P3).

With a formal background in architecture, Dustin is knowledgeable in aspects of design. He understands the process and skill-set required to develop and build architectural programs, site plans, floor plans, elevations, and technical detailing. Dustin is a Certified Construction Manager (CCM), LEED accredited professional and a licensed Real Estate Broker in California.

REPRESENTATIVE EXPERIENCE

- Hermosa Beach Library, CA
- Quartz Hill Library, County of Los Angeles, CA
- Northeast Stockton Library & Community Center, CA
- Bloomington Public Library, CA
- El Centro Library, CA
- Colton Civic Center & Library, CA
- Pomona City Stables Historical Preservation, CA
- Pretend City Museum & Library Exhibit, CA
- Great Park Sports & Ice Complex, Irvine, CA
- Cathedral City Fire Station No.411
- Covina Police Department, CA
- Visalia Emergency Communications Center, CA
- Stanton Corporate Yard, CA
- Tustin Corporate Yard, CA
- Walnut Creek Corporate Yard, CA
- Newport Beach Corporate Yard, CA
- High Desert Public Safety Operations Center, San Bernardino, CA



Jay Helekar
LEED® AP
Cost Estimator

EDUCATION

Construction Management
Engineering, California State
University, Long Beach

CERTIFICATION

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

AFFILIATIONS

U.S. Green Building Council, Member

YEARS OF EXPERIENCE

22+

QUALIFICATIONS

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

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

REPRESENTATIVE EXPERIENCE

- Yorba Linda Library & Cultural Arts Center, CA
- El Gabilan Branch Library, Salinas, CA
- Santa Cruz Downtown Library & Mixed-Use, CA
- Half Moon Bay Library, CA
- Hermosa Beach Library, CA
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- Tustin Main Library, CA
- Fullerton Main Library Renovation & Expansion, CA
- Pomona City Stables Historical Preservation, CA



4. Project Understanding & Innovation

4. Project Understanding & Innovation

Project Understanding

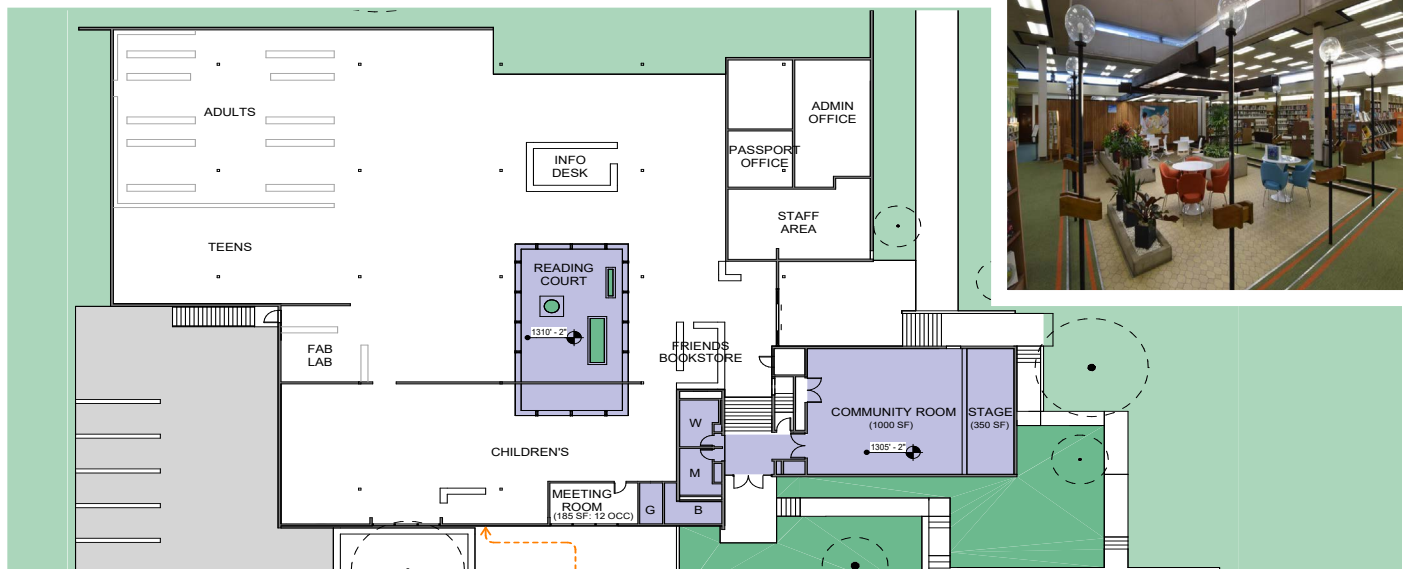
In late 2019, the Altadena Library District initiated the extensive planning process for the future of the ALD, Altadena Main Library, and the Bob Lucas Memorial Library. Facilitated by Margaret Sullivan Studio (MSS), the ALD’s community-based planning process resulted in meaningful and valuable input, illuminating the local challenges, needs, wants, and aspirations for the future of the ALD and its facilities.

This Strategic Planning process bore the adoption of two master plans developed by the Architectural Resource Group. These studies led to the vision and mission to bringing the ALD’s libraries up to current life safety, code, and operational standards, while paying special attention to much-needed accessibility upgrades, space planning to maximize use, and the need to preserve these significant community properties.

The key to successfully implementing these projects is sensitivity – positioning the Capital Improvement Projects for maximum positive impact without significantly altering the features that make the Altadena Main Library special. This sensitivity must be paid to the impact of the existing space, with the ultimate goal of

maximizing the visitor experience for the next generation. Our understanding is that the ALD hopes to achieve historical distinction in the future, and our team will ensure this is possible by closely monitoring your Capital Improvement Projects so this distinction is achievable while still providing the necessary upgrades and renovations.

We also understand the ALD’s unincorporated status comes with certain flexibilities while still maintaining an unwavering obligation to community transparency. Our team successfully delivered the Quartz Hill Library, which is also within an unincorporated LA county City. Founded in providing only but the best value to our Clients and the communities they serve, our management methods historically lead to incredible Client savings, innovation opportunities, and timely completion because of our prompt advisement, successful partnering, and pragmatic approach. Our projects are safer and more successful because the programs and goals are clear. Risk is mitigated throughout adept quality assurance and control procedures, utilizing a multi-disciplinary approach to the development of finely tuned documentation with no surprises along the way.



Innovation

Griffin Structures has a longstanding reputation for employing innovative techniques to project delivery. This spirit of innovation underpins our motto, "Excellence in Project Delivery," as we utilize technological tools and creative delivery structures to offer our Clients the highest level of value. A few examples of these project innovations are provided below.

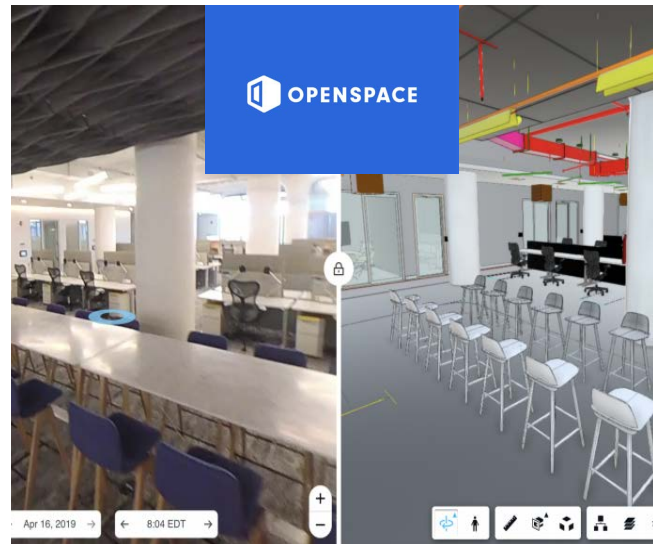
Form of Delivery

As briefly mentioned in the Strategic Advantages section above, Griffin Structures employs innovative delivery models to maximize the value we can offer our Clients. Specifically, we will evaluate the ALD's overall objectives and perform an in-depth analysis to provide options to the ALD. This will include an analysis that evaluates the costs and benefits of Design-Bid-Build, Design-Build, Design-Assist, CM-At-Risk, and the various innovations associated with each approach. With our experience as developers and financiers who deliver turn-key projects at-risk, Griffin Structures will employ a level of project management expertise that surpasses our competitors' abilities while providing a comprehensive program delivery to the ALD.

Technological Innovations

Submittal Exchange

As discussed more thoroughly below, Griffin Structures employs a cloud-based document management system called Submittal Exchange for all our projects. This single repository of documentation provides a one-stop location for the ALD to access all project files. The system is uniquely oriented to the ALD by orienting the flow of documentation as it is submitted from the Contractor, approved by the Design Team, and ultimately approved by the Project Manager. For a more detailed explanation of how this system works, please reference the Work Plan/Scope of Work section of our proposal.



OpenSpace

Another innovative tool we use is OpenSpace 360 Photo Documentation. This technology uses Artificial Intelligence (AI) to provide real-time 360° site photography throughout the project's duration. Additionally, this system uses a hard-hat-mounted 360° camera that allows for project management to capture site photography in real-time. The data is then downloaded into the cloud-based system and converted through AI into an interactive map view experience similar to how Google "street view" works. This allows anyone to virtually "walk the job" and experience all aspects of construction progress recorded at that point in time. OpenSpace's features include zoom technology for closer inspection, site mapping to show the location of the view as it relates to the floor plan or site plan, BIM overlay, and can even compare to separate job walks to view before-and-after scenarios. This technology greatly enhances the quality of work, the efficiency of all inspections, the documentation of construction progress and is particularly beneficial for multi-site projects such as this one. For more information related to OpenSpace, please visit the following link: <https://www.openspace.ai/>



Building Information Modeling (BIM)

BIM technology has revolutionized the construction industry by allowing for the preplanning of construction activities to avoid conflicts and clashes. Unfortunately, many project management firms lack an understanding of how to utilize this technology for the betterment of public projects. At Griffin Structures, we integrate and require the use of this system throughout every stage of the project and seek to implement it as early as possible in the design process, particularly for renovation projects. In more ways than one, our innovation in delivery goes hand-in-hand with our innovation in technology. For example, in scenarios where we pursue a Design-Assist form of delivery, the Contractor is brought on early in the design process, typically at the Design Development stage, and begins to coordinate the BIM model with the Revit model. This early integration provides a high value to the ALD, as it will ensure the project's designs are constructible while providing greater cost-effectiveness and quality control.

Virtual PMCM

As a result of the innovative approaches described above and as a response to the COVID-19 pandemic, Griffin Structures can establish a complete VirtualPMCM management option, should the ALD be interested in this format. Using these technologies and the mastery of remote virtual meetings, Griffin can maximize the benefits of VirtualPMCM and offer those same advantages to all our projects. Technologies such as Bluebeam document review, real-time virtual issues resolution, and in-field/virtual interfacing allow Griffin Structures to provide the highest level of service that incorporates the best from both the actual and virtual aspects of Project Management as it exists today. To be sure, no other firm has the proven capability to manage projects in the current environment that Griffin Structures provides.



5. Work Plan / Scope of Work

5. Work Plan / Scope of Work

Griffin's team has extensive project experience in programming, designing, and renovating more than 30+ libraries across a broad spectrum, from public library systems, to primary, secondary, and higher education libraries. Our diverse background in designing libraries that are educational resources for communities affords us the opportunity to draw on lessons learned and pay the knowledge forward in the design of learning spaces within a public library.

Additionally, as programmers, preconstruction, and construction managers of modern public libraries, we are well informed on the current trends and issues facing the public libraries today. Public Libraries are more than a mere repository for books and research. Today, the libraries we deliver and research are uniquely built structures that are integral to the communities they serve. Libraries are visible and welcoming spaces that become community hubs, acting much like a community center, providing spaces for people to gather.

As we collectively re-imagine ALD's libraries, we will be focused on creating flexibility for the future as well as serving the needs of today.



A Library is as Good as its Programs and Services.

Libraries change as individuals and communities do. Their behaviors and needs evolve. The library of today must configure to be able to respond to both evolutions and revolutions in technology, media, demographics, and social patterns. Its physical setting should have a built-in flexibility that allows it to reconfigure as new needs, programs, and services emerge and as old ones recede.

The Process Matters. The successful library is more than the librarian or architect's vision. Library staff, design team, and political leadership are the conduits through which the vision of the community is realized.

Our obligation from inception to completion is to provide a structure through which the voices of the community are heard and every facet of the new facility is considered thoroughly and openly.

Griffin Structures offers a comprehensive approach to all aspects of Project Management involving technical expertise and lessons learned from nearly 40 years of experience. This approach seeks to convey both our depth of technical knowledge and the application of our best practices in a manner most suitable for the ALD. We recognize and affirm we will deliver the services set for in Tasks 1-6 of the RFP, however to further elaborate our understanding and approach to this project, we propose the following work plan.

Our team will utilize both innovative project management tools and software, as well as the standard Microsoft Office Suite, and various software programs. *To learn more about our the innovative tools we employ, please visit the Innovation portion of section four.*

Phase 1: Preconstruction and Design Services

This section of scope will focus on all aspects of preconstruction as listed in the RFP. To convey both our technical aptitude and our overall perspective, we have included an analysis of the various forms of delivery available to the ALD, an approach to outreach and related programming efforts, historic building assessment, design solicitation and coordination, scheduling and budgeting, and the bid process.

1. Project Delivery Analysis

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

2. Community Engagement and Library Programming Discussion

In coordination with the ALD, Griffin will solicit direct feedback from the community on library programming and design priorities through a series of small group meetings to be determined based on the ALD's preference. Our experience has included reaching out to groups such as Friends of the Library, library staff, seniors, teens, parents, local school librarians and leadership, the business community, religious organizations, and others to obtain a section of the community which can represent the interests of this library. We will organize and facilitate collaborative virtual meetings with community members and organizations using a virtual conferencing platform such as Zoom.

Our approach to these events will include graphic-rich presentations integrated with live polling and "chat" to assess public opinion, collect comments, and create an interactive experience. Our team will also provide regular project reports to the Library Board as updates are available via virtual and/or live meetings. Supplemental outreach efforts can be integrated into our processes, such as online surveys, pop-up events, interviews, and countless additional tasks.

Upon reviewing and analyzing our outreach process, our seasoned Program Advisor Linda Demmers will help our team fine-tune a program that reflects the stakeholder interest. Although we understand there has been a great deal of emphasis on maintaining the building's historical elements, we believe our approach will separate function from building so we can obtain a true understanding of programmatic need without confusing the discussion with building aspects. A well-defined program will be provided to the design team, as part of their RFP, to prepare a design solution that achieves the programmatic needs while preserving the buildings' historical nature.



Billingsgate Market Historical Renovation, London

3. Historic Assessment

Griffin Structures recognizes that the Capital Improvement Projects possess historic architectural value, especially as it relates to the Main Branch Library. In response to this key aspect of the project, Griffin will work with District staff to apply for local, state, and federal designation. Specifically, we will investigate and oversee the process for achieving California Building Code (CHBC) eligibility and will utilize the existing Historic Resource Assessment Report (HRAR) already prepared. Key to the success of this effort will be to begin the necessary investigation and application early as these efforts are often fraught with delays and unforeseen contingent requests. Griffin will use its experience in managing historic building registration and will work closely with the ALD staff to manage this process efficiently.

Our team has provided historical preservation preconstruction and construction management services for historical pillars around the world, including the 300 year old+ Castiglion del Bosco Resort & Vineyard in Tuscany, Italy, the Langham Hotel and Billingsgate Market in London, and in the United States for the Pomona City Stables and SCI_Arc at the Freight Yard in LA.

4. Design Solicitation

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

5. Design Coordination

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

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

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

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

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

Critical to the process is engaging key historic preservation committees to ensure the architectural design and the suggested improvements align with preservation of the building while enhancing the program in a meaningful, yet respectful manner.

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



Quartz Hill Library, Los Angeles County, CA

6. Constructability Review

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

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

At the Design Development and Construction Document phase of design, we will drill down into the project's critical details in a manner that is unparalleled in our industry. Many Project Managers only look for apparent discrepancies like missing



Yorba Linda Library & Cultural Arts Center, CA

call-outs, flawed notes, and other low-hanging fruit. Our review will search for inconsistencies such as civil and MEP point of connection elevations, waterproofing details and drainage, heat load orientation, framing coordination issues, and countless other pertinent information.

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

7. Cost Estimating

Griffin Structures provides the most accurate cost estimates in the industry. This is primarily due to our experience with various product types, geographic market locations, and a sizeable database of current unit pricing. We will provide a detailed cost estimate that will address the critical areas of missed scope and disciplines' interface to ensure the total estimate is accurate and reliable.

When producing cost estimates for this project, Griffin will price what is in the documents and provide a comprehensive project budget that allows the team to easily understand all project costs. This master budget will include, but is not limited to, the

following: design costs, consulting costs, geotechnical investigation costs, special inspections and testing, computer equipment, FF&E, permit costs, utilities, management costs, contingency, and other elements.

As part of our cost estimating efforts, Griffin will integrate the constructability review effort to provide for real-time value engineering solutions as the design proceeds. This will allow the ALD to pivot in real-time as the design proceeds and avoid wasted design time and redesign costs.

8. Scheduling Services

Producing a reliable and complete project schedule is the lifeblood of a successful project. As mentioned above, Griffin Structures will produce a comprehensive and detailed project schedule that anticipates and includes all key stages and activities of a project. This schedule will include, but is not limited to; design iterations, design review times, permitting phases, contractor prequalification (if desired), bidding, contracts and insurance, phases of construction, FF&E installations, utility connections, IT installations, punch list, commissioning, and schedule contingency.

This initial schedule will serve as the basis for establishing the overall construction duration incorporated into the bid documents, representing and incorporating all team members' input in that regard.

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

- a. Phasing analysis is also critical to a successful project schedule. Understanding the project's key components, the ALD's concerns, neighborhood sentiment, traffic concerns, and protection of existing facilities, all these aspects need to be considered and reviewed regarding the schedule to ensure that the project can achieve the overall objectives.
- b. Griffin will then provide strict communication protocols to ensure answers to questions, reviews of submittals, submissions for deferred permits, and requests for inspections are all process timely and effectively.
- c. Corrective measures may need to be implemented should the Contractor fall behind. As described above, the ALD and project suffer when the Contractor fails. Therefore, Griffin will employ extensive field experience and construction understanding to provide solutions to schedule failures to maintain the project's overall objectives and protect the ALD's investment.

By these methods, Griffin will maintain the project schedule and expedite productivity as needed to bring the highest value to the project.



Half Moon Bay Library, CA

9. Bid and Award Services - Construction

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

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

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

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

10. Bid and Award Services – Other Vendors

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



El Gabilan Branch Library, Salinas, CA



Langham Hotel Historical Renovation, London

Phase 2: Construction Services

To produce a complete and detailed scope of work consistent with the tasks set forth in the RFP, we have produced the following list of tasks. In providing this level of detail, we believe that this work scope meets or exceeds the scope of work provided in the RFP. Accordingly, we propose the following scope of work for the construction and closeout phase of the project:

1. Preconstruction Meeting

Griffin will arrange for and conduct the preconstruction meeting and provide both an agenda and meeting minutes accordingly. Griffin will ensure that all pertinent team members will be present in coordination with ALD staff.

2. Contract Administration

Griffin will work closely with the ALD and staff to prepare and oversee the Contractor's mobilization, the phasing of work, and the establishment of suitable and safe construction staging, including but not limited to fencing, barricades, temp facilities, temp utilities, construction trailer placement, and other items. The planning of this effort will be started early in the preconstruction process, and an initial site phasing and staging plan will be included in the bid documents to give guidance to the bidders regarding ALD standards and expectations.

3. Submittal Procedures

Griffin will oversee the distribution of all shop drawings submittal reviews, RFIs, payment requests, change orders, product data, material delivery dates, daily reports, project logs, and other documents. As described above, Griffin will employ the use of Submittal Exchange for expedient distribution and tracking of these documents and tailor this effort to provide the exact level of detail expected from the ALD.

4. Meetings

Griffin will provide the agendas and meeting minutes, discuss the schedule updates and near-term activities, work with the team to clarify or resolve problems, coordinate with other Contractors, update the team on the status of change orders, submittals, and RFIs, review safety issues and other topics as they occur. Griffin will assign action items to responsible parties along with the corresponding date the action is required to be complete. These meetings will be reviewed for concurrence and will be distributed to attendees within five calendar days.

5. Quality Assurance/Quality Control (QA/QC)

Griffin has a very robust QA/QC methodology and will employ that effort in this project to observe, verify, and document the specified level of construction quality.

6. Coordination of Other Consultants

Griffin will coordinate and oversee the scheduling of all other consultant inspections, including but not limited to geotechnical, NPDES, materials testing, deputy inspection, and special laboratory testing.

7. Construction Observation

Griffin will serve as the 'eyes and ears' of the ALD for quality control. Accordingly, Griffin will walk the site regularly and inspect all installations for consistency with the construction documents. Specifically, Griffin will enforce the highest level of workmanship quality to ensure the ALD receives the best value for the investment made on behalf of the community.



Hesperia City Library, CA

8. Non-Conforming Work

Griffin will observe all installations and notify them of any non-confirming work installed. These notices will be detailed, thorough and will provide recommendations to the ALD and Architect for corrective measures. We will also notify the Contractor of non-confirming work and will track all resolutions via our Field Observation Log described above.

9. Exercise of Contract Prerogatives

As with all construction projects, the ALD has certain prerogatives embedded within the contract that allows for certain unilateral actions. These include but are not limited to; unilateral change orders, notices of delay, correction notices, default notices, notices to correct schedule and other similar communications. Griffin is well versed in all said prerogatives and will advise the ALD in their proper and effective implementation for the good of the ALD and the project's success.

10. Progress Review

The Griffin Structures Project Manager will provide a daily progress review of all activities performed on the project. This will take the form of a daily report which includes all workers, equipment, activities, materials, and issues encountered on that day. Additionally, a counting of construction days will be accrued as verification of contract days spent, along with a percentage of completion for activities. Any issues or problems will also be documented for future reference. Additionally, as discussed above, Griffin will review all schedules provided by the Contractor to confirm they meet the project's overall objectives. Accordingly, Griffin will oversee and ensure the field's activities are consistent with the approved schedule and will recommend corrective action should they fail to correlate.

11. Maintain On-Site Records

As stated above, Griffin will manage all project documentation via our cloud-based document management system. As such, we will maintain all shop drawings, product data, samples, submittals, purchases, materials, equipment, and applicable handbooks. All documents will be maintained and turned over to the ALD at the completion of the project.

12. Schedule of Values and Processing of Payments

Griffin will establish, or cause to be established by the Contractor, a comprehensive Schedule of Values for the entirety of the project for approval by the ALD. Once approved, this will serve as the basis for all progress payments, which Griffin will review for consistency with progress in the field and make recommendations to the Contractor for correction. Once corrected, Griffin will then make recommendations to the ALD for processing.

13. Evaluate Change Order Proposal Costs

Griffin will review all change orders and provide supplemental information as needed to justify their approval or rejection. Griffin will negotiate with the Contractor on the ALD's behalf and serve as the point of contact for resolving issues and mitigate against potential claims. Specifically, Griffin will seek to avoid claims as detailed above.



Tustin Main Library, CA

14. Change Order Reports

Griffin will maintain a comprehensive log of all change orders for the project. This log will include anticipated change orders not yet received, change order requests, their review or rejection status, and final documentation of all approved change orders.

15. Project Status Reports

As with the preconstruction phase, Griffin will provide a monthly project status report for distribution to all parties the ALD deems appropriate. This report will include key milestones, anticipated work pending, budget updates, photographs, and any key challenges encountered.



Fullerton Library & Renovation, CA

16. Equipment Instruction Manuals, Warranties, and Releases

Integral to our cloud-based document management system, Submittal Exchange will assemble all guarantees, certifications, affidavits, leases, easement deed, operating and maintenance manuals, warranties, and any other closeout documents. This system will provide a complete digital file for all documents for future use and maintain cloud-based files for future use.

17. Future Facilities Maintenance Plan

Integrating the warranties identified from the task above, we will identify a timeline of all warranties included within the project. Griffin will also develop an estimated future preventative maintenance budget for one, five and 10 year terms, for each building, and expected life spans where applicable.

18. Completion of Contracts and Project

Griffin will coordinate the project's final punch walk to ensure all improvements are per the plans and specifications. Specifically, Griffin will employ a Field Observation Log during construction to identify quality issues observed by the project team on an ongoing basis. This will serve to function as an ongoing pre-punch list and help minimize the matters discovered in the final punch walk. Griffin will also oversee the following punch walks to confirm

corrective action is resolved. Once completed, Griffin will issue a comprehensive punch list for completion by the Contractor. Griffin will oversee the completion of these items and ensure that all deficiencies and corrections are completed to the satisfaction of the ALD.

19. As-Built Documents

Griffin Structures will maintain a complete and up-to-date set of drawings for the duration of the project. We will use the CM set as the As-Built set and require that all trade contractors mark up the CM set, which will allow for a complete set of As-Built documents be turned over to the ALD for record purposes

20. Training Sessions

Griffin will oversee and attend all training sessions for ALD staff. We will require that all training sessions be videotaped and that those tapes be turned over to the ALD for future reference. These sessions will also be performed per CalGreen commissioning requirements and managed according to the state building code.



Fullerton Library & Renovation, CA

21. Accounting Records

Griffin has extensive experience in cost accounting methods, including but not limited to the management of contract unit costs, T&M analysis, and will employ that experience to provide comprehensive cost accounting records and controls. Griffin will use its extensive cost controls system to establish a master budget that captures all costs associated with the project and will provide regular updates to the ALD throughout the project's duration.

22. Permits

Griffin will work with the ALD and the design team to ensure all permits are pulled, and all permitting process requirements are enforced.

23. Initial Start-Up and Testing

As part of the commissioning process, all installations will go through a pre-functional testing protocol and a functioning test protocol. These tests will be managed and documented by the Commissioning agent and overseen by the Project Manager.

24. Storm Water Pollution Plan

SWPPP is critical to the preservation of our environment. Accordingly, we will oversee the implementation of the SWPPP program, first by requiring the Contractor to provide a QSP as is required by the State Water Quality Control Board, and then also by performing our spot-check observations. Any deficiencies and repairs that may be needed will be communicated to the Contractor to rectify as required.

25. Relocation

Griffin Structures will coordinate and oversee the installation of all ALD furnished materials and fixtures and equipment (FF&E) and coordinate all efforts related to the relocation of ALD staff to the new facility.

26. Punch Lists

Griffin will coordinate the project's final punch walk to ensure all improvements are per the plans and specifications. Specifically, Griffin will employ a Field Observation Log during construction to identify quality issues observed by the project team on an ongoing basis. This will serve to function as an ongoing pre-punch list and help minimize the matters discovered in the final punch walk. Griffin will also oversee the following punch walks to confirm corrective action is resolved.



6. Project Schedule

6. Project Schedule

In coordination with our Project Understanding, Innovation, and Work Plan / Scope of Work, please find our initial, proposed Project Schedule below.

PROJECT PHASE	2021												2022											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
PHASE 1: PRECONSTRUCTION																								
Initial Project Assessment					█																			
Project Delivery Analysis					█																			
Community Outreach and Programming						█																		
Design Solicitation							█	█	█															
Schematic Design										█	█	█												
Approval of Schematic Design													█											
Entitlement														█	█	█	█	█	█	█	█			
Design Development														█	█	█	█							
Approval of Design Development																		█						
Construction Documents																			█	█	█			
Permitting																						█	█	█
Contractor RFQ/P (Design Assist)													█	█	█									
Contractor Preconstruction Services																█	█	█	█	█	█			
Trade Contractor Bidding and GMP Negotiation																						█	█	█

PROJECT PHASE	2023												2024											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
PHASE 2: CONSTRUCTION																								
Altadena Main Library	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Bob Lucas Memorial Library							█	█	█	█	█	█	█	█										
Punch List and Commissioning															█									
Move-In																█								



7. Sub-Consultant & Work by Others

7. Sub-Consultant & Work by Others

Library Specialization

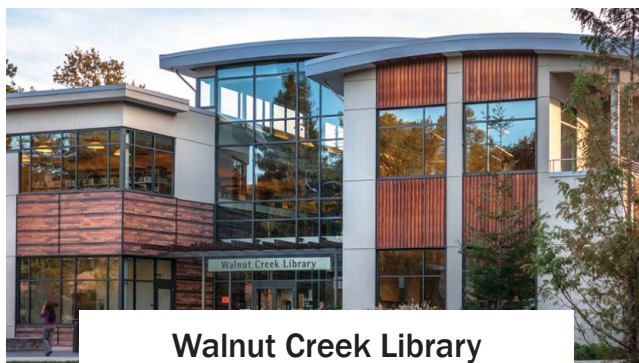
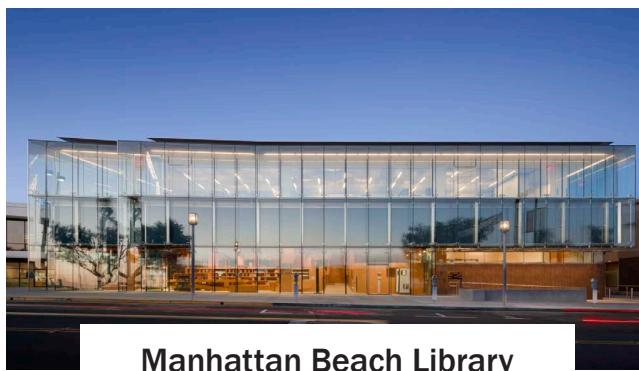
Although the library experience within our portfolio is comprehensive, we have included Linda Demmers to support our team in the programming of your facilities. Linda Demmer's has provided library programming services on over 100 libraries throughout the nation, *including her early work in the initial visioning for the ALD's Capital Improvement Project plan.*

As your Program Advisor, Linda will offer valuable insight regarding the development and space planning of the ALD's Capital Improvement Projects. She will aid our team in guiding the projects from early visions to attainable realities, assisting the project team in producing programs and designs which capture both your immediate and future needs.

As a professional librarian, she was the Library Director at Pine Manor College, Chestnut Hill, Massachusetts, and Phillips Academy at Andover, where she planned library construction projects from the initial stages through management of the construction project.

Long term and repeat client involvement have marked Ms. Demmers consulting career including USC; eight year involvement with Santa Monica College; a multi-year involvement with the State of Mississippi involving three University Library projects, and twelve of the California Community College Districts. She has worked with Mill Valley, Mission Viejo, Westlake Village, Ontario, City of Concord, Temecula, Hemet, San Marino, Calabasas, Manhattan Beach, and West Hollywood.

Linda Demmers also rewrote the Title 5 California Code of Regulations for Library and Learning Resource Center facilities planning guidelines and space standards.





Linda Demmers
Program Advisor

EDUCATION

Master of Library & Information Science (MLS), Simmons College

Bachelor of Arts, English Literature, Vasaar College

AFFILIATIONS

President Friends of the West Hollywood Library

YEARS OF EXPERIENCE

30+

QUALIFICATIONS

Our most trusted library consultant, Linda Demmers has extensive experience in library facility planning with professional background as a librarian, planning consultant, and owners' representative on a wide variety of new construction and renovation projects. She specializes in planning process, program documentation, broad-based community and user involvement, and long-term owner client relationships. *Linda Demmers also provided early preliminary services for the ALD's Capital Improvement Projects.*

As our proposed library specialist, Linda will offer her valuable expertise from over 30 years of unique library programming and development.

REPRESENTATIVE EXPERIENCE

- Altadena Library District Capital Improvement Projects, CA
- Quartz Hill Library, County of Los Angeles, CA*
- El Centro Library, CA*
- Manhattan Beach Library, CA
- Walnut Creek Library, CA
- Norfolk Library, VA
- Ontario Public Library, CA
- Tustin Public Library, CA
- Costa Mesa Library, CA
- Beverly Hills Public Library, CA
- Calabasas Public Library, CA
- Long Beach Civic Center Main Library, CA
- Los Nietos Library Program, Los Angeles, CA
- Artesia Library Program, CA
- Willowbrook Library Program, Los Angeles, CA
- South Whittier Library Program, CA
- Diamond Bar Library, CA
- Lomita Library Renovation, CA
- Temple City Library, CA
- West Hollywood Public Library, CA

** Completed with Griffin Structures*

Community Outreach

Our proposal also includes Community Outreach Specialist, seasoned planner, and published author, Susan Harden, who has built her career for over 20 years around community-based planning and visioning, striving to create a network of healthier, more livable facilities and communities. She has provided planning, revitalization, and community engagement services to public clients across the country and several throughout California neighboring Altadena.

Together, our team possesses a broad background in community development, engagement, and planning, currently providing Community Outreach and support for multiple Griffin projects, including the City of Santa Cruz Downtown Library and countless others.

Susan is also the co-author of “Placemaking on a Budget,” designed as a handbook for communities. Susan was appointed to the California Planning Roundtable in 2012, an organization of experienced planning professionals whose mission is to provide a forum for prominent planners to exercise creativity and leadership. Susan also teaches a graduate course at the University of California, Irvine.



*Orange Fire Station No. 1
Plan Overview Community Meeting*

Community Outreach & Communication Tools

- Community Design Workshop
- Stakeholder Meetings & Presentations
- Pop-Up Events
- Social Media Posts
- Project Newsletter
- E-Blast Updates
- Fact Sheet
- Website Content
- Press Releases
- Updates for Officials
- Quarterly Updates to Council
- 24-Hour Hotline During Construction

Yorba Linda Library & Cultural Arts Center Community Outreach Workshop



Santa Cruz Downtown Library & Mixed-Use Project

Currently serving as the pre-design, design, and construction manager for this project, our team is currently assisting the City in developing their vision for this incredibly meaningful, and much-needed hybrid facility. Our team has assisted in the strategy of what this facility can offer to the City, including resources very similar to those outlined in the Altadena Strategic Plan. For this project, we also developed a website content page for community members to easily view the project's progress. For more information, please visit:

cityofsantacruz.com/mixeduselibrary

The screenshot shows a website page titled "Library Mixed Use Project" with a blue wavy underline. In the top right corner, there are utility icons for "Font Size" (plus and minus), "Share & Bookmark", "Feedback", and "Print". The main text reads: "We envision Downtown Santa Cruz as a housing-focused, mixed-use business district that is accessible to everyone. Best practices in urban design will create a pedestrian-centered downtown that prioritizes equity, inclusion and environment and preserves the eclectic culture that is unique to Santa Cruz." Below this text is a photograph of a street scene with a modern building, trees, a person on a bicycle, and people sitting on a bench. The caption below the photo is "Preliminary Renderings of the Library". Underneath, it states: "On June 23rd, 2020 the City Council approved a Downtown Mixed Use Project to include:" followed by a bulleted list: "a modern library with resources for all; housing on the upper floors, with a minimum of 50 Affordable units; and parking consolidated into a structure with no more than 400 parking spaces." At the bottom, there are three navigation buttons: "PROJECT UPDATES" with a megaphone icon, "BACKGROUND" with an information icon, and "FAQS" with a question mark icon.



Susan Harden
LEED® AP
Community Outreach

EDUCATION

Master of Environmental Planning,
 Arizona State University

Bachelor of Arts, Architectural
 Studies, University of Kansas

Bachelor of Arts, Environmental
 Studies, University of Kansas

CERTIFICATION

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

American Institute of Certified
 Planners

Certified Main Street Manager
 Professional

Certificate in Neighborhood
 Revitalization, NeighborWorks
 America

Certificate in Dialogue, Deliberation
 and Public Engagement, Fielding
 University

AFFILIATIONS

U.S. Green Building Council, Member

YEARS OF EXPERIENCE

20+

QUALIFICATIONS

Susan has a broad background in community development, engagement, and planning. For 20+ years, she has built her career around community-based planning and visioning, striving to create a network of healthier, more livable communities.

She has provided planning, revitalization, and community engagement services to public Clients across the country. As an educator, author, and presenter, Susan is committed to empowering communities to create positive and meaningful change.

Susan also possesses experience with the community of Altadena, having led the development of the community-based visioning, small-group meetings, and three major community workshops to gather broad community input regarding Altadena’s future. This input helped to set the direction for future updates to Altadena’s zoning regulations, as well as provide LA County and Altadena leadership with a clear understanding of issues and ideas.

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

REPRESENTATIVE EXPERIENCE

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

** Completed with Griffin Structures*



Expected Efforts of the Altadena Library District

At Griffin Structures, we truly see ourselves as an extension of staff, especially related to the scope of work requested in this RFP. As such, we will take a leadership role in all project coordination and communication efforts and work closely with ALD staff to do so in a consistent manner with your protocols. Nonetheless, some tasks will need to be performed by the ALD, specifically as it relates to items that only ALD staff employees can perform. These would include assistance and support from ALD departments, financial matters that only the ALD can execute, procurement processes, and staff dependent, decision-making, and final selection. In essence, Griffin Structures will lead the entire process and manage all team efforts, but we will also need the ALD to coordinate with us as it relates to these and other functions for which we do not have the authority or execute. And of course, the key to this success will be a single point of contact with the ALD to whom we will report. Based on experience, we believe this point of contact will need to participate in varying levels of participation, but we anticipate no less than 8-10 hours per week. Of course, once onboard, we will work with your staff to establish clear roles and responsibilities, and we will adjust our role accordingly to better serve your needs.



8. Relevant Experience & References

8. Relevant Experiences & References

Relevant Experience

Since its formation in the 1980s, Griffin Structures has focused on the delivery of public sector facilities in California. Our list of completed projects is formidable and would cover several pages. Within the representative group of projects showcased in our proposal, we have focused on the following key components: **libraries, cultural, arts, and community centers, and various educational and communal facilities.**

Our project team has successfully programmed and managed over 30 libraries, featuring not only new construction, but extensive renovations and upgrades to accessibility and the space functionality and responsiveness. *Our library experience is vast, having delivered some of the most significant public libraries in the state.*

Our team has overseen the pre-design, design, and construction of many facilities similar to the Altadena Main Library and Bob Lucas Memorial Branch Library & Literacy Center, those of which are highlighted below:

- **Quartz Hill Library:** This state-of-the-art library project *was also completed within an unincorporated City in the county of Los Angeles.* Managing this project from initial visioning to construction completion and turnover, the Griffin Structures achieved not only LEED Gold for this facility but returned *over \$1M in savings back to the Client.*
- **El Gabilan Branch Library.** The Griffin team provided the services necessary to move the El Gabilan Branch Library project from a final schematic design to the design of a fully constructed and equipped building, *resulting in over \$1M in Client savings.* The 21,000 SF, two-story building facility replaced the City's existing library on just over one acre of land.
- **Half Moon Bay Library.** Griffin provided PMCM services for the much needed Library in the City of Half Moon Bay, *resulting in over \$2M in Client savings.* The project entails demolition of the existing 7,825 SF library and construction of a new 22,000 SF library. Planning for the new \$24M library involved extensive community engagement and outreach. The contemporary design includes a lobby, children's area, study, teen and literacy areas, as well as a roof deck, courtyard and atrium.
- **Hermosa Beach Library.** Griffin was selected as the Preconstruction Manager for the \$12M development of the Hermosa Beach Library, which will be modernized or possibly relocated. *Much like the Altadena Library District Main Library and Bob Lucas Memorial Library, the Hermosa Beach Library is in need of modernization, space redesign, and accessibility upgrades.* The Griffin team has managed the Hermosa Beach Library relocation and expansion through extensive community surveys, needs assessments, and design options with the consulting architecture firm.
- **Northeast Stockton Library, Santa Cruz Downtown Library & the Cupertino Library Expansion.** Due to our extensive library portfolio, Griffin Structures has recently been selected for three (3) comprehensive library projects in the last 12 months. These projects involve not only significant new construction, but expansion, and renovations to existing facilities as well.
- **Fullerton Main Library.** Although this project was completed prior to 2016, we feel that it is imperative that we mention the significantly relevant Fullerton Main Library Renovation and Expansion project which contained several elements identical to those mentioned in the Altadena Main Library and Bob Lucas Memorial Branch Library & Literacy Center master plan.



Half Moon Bay Library, CA

Publicly Bid Projects

Together, our team has delivered over 700 projects for public Clients from inception to completion of the project. A specialty public agency Program and Construction Management firm, Griffin Structures understands the complexities associated with public work and can forecast and mitigate potential causes for concern in real-time, providing trusted advisement from day one.

We will ensure the ALD selects only the most qualified Consultants with the applicable federal and state regulations, protocols, and procedures in mind. Together, our team will design and build a project to serve your immediate and future needs and ensure quality bridging documents, competitive bids, and successful project delivery.

Sustainable Excellence

It is our understanding that the Altadena Library District is open to entertaining sustainability options if the options are feasible. Our team will review and oversee a potential sustainability plan for the entire team and will immediately provide recommendations and monitor design and construction progress to ensure the project achieves or exceeds any applicable sustainability goals.

References

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

Our team does not have any commitments or potential commitments that may impact our ability to perform the contract if awarded.



Public Facility Renovations & Upgrades

Representative & Relevant Experience

Griffin Structures has completed over 35 renovations and upgrades to existing public facilities. This project type provides incredible opportunities to enhance your facilities, address space needs, accessibility, or remove outdated products or materials. Many considerations do exist for this project type, and our team will dedicate significant time and resources toward managing the detection of all existing conditions, overhead concealed work, and underground site conditions to avoid unforeseen circumstances and provide the most accurate documentation.



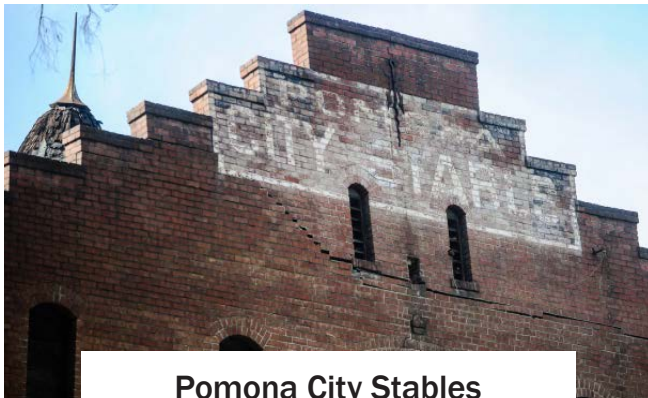
Historical Renovations & Preservation

Representative & Relevant Experience

Griffin Structures and our proposed team members have overseen the renovation and upgrade to several historically significant facilities, including 100+ year old structures. We have provided guidance to the Client and project team, overseeing the analysis of historic significance and restoration alternatives. We have developed solutions to solve complex problems and building viability challenges, while reviewing and commenting on specialized studies with the agencies regarding the historic structures, overseeing review panels, research teams, and preservation training materials.



SCI_Arc at the Freight Yard



Pomona City Stables



Langham Hotel, London



Billingsgate Market, London



Castiglion del Bosco, Italy

Representative & Relevant Project Experience



As you will discover on the following pages, our proposed team possesses significant library new construction and renovation experience. Together, our program and construction management methods result in high-performance buildings that not only serve your immediate and future needs but are delivered with timeliness and cost effectiveness.

1. Yorba Linda Library & Cultural Arts Center
2. El Gabilan Branch Library
3. Downtown Library & Mixed-Use Project
4. Half Moon Bay Library
5. Hermosa Beach Library
6. Quartz Hill Library
7. Northeast Stockton Library
8. Cupertino Library Expansion
9. Bloomington Branch Library

Yorba Linda **Library** & Cultural Arts Center

Yorba Linda, CA



Scope of Services + Features

- Preconstruction & Construction Management
- Library

Completion Date

2020

Value

\$52M

Client & Contact

City of Yorba Linda
Carrie Lixey
Library Director
4845 Casa Loma Ave.
Yorba Linda, CA
(714) 777-2466

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Justin DiRico, Project Manager
Jay Helekar, Cost Estimator
Susan Harden, Community Outreach



Griffin provided PMCM services for the construction of a two-story, **Library and Cultural Arts Center**, in the downtown district of Yorba Linda. The library features include a secure outdoor children's area, expanded collections areas, dedicated spaces for story time, teens and tweens, small group study rooms, a community room and flexible classroom space, friends of the library book store, and improved technology features.

The Arts Center features a flexible 250-seat black box theater with state-of-the-art sound system, art & dance studios, and gallery display space. The campus-like environment will feature a central paseo between the two structures, dedicated outdoor plazas and a great lawn providing space for additional programming.

Griffin Structures led the pre-design, design, and construction of this facility, providing the range of services highlighted in the first page of section 3, Project Team Information.

Quartz Hill Library

County of Los Angeles, CA

"Griffin Structures was a true partner in this very complicated project. They were beyond responsive and professional in every manner."

- Fred Hungerford,
County Librarian,
County of Los Angeles



Scope of Services + Features

- Preconstruction & Construction Management
- Library

Completion Date

2016

Value

\$24M

Client & Contact

County of Los Angeles
Fred Hungerford
Retired County Librarian
5040 West Avenue
Quartz Hill, CA
(562) 618-2348

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Justin DiRico, Project Manager
Jay Helekar, Cost Estimator
Linda Demmers, Program Adv.

Awards

APWA Building of the Year,
LEED Gold



Located within an unincorporated LA county city, the Quartz Hill Library began with an RFP outlining parameters for the location - a two-acre site with sole ingress/egress rights, zoning and entitlements allowing for public uses, and access to utilities that met its public library specifications.

Griffin secured a 1.7 acre site and developed conceptual designs before submitting its proposal. Our team designed this LEED Gold facility, secured entitlements and all development approvals, and financed the entire project. In 2016, we delivered a move-in ready library, outfitted with specific furniture, fixtures, and equipment *with nearly \$1M returned savings to the Client.*

Griffin Structures led the pre-design, design, and construction of this facility, providing the range of services highlighted in the first page of section 3, Project Team Information.

El Gabilan Branch Library

Salinas, CA

"Griffin has served as valuable partner in this project and has represented a historic event in our City's progress toward a new renaissance era."

- Ray Corpuz, City Manager, City of Salinas



Scope of Services + Features

- Preconstruction & Construction Management
- Library

Completion Date

2019

Value

\$21M

Client & Contact

City of Salinas
Cary Ann Siegfried
Former Chief Librarian
825 West Irving Boulevard
Irving, TX
(972) 721-2748

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Jay Helekar, Cost Estimator

Awards

Silicon Valley Business Journal
Community Impact Award; ENR
Cultural Award; IEDC Excellence
in Economic Development Award



Griffin Structures served as the PMCM for the *El Gabilan Branch Library* in the City of Salinas. This facility was delivered utilizing a Public-Private Partnership (P3) / Design-Build approach which provided for the design, financing, construction, and delivery of the library. The building was delivered completely finished and furnished as a turnkey project.

The Griffin team provided the services necessary to move the El Gabilan Branch Library project from a final schematic design to the design of a fully constructed and equipped building, **resulting in over \$1M in Client savings**. The 21,000 SF, two-story building facility replaced the City's existing library on just over one acre of land.

Griffin Structures led the pre-design, design, and construction of this facility, providing the range of services highlighted in the first page of section 3, Project Team Information.

Downtown **Library** & Mixed-Use Project

Santa Cruz, CA



Scope of Services + Features

- Preconstruction & Construction Management
- Library

Completion Date

In-Progress

Value

\$70M

Client & Contact

City of Santa Cruz
Amanda Rotella
Principal Management Analyst
809 Center Street
Santa Cruz, CA
(831) 420-5316

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Justin DiRico, Project Manager
Jay Helekar, Cost Estimator
Susan Harden, Community Outreach



Griffin was selected to represent the City's interest at each stage of the early visioning, preconstruction, and construction process of the **Santa Cruz Downtown Library** and Mixed-Use facility. We are currently overseeing the selection of a **Design-Build** team, the contract scope, budget, design process, development of construction plans, and construction of the design, planning, and development process. This mixed-use project in downtown Santa Cruz will include a modern library, 50 affordable housing units, and 400-slot parking garage.

The library will be designed with increased **ADA accessibility** in mind with library service space, quiet areas, community study rooms, expanded special collections, and will be designed to **completely maximize the space**.

Griffin Structures is currently leading the pre-design, design, and construction of this facility, providing the range of services highlighted in the first page of section 3, Project Team Information.

Half Moon Bay Library

Half Moon Bay, CA

"Griffin Structures services have been outstanding, creating an atmosphere of tight collaboration which resulted in a unified team and a successfully completed project."

- Jon T. Doughty,
Public Works Director,
City of Half Moon Bay



Scope of Services + Features

- Preconstruction & Construction Management
- Library

Completion Date

2018

Value

\$24M

Client & Contact

City of Half Moon Bay
John Doughty
Public Works Director
501 Main Street
Half Moon Bay, CA
(831) 247-1088

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Jay Helekar, Cost Estimator

Awards

APWA Silicon Valley Project of the Year; APWA National Project of the Year; ALA Building Award; LEED Platinum



Griffin provided PMCM services for the much needed Library in the City of Half Moon Bay, **resulting in over \$2M in Client savings.** The project entails demolition of the existing 7,825 SF library and construction of a new 22,000 SF library. Planning for the new \$24M library involved extensive community engagement and outreach. The contemporary design includes a lobby, children's area, study, teen and literacy areas, as well as a roof deck, courtyard and atrium.

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

Griffin Structures led the pre-design, design, and construction of this facility, providing the range of services highlighted in the first page of section 3, Project Team Information.

Northeast Stockton **Library** & Community Center

Stockton, CA



Scope of Services + Features

- Preconstruction & Construction Management
- Library

Completion Date

In-Progress

Value

\$15M

Client & Contact

City of Stockton
Mohammad Sadiq
Project Manager
22 E Weber Avenue, Room 301
Stockton, CA
(209) 937-8299

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Jay Helekar, Cost Estimator



Griffin Structures is serving as the Preconstruction and Construction Manager for the City of Stockton Community Services Department, planning for the future **Northeast Stockton Library and Community Center**. Made possible by funding provided through the Strong Communities Initiative, the facility will be located at 9501 West Lane, next to McNair High School.

The Library and Community Center will feature library and reading areas, cafe and meeting rooms, makers space with sewing machines, and an educational culinary kitchen. Athletic facilities include a full-size gymnasium, rock-climbing wall, and sports courts. Outdoor gathering event space and multi-use rooms will also be housed within the facility.

Griffin Structures led the pre-design, design, and construction of this facility, providing the range of services highlighted in the first page of section 3, Project Team Information.

Cupertino **Library** Expansion

Cupertino, CA



Scope of Services + Features

- Preconstruction & Construction Management
- Library

Completion Date

In-Progress

Value

\$24M

Client & Contact

City of Cupertino
Roger Lee
Director of Public Works
10300 Torre Avenue
Cupertino, CA
(408) 777-3254

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Justin DiRico, Project Manager
Jay Helekar, Cost Estimator
Susan Harden, Community Outreach



Griffin was selected to provide the City of Cupertino PMCM services for the expansion of the 54,000 SF existing **Cupertino Library** which is the second largest in the district.

This project is envisioned to be a two-story addition at the southern end of the building. The existing 1,175 SF single story Children's Book area will be demolished and replaced with a new 5,626 SF two-story addition that will connect to the existing structure.

This project will expand the size of the existing Story Room and will create a multi-purpose Program Room. The new Program Room can be partitioned into smaller rooms allowing for simultaneous use of the rooms by multiple users.

Griffin Structures led the pre-design, design, and construction of this facility, providing the range of services highlighted in the first page of section 3, Project Team Information.

Hermosa Beach Library

Hermosa Beach, CA



Current Facilities

Scope of Services + Features

- Needs Assessment & Program Management
- Library

Completion Date

In-Progress

Value

\$12M

Client & Contact

City of Hermosa Beach
Kelly Orta
Community Resources Manager
1315 Valley Drive
Hermosa Beach, CA
(310) 318-0239

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Dustin Alamo, Program Special.
Jay Helekar, Cost Estimator
Susan Harden, Community Outreach



Griffin was selected as the Program Manager for the \$12M development of the Hermosa Beach Library, which will be modernized or possibly relocated. *Much like the Altadena Library District Main Library and Bob Lucas Memorial Library, the Hermosa Beach Library is in need of modernization, space redesign, and accessibility upgrades.*

The Griffin team has managed the Hermosa Beach Library relocation and expansion through extensive community surveys, needs assessments, and design options with the consulting architecture firm.

Griffin Structures led the pre-design of this facility, providing Strategic Services (Needs Assessment, Programming...etc.) highlighted in the first page of section 3, Project Team Information.

El Centro Library

El Centro, CA



Scope of Services + Features

- Needs Assessment & Program Management
- Library

Completion Date

In-Progress

Value

\$20M

Client & Contact

City of El Centro
Marcela Piedra
City Manager
1275 W. Main Street
El Centro, CA
(760) 337-4540

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Dustin Alamo, Program Special.
Jay Helekar, Cost Estimator
Linda Demmers, Program Adv.
Susan Harden, Community Outreach



Our team provided preconstruction services for the City of El Centro's new 21,000 SF public library. Our team conducted a needs assessment & thorough community outreach process to determine the best size and placement of the library.

We evaluated different scenarios—renovation of the existing building vs. demolition/construction of a new ground-up facility—and presented a final recommendation to the City council, along with a vision for the library, in order to secure funding for the project. The poor condition, health hazards, shorter life span and lower flexibility of the existing building led FPBA to recommend the ground-up option.

Griffin Structures led the pre-design of this facility, providing Strategic Services (Needs Assessment, Programming...etc.) highlighted in the first page of section 3, Project Team Information.

Bloomington Branch Library

Bloomington, CA



Scope of Services + Features

- Needs Assessment & Program Management
- Library

Completion Date

2015

Value

>\$10M

Client & Contact

San Bernardino County
Leonard X. Hernandez
Chief Executive Officer
385 North Arrowhead Avenue
San Bernardino, CA
(909) 387-5418

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Dustin Alamo, Program Special.
Jay Helekar, Cost Estimator



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

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

Griffin Structures led the pre-design of this facility, providing Strategic Services (Needs Assessment, Programming...etc.) highlighted in the first page of section 3, Project Team Information.

Environmental Nature Center & Educational Center Newport Beach, CA



Scope of Services + Features

- Preconstruction & Construction Management
- Education Center with Library-type Facilities

Completion Date

2020

Value

\$24M

Client & Contact

Environmental Nature Center
Bo Glover
Executive Director
1601 16th Street
Newport Beach, CA
(949) 645-8489

Personnel Involved

Roger Torriero, CEO & Owner
Jon Hughes, PIC/PM
Jay Helekar, Cost Estimator



Griffin Structures provided PMCM Services for the delivery of the *Environmental Nature & Education Center*, Orange County's first LEED® Platinum facility. The education center & school is located on a 3.5-acre site in Newport Beach and provides visitors with hands-on educational interactions with its "zero waste" policy. This educational facility also features three classrooms with quiet learning spaces, administrative and support spaces.

Through the use of photovoltaic solar panels, this is a zero net energy facility and the first net energy producer in the Southern CA Edison service area. Other sustainable features include optimized building orientation, operable windows providing natural ventilation, and others. *Although this project features an Educational Center, we believe it possesses similar elements to those outlined in your master plan and strategic initiatives, and serves as a mere testament to the sustainability focused aspects of our experience - should the ALD wish to incorporate any similar features.*

Library Projects

Completed prior to 2016



Fullerton Main Library Renovation & Expansion

Fullerton, CA

Griffin served as PMCM for the *renovation and expansion of the Fullerton Main Library*. The remodel and expansion of the library delivered as DB added a much needed community area, technology, and teen service functions to the 45 year-old structure. Our team also oversaw the implementation of much-needed accessibility upgrades, interior, and exterior renovations.

Scope of Services + Features	Value
▪ Precon. & Const. Mgmt.	\$10M
▪ Library	



Watsonville Civic Plaza & Library

Watsonville, CA

Griffin provided PMCM services for this \$50M *Watsonville Civic Plaza & Library* project. The four-story downtown government complex consisted of approximately 200,000 SF with the City Main Library on the first and second floors, the County Courts on the third floor, and City Hall on the fourth floor of the building. The library occupies approximately 42,000 SF.

Scope of Services + Features	Value
▪ Precon. & Const. Mgmt.	\$50M
▪ Library	

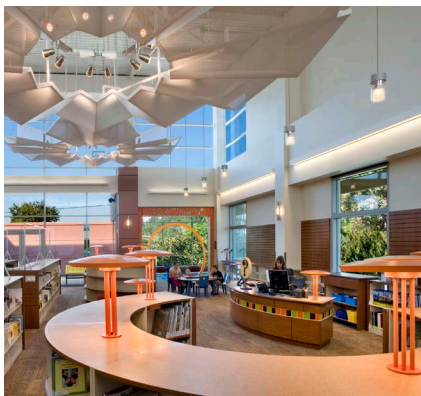


Hesperia City Library

Hesperia, CA

This project included development of a new Civic Center featuring a 48,000 SF City Hall, and a 20,000 SF Library in an integrated plaza of 15 acres. Griffin managed the planning and design of this entire project and served as Program and Construction Manager for its delivery. The *Hesperia City Library* was funded by a California Library Grant, the application for which was developed under contract by Griffin.

Scope of Services + Features	Value
▪ Precon. & Const. Mgmt.	\$33M
▪ Library	



Tustin Main Library

Tustin, CA

The new 32,000 SF *Tustin Main Library* includes an outdoor plaza and connects to the Tustin City Hall. Private study and tutoring rooms separate children and young adults for quality learning. The new \$22.5M facility allowed the library to expand its collections and enhance visitor amenities, providing 223 reader seats and 99 technology stations.

Scope of Services + Features	Value
▪ Precon. & Const. Mgmt.	\$39M
▪ Library	



9. Rate Schedule

9. Rate Schedule

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

Position	Hourly Billing Rates
Chief Executive Officer	\$275.00
Executive Vice Pres./ Principal-In-Charge	\$210.00
Project Executive	\$200.00
Project Manager	\$195.00
Program Specialist	\$185.00
Community Outreach	\$275.00
Program Advisor	\$185.00
Cost Estimator	\$165.00
Administrative Assistant	\$140.00



10. Appendix

Proposed Exceptions / Deviations

We have reviewed the sample Professional Services Agreement for Altadena Library District Capital Projects Management and have detailed the following proposed exceptions and deviations. We are ready, willing, and able to discuss the items below in order to execute an agreement with the ALD as soon as possible.

- 13.A: Prefer to have “and warrants” removed in 4th line
- 13.B: Prefer to have “and warrants” removed in 1st line
- 3.B: Prefer to delete the sentence “All work or products completed by Consultant shall be completed using the best practices available for the profession and shall be free from any defects.”
- 14: Prefer to insert “endeavor to” between “shall” and “insure” on first line
- 14: Prefer to insert “endeavor to” between “shall” and “perform” on third line
- 16.D: At the end of the second sentence, add “but only to the extent such liability exists in the absence of a contract”
- 16.E: On eighth line, delete “allowed to expire, or materially reduced in coverage”
- 16.E: On ninth line, delete “expiration, or reduction”
- 17: Delete “agents and authorized volunteers” from third line, as our insurance providers typically won’t extend coverage to such a broad category of unnamed indemnitees
- 28.O: Prefer to delete “and warrants” on first line
- 28.O: Prefer to change “warrants” to “represents” on third line



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

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



Integrity | Professionalism | Responsiveness



Proposal to Provide
Capital Projects
Management

Submitted by:

Citadel CPM, Inc.

March 1, 2021

Table of Contents

A	Cover Letter	01
B	Project Team Information	06
	B1 Firm Background	07
	B2 Team Organization	09
C	Project Understanding & Innovation	10
D	Work Plan / Scope of Work	14
E	Project Schedule	20
F	Sub-consultant & Work By Others	25
G	Relevant Experience & References	28
	G1 Qualifications & Experience of the Proposed Staff	29
	a. Summary of Staff Experience & Roles	29
	b. Proposed Staff Resumes	31
	G2 Consultant Relevant Experience	42
H	Rate Schedule	56

A

COVER LETTER



March 1, 2021

Altadena Library District
Attn: Nikki Winslow, District Director
600 E. Mariposa St.
Altadena, CA 91001

**Subject: Proposal to provide Capital Projects Management Services
Altadena Main Library and Bob Lucas Memorial Library and Literacy Center**

Dear Ms. Winslow:

Citadel CPM, Inc. (Citadel) is pleased to submit this Proposal to provide Capital Projects Management Services for the Altadena Library District's Main Library and Bob Lucas Memorial Library to the Altadena Library District (ALD). Citadel, a California corporation headquartered in Pasadena, with offices in Long Beach, Fullerton, Riverside, Sacramento, and Phoenix was established in 2006 to provide construction project management services to public sector agencies.

The Citadel Team offers the Altadena Library District the following distinct advantages:

- **A seasoned Project Manager with a unique blend of experience to manage the two library projects to successful completion** - Our proposed Project Manager Marla Nadolney with her architectural design background, library project experience, historical facility renovation knowledge, and construction management track record is the ideal person to lead the effort to deliver ALD's vision of renovated modern libraries for the community of Altadena. Supporting Marla and ALD in a Project Executive role is Jason Kim who has managed 9 library projects for the Los Angeles County Library system including the La Mirada Library renovation where Marla and Jason worked together in similar roles.
- **A firm with a proven track-record in managing public library construction projects** - Citadel has provided construction project management services on seven library projects in the Los Angeles area over the last nine years including renovation and new construction work. Joining our firm as a specialty cost estimating sub-consultant is Construction Cost Consultants, who we have worked with on three of their eight library projects. Their experience will assist ALD fine tune the projects budget early on in the process. Our team can fully meet the scope of work outlined in the request for proposals with experience from bond funding through close-out.
- **A local firm that will provide principal level attention to your projects** - Citadel was established in Pasadena with our main office less than 5 miles from ALD. We will provide the requested services to ALD from our Pasadena office. As the President of the firm, I commit myself to servicing you personally as the Principal-In-Charge for the life of the contract.

Please direct all correspondence, during the Consultant selection process, to my attention as President of Citadel CPM and the person authorized to represent the firm in negotiations and to obligate the firm contractually. Citadel's current California Secretary of State Statement of Information, confirming this authorization, has been provided following this letter for your reference.



This proposal is firm for a 90-day period from the proposal submission date. Citadel is committed to providing any insurance and indemnification required by ALD prior to award.

You have my personal commitment that our team will work hard to meet your needs and exceed your expectations. We look forward to discussing our qualifications in further detail with you in the near future and to working on these projects with ALD staff.

Should you have any questions or require additional information, please do not hesitate to contact me directly at frassam@citadelcpm.com or on my mobile number at 626.429.9435.

Very truly yours,

Citadel CPM, Inc.

A handwritten signature in blue ink, appearing to read "Fadi R. Rassam", with a small blue dot at the end of the signature.

Fadi R. Rassam, PE, CCM
President



**California Secretary of State
Electronic Certified Copy**

I, ALEX PADILLA, Secretary of State of the State of California, hereby certify that the attached transcript of 1 page is a full, true and correct copy of the original record in the custody of the California Secretary of State's office.



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California on this day of October 23, 2020

ALEX PADILLA
Secretary of State

Verification Number: KNJWLR6
Entity (File) Number: C2844151

To verify the issuance of this Certificate, use the Verification Number above with the Secretary of State Electronic Verification Search available at bizfile.sos.ca.gov



**California Secretary of State
Electronic Filing**



Corporation - Statement of Information No Change

Entity Name: CITADEL CPM, INC.

Entity (File) Number: C2844151

File Date: 10/21/2020

Entity Type: Corporation

Jurisdiction: CALIFORNIA

Document ID: GK37486

There has been no change in any of the information contained in the previous complete Statement of Information filed with the California Secretary of State.

By signing this document, I certify that the information is true and correct and that I am authorized by California law to sign.

Electronic Signature: Fadi R. Rassam

Use bizfile.sos.ca.gov for online filings, searches, business records, and resources.

Certificate Verification Number: KNJWLR6
Use bizfile.sos.ca.gov to verify the certified copy.

Document ID: GK37486

B
**PROJECT TEAM
INFORMATION**





*GSA - Los Angeles Federal Courthouse

Citadel by the Numbers

2006
Year Established

35
Professionals

138
Projects

\$3.5B
Managed

11
Agencies Served

SBE
California Department of
General Services, OSDS
47215

B1. FIRM BACKGROUND

Citadel CPM, Inc. (Citadel) is a California Corporation, headquartered in Pasadena with offices in Long Beach, Fullerton, Riverside and Sacramento, as well as Phoenix, Arizona. Citadel was established in 2006 to provide professional construction project management services to support public sector owners in the delivery of their capital improvement projects. Our client make-up is primarily municipal, State, and Federal government and other special purpose public agencies in the municipal, justice, corrections, healthcare, education, and infrastructure sectors.

Our mission is to deliver construction projects successfully for our clients; by meeting their projects' budget, schedule, scope, and quality objectives without outstanding claims.

Our vision is that Citadel will symbolize a team of reputable professionals that clients seek to help them manage their construction projects, and other professionals aspire to join.

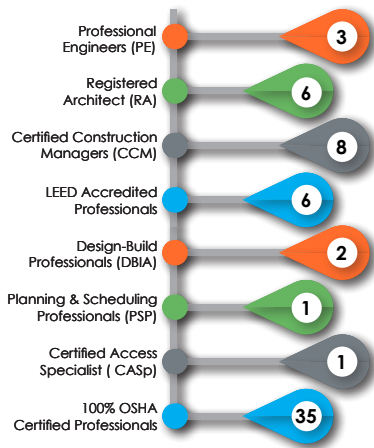
Citadel's foundation is built on three **principles**:

Integrity | Professionalism | Responsiveness



*Opening Celebration - East Rancho Dominguez Library

Registered/Certified Professionals



Citadel employs 35 full-time staff, including 29 technical professionals, 23 of whom hold a professional registration or certification related to construction project management. Citadel's project and construction management professionals bring expertise in diverse project delivery methods including traditional Design-Bid-Build, Design-Build, CM at Risk, and Job Order Contracting to support over 135 projects, across 11 agencies with over \$3.5 billion in total project value.

Major Services Provided

- Program Management
- Project Management
- Design Management
- Construction Management
- Constructibility Review
- Claims Management
- Quality Assurance
- Contract Administration
- Scheduling
- Estimating
- Relocation Management
- Office Engineering
- Document Control

Regional Offices:

- Pasadena Headquarters
- Long Beach
- Orange County
- Riverside County
- Sacramento
- Arizona

Firm Data

- California Corporation
- DIR: 1000025392
- Federal Tax ID Number: 51-0605446
- DUNS Number: 791784460
- Pasadena Business License: 17026
- NAICS Codes: 236220, 237110, 237130, 237310, 237990, 541330, 541611



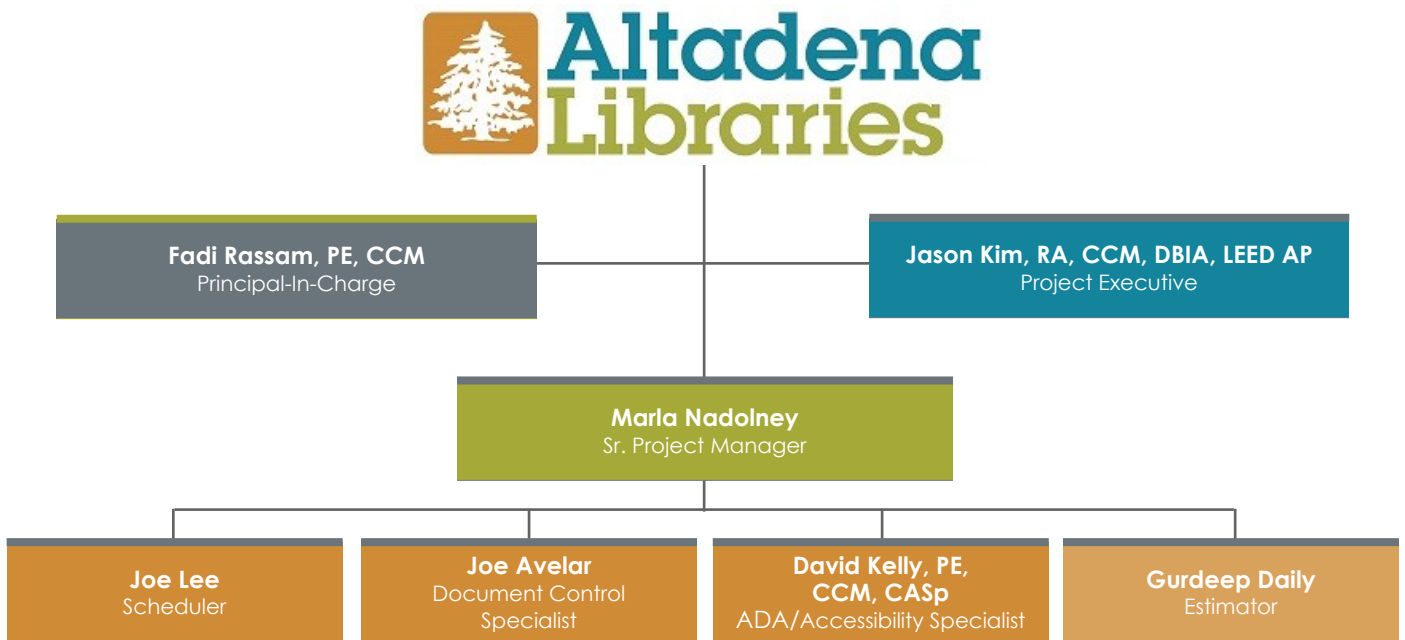
*Manhattan Beach Library

Collectively, our team members have worked on 14 different public libraries in Los Angeles County

B2. TEAM ORGANIZATION

We are pleased to propose a team of library project experts and specialized practices to successfully oversee the needs of ALD. Our Team Organization Chart is depicted in the following Exhibit B1- Team Organization Chart. The proposed staff qualification, roles, and resumes are provided in Section G.

Exhibit B1 - Team Organization Chart





C

PROJECT
UNDERSTANDING
& INNOVATION



Over 72% of voters said yes to facilities that support quality library services and equitable access. Citadel understands the importance of community involvement.

WE ARE YOUR PARTNER

Having experience with a number of Los Angeles County libraries, Citadel understands that the Altadena Main Library and the Bob Lucas Memorial Library renovation projects will require thorough and effective communication between all stakeholders. Citadel also understands the importance of community involvement, budget, design, construction efficiency, move coordination, ADA compliance and modification, seismic updates, and flexibility will be key to the success of these renovation projects.

The Altadena Library District (ALD) Trustees Facilities Ad-Hoc Committee is committed to developing a long-range plan that will preserve the historic nature of its assets, involve the community, be transparent and respect the costs to the taxpayers. Beginning with a master plan, ALD has set the course to achieve this goal. Citadel's experience in programming, assessment, and managing seven library projects in Los Angeles County, can bring the expertise to ALD's vision by delivering a project successfully.

Marla's unique blend of experience in historic facility renovation, library projects, master planning, design, construction, bond financing, bond oversight committee member and owner project manager make her an ideal candidate to support ALD in this mission to renovate the two community libraries.

It is our understanding that ALD is looking for a unique individual to guide them through the process from master plan funding to project completion. This individual should also have a sense of design that will help ALD navigate the project through the various consultants while always maintaining the historic integrity of the two libraries. Citadel's approach is foremost a collaborative one. A project cannot be successful without a team philosophy, as its completion requires that many disciplines work together. Many times during the course of projects, issues or conflicts arise between design and construction that need resolution. Citadel's Project Manager will be there to help resolve these issues and problem solve with ALD's interest in mind. While there may be disagreements between the architect and contractor, ultimately what is best for the Owner and the projects will be the best solution.

As Citadel's Senior Project Manager, Marla Nadolney brings together her experience as an architect who volunteered over 20 years ago for San Gabriel USD's Long Range Master Plan and Bond Oversight Committee, then served for over 5 years before joining the district as their Project Manager. With always respecting the cost to the taxpayers, she managed 20 more construction projects as the district's only representative working with community members, architects, and contractors during design through construction; at times coordinating two general contractors simultaneously on one campus. Change orders under her leadership never exceeded 10% for any one project and averaged 4% in the aggregate. After working as an owner's representative in Pasadena USD, then Senior Design Manager at LAUSD, she returned to San Gabriel USD at their request to finish the last bond project on the high school campus. Marla's experience includes managing library projects for the City of La Mirada as well as on several school campuses. With her experience and knowledge, there is no doubt that Marla would be the individual that ALD is looking for to shepherd their capital improvement development.

The exceptional master plans for both libraries spearheaded by ALD Facilities Committee, has given the 'what' to the capital improvement development. The 'how' to achieve these goals is in understanding the details. How can we reuse existing space designed over 50 years ago to accommodate 21st century uses yet respect its historic qualities? How can we respond to the community's

The Citadel team will bring the “How” to achieve the goals of the Master Plan for ALD.

need for library access during the construction process? How can we ensure the most efficient expenditures of resources while meeting the master plan goals? Citadel's expertise is in understanding these details as design professionals, orchestrating these details as construction managers, but more importantly helping realize these details for the Altadena community.

- Marla's background in design is an invaluable resource to address and review the space use relocation in respects to flexibility for future adjustments.
- Relying on Marla's experience in renovation of historic facilities like West Hollywood High School Library, which included a campus library, brings the sensitivity to a library beloved by the community for its historical elements and its potential future addition to a historic region.
- Throughout the COVID-19 Pandemic, the Citadel Project Management team has help implement guidelines for the construction site and workers, enabling our projects to move forward in lite of the circumstances, and help our clients also maneuver through the changes they may seek in as a result of the post-pandemic era.
- Jason's experience in bringing multiple County libraries into the technological advancement of today through system advancement, equipment and planning for future technological expansion including: self check-out, material sorting, laptop vending machines. In the fast pace era of smart technology, the constant view into the future of collections accessibility, circulation methodology and distribution, and providing tools of advancement to the community at large, we are ready to help ALD bring **PEOPLE + IDEAS** together, especially in times when we physically cannot.

D

WORK PLAN/ SCOPE OF WORK





We will establish trust among all team members and maintain everyone's focus on the overall success of the project.

Citadel will provide project construction management services as a representative of the Altadena Library District and in coordination with the local jurisdiction requirements. Success during the construction phase depends as much or more upon the establishment of positive working relationships, as well as on following proper procedures. Our Project Manager will establish trust among all team members and maintain everyone's focus on the overall success of the project.

Task1: Project Management and Coordination

Citadel believes that the first step to achieving success is a complete understanding of the project. In order to manage the scope, schedule, budget and quality of a project, a clear path starts with a good work plan. Taking a conceptual design and integrating it with existing conditions, realistic timelines, funding sources, and users' needs is key. An initial Capital Improvement Development Assessment would start with the following:

A clear path starts with a good work plan.

- Review Prior Design Documents, Facility Assessment Reports, Cost Estimates
- Review original drawings; as-built drawings; recent upgrades
- Visit Facilities with Staff and Photo Document Conditions
- Prepare Photo Survey of Existing Conditions
- Research Jurisdictional Requirements for Development
- Prepare Preliminary Development Schedule with Options

Citadel appreciates the level of engagement the Altadena community will have in the project from our President's past experience managing the Altadena Community Center development a few years ago.

A good understanding of the design development and construction processes is paramount to the success of the project.

Task 2: Community Engagement and Library Programming Discussion

In concert with Task 1 above, users' needs involve not only the library staff but also the community at large. Citadel appreciates the level of engagement the Altadena community will have in the project from our President's past experience managing the Altadena Community Center development a few years ago. These stakeholders, including library patrons, neighbors, and tax payers all have different ideas on how to make the project successful so having experience in working with the public is critical. Citadel's Project Manager has been involved on the front end as an owner's representative with school bond stakeholders meetings, budget and oversight committees, public design presentations, all with the goal of open communication. The following points would occur mostly at the beginning of the assessment but would periodically continue until completion.

- Work with ALD Staff to set schedule for Community Meetings
- Meet with Library Staff to review needs and confirm the project program
- Develop Communication Pipeline for Community Outreach/Input
- Meet with Stakeholders/Present Assessment/Gather Feedback
- Prepare Stakeholders Reports/Meeting Reports

Task 3: Preliminary Engineering and Environmental

Assembling a team of professionals requires effort but successfully delivering the project with the team takes the skills of a conductor. Maintaining regular communication with all consultants regarding schedules and deadlines is key. Setting meetings based on the project schedule, assuring deliverables are received, following up on responsibilities, and addressing issues before they become problems all add up to a successful completion. No one is infallible so open and honest reviews of design documents as well as clear understanding of deliverables will help prevent delays and costs down the road. Early in the project life, the construction delivery method should be determined. Citadel has experience in all types of delivery methods and works closely with both the A/E team and the contractor in Design-Build or Design-Bid-Build methods.

- Prepare Project Program Scope
- Update Capital Development Schedule
- Review Scope and Schedule with ALD Facilities
- Prepare A/E RFP
- Prepare RFP's for Owner's Consultants
- Review ALD Consultant Contract Format
- Issue/Advertise A/E RFP and Owner's Consultant RFP
- Respond to RFP Requests for Information
- Evaluate All RFP's
- Prepare Report to ALD Trustees
- Negotiate Consultant Fees and Execute Contracts/NTP Schematic Design
- Coordinate Design Kick-off Meeting
- Review Designs at each phase of development
- Meet with Jurisdictional Agencies
- Present Designs to ALD Trustees/Community
- Coordinate Owner's Consultants and A/E
- Assess Cost Estimates and Potential Project Phasing
- Review Delivery Methods for Construction
- Prepare Bridging Documents for Design-Build or Issue NTP for Construction Documents
- Final Review for Submission to Jurisdictional Approval

A successful project starts with the appropriate contracting and bidding strategy.

Task 4: Final Bid Phase and Bid Phase Support

Determining the method of delivery affects how the project will be bid as well as the overall schedule. On a schedule-driven library project in La Mirada, Citadel was able to analyze the risk and fast track selective demolition and abatement, while identifying specified long lead items with the contractor. Collaborating as a team, modifications were made to allow for sequencing of work so the project could proceed, ultimately meeting the challenging deadline.

- Review General Conditions of the Contract
- Set Contractor Staging Areas and Coordinate Library Moves
- Prepare Bid Package/ALD Trustee Approval for Invitation to Bid
- Advertise for Bid/Schedule Job Walk for General or

Subcontractor Work

- Respond to Contractor RFI's and Prepare Addenda
- Open Bids/Evaluate Bidders/Prepare Report to ALD Trustees
- With ALD Approval Issue NOA and NTP

Requiring the contractor to submit a detailed schedule at the start insures they have a plan to successfully deliver the project.

Task 5: Construction Support Services

The Project Manager's responsibility during the construction phase is focused on minimizing risk and exposure to ALD while driving the project to successful completion. There are a myriad of activities to manage during this phase, but a few are of paramount importance and are noted below.

After Notice of Award, we will require that the Contractor submit a detailed construction schedule along with a coordinated Schedule of Values. Our Scheduler will review the submittal and provide a full report to the Contractor for any needed corrections before we recommend acceptance of the schedule/SOV as a baseline schedule. This will include any coordination with ALD and staff for the removal and/or relocation of existing facilities prior to construction.

Time is of the essence during construction and we are keenly aware of that. This is why we are focused on expediting all construction documentation to keep the project flowing, including RFI's, submittals, change-order requests and other change-order related documents.

Processing all construction documentation in a timely manner will be key to our success during the construction phase.

Our approach is hands-on, where we review and evaluate all the documents. RFI's are reviewed for clarity in the question and in the response, and whether they will cause any cost or schedule impacts to the project. Change order requests are evaluated for entitlement and their cost is checked independently. Our focus is to guard ALD against any potential claims by processing in a timely manner, anticipating issues before they arise, and resolving conflicts as quickly as possible and at the lowest level possible. We will also keep detailed records to help protect and defend ALD in case any issue escalates.

Our Project Manager will attend the weekly construction progress meetings and review the minutes of the meetings to ensure comprehensive and fair coverage of all the issues. At the weekly meeting, we will review a detailed short-interval (3-week) look-ahead schedule that the contract is required to submit.

- Prepare Agenda and Set Schedule/Attendees for Pre-Construction Meeting
- Review Contractor Schedule and Schedule of Values
- Review Subcontractor List; Contract Values; Wage Determinations
- Review RFI's and Submittals with A/E & ALD Staff
- Attend Construction Meetings
- Meet with Jurisdictional Inspectors
- Prepare Construction Updates to ALD Trustees and Community
- Review Construction Change Directives Prior to Issuing to Contractor
- Review All Change Order Proposals with A/E
- Coordinate Owner Furnished/Contractor Installed Equipment
- Conduct Tours Requested by Stakeholders and Approved by ALD
- Develop Punch Lists with A/E
- Facilitate Close Out of Project

An effective Master Facilities Maintenance Plan starts during the design phase when equipment and material selection decisions are being made.

Task 6: Future Master Facilities Maintenance Plan

Citadel recognizes the importance of involving the facilities staff not only on the maintenance end but also in the development of a project. If systems and materials are not consistent with their best practices, the project will suffer that is why we believe in early coordination and communication.

Once the project is substantially complete, a number of items still need to be addressed to properly close out the construction contract. A final check of the as-built documents, making sure the O & M manuals and warranties are received, and all extra material stock is provide to ALD. Understanding the General Conditions of the Contract prior to release of retention is critical. Our work is not complete until the last of these items is done.

- Enlist ALD's Maintenance and Operations Staff in Early Review
- Update M & O During Construction
- Provide ALD Staff with Close Out Materials; Maintenance Manuals; Warranties
- Schedule and Oversee Training on Equipment
- Provide Preventative Maintenance List and Timeline for Implementation

E

PROJECT
SCHEDULE





Our proposed team's experience on 14 library projects will ensure the timely completion of the projects.

Project Schedule

The following draft schedule, Exhibit E1 - Proposed Schedule, was prepared with the understanding that some tasks and bullet points need to happen concurrently while others flow in sequence. All activities are addressed using scheduled ALD Trustee meetings as milestones. As with any schedule, regular updates are necessary to keep the project on track during unforeseen conditions such as the world has experienced this past year. If selected, Citadel will review the proposed project schedule with ALD and will adjust the schedule based on ALD's needs and the community's involvement to ensure the timely completion of the project.

Exhibit E1 - Proposed Schedule

Altadena Library District - Citadel CPM, Inc		Proposal			25-Feb-21 13:17																																																						
Activity ID	Activity Name	Original Duration	Start	Finish	2021												2022												2023												2024																		
					M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J															
Altadena Library District - Citadel CPM, Inc					774	01-Apr-21	29-Mar-24																																																				
Project Management and Coordination					18	01-Apr-21	26-Apr-21																																																				
T1_1000	Start Capital Improvement Development Assessment	0	01-Apr-21																																																								
T1_1001	Review Prior Design Documents, Facility Assessment Reports, Cost Estimates	5	01-Apr-21	07-Apr-21																																																							
T1_1002	Review original drawings; as built drawings; recent upgrades	3	08-Apr-21	12-Apr-21																																																							
T1_1003	Visit Facilities with Staff and Photo Document Conditions	2	13-Apr-21	14-Apr-21																																																							
T1_1004	Prepare Photo Survey of Existing Conditions	2	01-Apr-21	02-Apr-21																																																							
T1_1005	Research Jurisdictional Requirements for Development	5	05-Apr-21	09-Apr-21																																																							
T1_1006	Meet with ALD Trustees Facilities Ad-Hoc Committee	0		14-Apr-21*																																																							
T1_1007	Prepare Preliminary Development Schedule with Options	10	13-Apr-21	26-Apr-21																																																							
T1_1008	Attend ALD Trustee Meeting	0		26-Apr-21*																																																							
Community Engagement and Library Programming Discussion					28	15-Apr-21	24-May-21																																																				
T2_1000	Work with ALD Staff to set schedule for Community Meetings	2	15-Apr-21	16-Apr-21																																																							
T2_1001	Meet with Library Staff to review needs	2	19-Apr-21	20-Apr-21																																																							
T2_1002	Develop Communication Pipeline for Community Outreach/Input	5	21-Apr-21	27-Apr-21																																																							
T2_1003	Meet with Stakeholders/Present Assessment/Gather Feedback	10	28-Apr-21	11-May-21																																																							
T2_1004	Prepare Stakeholders Reports/Meeting Reports	5	12-May-21	18-May-21																																																							
T2_1005	Attend ALD Trustee Meeting	0		24-May-21*																																																							
Preliminary Engineering and Environmental					211	25-May-21	25-Mar-22																																																				
T3_1000	Prepare Project Program Scope	5	25-May-21	01-Jun-21																																																							
T3_1001	Update Capital Development Schedule	2	02-Jun-21	03-Jun-21																																																							
T3_1002	Review Scope and Schedule with ALD Facilities	1	09-Jun-21*	09-Jun-21																																																							
T3_1003	Prepare A/E RFP	5	04-Jun-21	10-Jun-21																																																							
T3_1004	Prepare RFP's for Owner's Consultants	5	11-Jun-21	17-Jun-21																																																							
T3_1005	Review ALD Consultant Contract Format	3	18-Jun-21	22-Jun-21																																																							
T3_1006	Issue/Advertise A/E RFP and Owner's Consultant RFP	2	23-Jun-21	24-Jun-21																																																							
T3_1007	Respond to RFP Requests for Information	3	25-Jun-21	29-Jun-21																																																							
T3_1008	Evaluate All RFP's	5	30-Jun-21	07-Jul-21																																																							
T3_1009	Prepare Report to ALD Trustees	1	28-Jun-21*	28-Jun-21																																																							
T3_1010	Negotiate Consultant Fees and Execute Contracts/NTP Schematic Design	5	29-Jun-21	06-Jul-21																																																							
T3_1011	Coordinate Design Kick-off Meeting	1	07-Jul-21	07-Jul-21																																																							
T3_1012	Schematic Design & Review 50%	19	29-Jun-21	26-Jul-21																																																							
T3_1013	Schematic Design & Review 100%	12	27-Jul-21	11-Aug-21																																																							
T3_1014	Meet with Jurisdictional Agencies	5	08-Jul-21	14-Jul-21																																																							

█ Remaining Level of Effort
 █ Remaining Work
 ◆ Milestone
 █ Actual Work
 █ Critical Remaining Work
 ⇨ Summary

F

SUB-CONSULTANT & WORK BY OTHERS

ask us



Citadel CPM has worked on 3 Libraries with Construction Cost Consultants.

CCC Library Experience

- Live Oak Library*
- La Mirada Library*
- Artesia Public Library
- Manhattan Beach Library*
- Lennox Library
- Sherman Oaks Library
- City of Irwindale Public Library
- Marina Library

**Projects with Citadel*

Estimators

We have partnered with Construction Cost Consultants (CCC) who will assist in fine tuning the project's budgets prior to procurement of the Architect/Engineer(A/E) as necessary, and provide third party review of the A/E cost estimates required after each design phase. If a Guaranteed Maximum Price [GMP] from a selected contractor is provided prior to construction, CCC will validate the costs based on current pricing indexes. During the project's construction, they may be retained for review of more complex change orders. Citadel's Project Manager will review these third party cost estimate reviews with ALD staff.

About Construction Cost Consultants

Construction Cost Consultants is a 100% woman and minority owned and operated small business enterprise established in 1992 as an organization dedicated to providing the full spectrum of construction estimating and cost control services. CCC provides expertise in the areas of estimating, value engineering, claims analysis and change order evaluation and have extensive experience in publicly funded projects.

CCC is currently providing the Los Angeles County Department of Public Works with as-needed cost estimating services and have been doing so for the last 18 years. CCC provides services to public library, community center, and park projects include preparation of schematic estimates, budget and design development estimates, change order estimates, and construction document estimates.

CCC has significant experience in estimating for public library projects including working with Citadel on the City of La Mirada Library, the County of Los Angeles on the Manhattan Beach Library and the Live Oak Library. CCC's extensive background of projects includes 8 public library facilities, both new construction and renovations. These projects are featured in the resume Gurdeep Kaur-Daily, included in this section.

Gurdeep Kaur-Daily Estimator



Over 40 years of experience in all aspects of estimating and cost control and embraces an excellent overview of the entire estimating process. Her responsibilities include preparation of initial project feasibility studies and detailed estimates from conceptual to construction levels. She is also responsible for value engineering, cost planning, budgetary control, cost modeling and change order preparation and negotiation.

EDUCATION

- Master of Science, Construction Management, Loughborough University, England
- Bachelor of Science, Quantity Surveying, Glasgow College of Building, Scotland

RELEVANT EXPERIENCE

County of Los Angeles Department of Public Works, Live Oak Library, Arcadia, CA - \$7M. New 7,500 SF library facility. Preparation of Schematic, Design Development and Construction Document Estimates.

City of La Mirada, La Mirada Library, La Mirada, CA - \$4M. Renovation of 15,704 SF library and site work. Preparation of Construction Document Estimates.

IBI Group, Artesia Public Library, Artesia, CA - \$7.3M. Project Description- New 10,700 SF library and site work Preparation of Schematic, Design Development and Construction Document Estimates.

County of Los Angeles Department of Public Works, Manhattan Beach Library, Manhattan Beach, CA - \$26.5M. New 21,500 SF library and site work. Preparation of Change Order Estimates.

County of Los Angeles Department of Public Works, Lennox Library and Constituent Services Center, Lennox, CA - \$5M. Renovation to 13,200 SF of existing library and addition of 6,200 SF building area including site work. Preparation of Budget and Design Development Estimates.

Kennard Design Group, Sherman Oaks Library, Sherman Oaks, CA - \$3.2M. New 13,000 SF library and site work. Preparation of Schematic Design Development and Construction Document Estimates

Aliano Billy Warner Architects, City of Irwindale Public Library, Irwindale, CA - \$7.5M. New 11,800 SF library and site work. Preparation of Design Development and Construction Document Estimates.

County of Los Angeles Department of Public Works, Marina Library, Los Angeles, CA - \$1.89M. Improvements to existing library and addition of 500 SF building area. Site improvements. Preparation of Schematic Estimate.

G

RELEVANT EXPERIENCE & REFERENCES



G1. QUALIFICATIONS & EXPERIENCE OF THE PROPOSED TEAM

Citadel's proposed team brings seasoned professionals with proven track records in managing public library construction projects. The team members know how to work with multiple stakeholders while understanding the task at hand. Their experience in library renovations that meet the needs of the public while maintaining the integrity of the architecture is exceptional.

a. Summary of Staff Experience & Roles

Marla Nadolney - Sr. Project Manager



Marla Nadolney as the Project Manager will be the primary project coordinator overseeing the A/E and contractor team throughout the design and construction phases. She will be the day-to-day contact for ALD as their owner representative, handling correspondence with jurisdictional agencies and directing owner's consultants.

- Over 30 years industry experience
- 15 years education and library design and construction experience
- Background in historic facility renovation
- Bond financing and bond oversight experience
- Expertise as the owner project manager
- Licensed Architect, Maryland
- Certified Construction Document Technologist
- OSHA 10-Hour
- Available to start Immediately



Jason Kim, RA, CCM, DBIA, LEED AP - Project Executive

Jason Kim as Project Executive will bring his 13 years of library experience to the project in an oversight role, contributing to review of programming, potential Job Order Contracting procurement, or interface with the County of Los Angeles Building and Safety Division.

- Over 30 years industry experience
- Managed 9 library projects in the County of Los Angeles
- Licensed Architect, California
- Certified Construction Manager
- Designated Design-Build Professional
- LEED Accredited Professional
- OSHA 10-Hour



Joe Avelar - Document Control Specialist

Joe Avelar as Document Control Specialist will be available for additional assistance in preparing bid documents, managing RFI and submittal logs, or managing library moves.

- Over 20 years industry experience
- Field Office Experience
- OSHA 10-Hour



Joe Lee - Scheduler

Joe Lee as Scheduler will be available on an as-needed basis to develop the project master schedule with updated information provided by the team and provide reviews of the contractor's schedule submission.

- Over 20 years industry experience
- Experience in Education Projects
- Claims mitigation experience
- OSHA 10-Hour



David Kelly, PE, CCM, CASp - ADA/Accessibility Specialist

David Kelly as ADA/Accessibility Specialist will provide owner's oversight to the A/E designs relating to access compliance on an as-needed basis. As a Certified Access Specialist, David will be able to review conditions before they become issues in construction, and can help strategize solutions for unforeseen site conditions that may affect accessibility.

- Over 30 years experience in Capital Projects
- Certified Access Specialist
- Professional Engineer
- Certified Construction Manager
- OSHA 30-Hour



Gurdeep Kaur-Daily - Estimator (Sub-consultant)

Gurdeep Kaur-Daily, our Estimating sub-consultant, through Construction Cost Consultants, will assist in fine tuning the project's budgets during various phases on an as-needed basis. Her experience on library capital projects, where we have had the pleasure of working with her, assures us of the right team fit to execute ALD's projects successfully to or under the budget.

- Construction Cost Consultants
- Over 40 years experience in Capital Projects
- 8 Libraries for the County of Los Angeles
- Estimating and Cost Control

b. Proposed Staff Resumes

Resumes for our proposed staff are provided on the following pages within this section.

The resume of Gurdeep Kaur-Daily, our estimating sub-consultant, is provided in Section F of this proposal.

Marla Nadolney

Sr. Project Manager



Over 30 years of professional experience leading education clients through all phases of project development, from pre-design, concept, design assist, design management, documentation, approvals, bid and award, procurement, construction, commissioning and close-out.

REGISTRATIONS/CERTIFICATIONS

- Registered Architect, MD, #6950
- Certified Construction Document Technologist
- OSHA 10-Hour

EDUCATION

- BArch, University of Minnesota, Minneapolis

BOARDS/COMMISSIONS

- City of San Gabriel Design Review Commission
2011 - Present

RELEVANT EXPERIENCE

Project Manager, City of La Mirada, La Mirada Library Renovation, La Mirada, CA - \$4M.

Interior and exterior renovation of an existing 15,704 SF library, including lighting, MEP improvements, telecommunications infrastructure, new furniture and fixtures, signage, ADA upgrades, entry modifications and a civic art component. The project included an aggressive schedule that separated the make-ready work from the renovation work.

Responsible for project management services including, jobsite visits for field coordination, communicating with LA County Public Library and City of La Mirada executive team members for closeout and project completion.

Project Manager, San Gabriel Unified School District Bond Measure Program, San Gabriel, CA -

Managed the implementation of 2 bond measures, from design through construction, of new and modernization projects throughout the district at eight campuses. Chaired scoping and planning sessions with stakeholders to prepare the updated master plan for the new General Obligation Bond Measure A. Reviewed and bid projects. Examined and approved proposals, invoices and pay applications. Worked through DSA approvals. Managed design team, project documentations and approvals, board reporting and bond budgets.

- Jefferson Middle School \$13.3M. Inclusive of **a new library** as the campus focal point which included a media lab center, computer lab, site work and quad, and shared community room.
- Del Mar High School, \$2M
- Roosevelt Elementary School, \$9.6M
- McKinley Elementary School, \$12.9M
- Washington Elementary School, \$4M
- Gabrielino High School, \$1.3M

Project Manager, City of Baltimore, Enoch Pratt Free library, Baltimore, MD - \$3M.

Built in the 1930's the historic Central Library's renovation began with the documentation of existing conditions and program development of 200,000 SF of existing space. A total of 25,000 SF was added by constructing mezzanines in the reading rooms at the main level. In addition, an updated check-out system and entry was added while the library remained open to the public. Managed

MARLA NADOLNEY

Sr. Project Manager

(Resume Continued)

YEARS OF EXPERIENCE

40 Years

WITH CITADEL CPM

Since 2016

MARKET EXPERIENCE

- Civic
- Public Works
- K-12
- Commercial

DELIVERY METHOD EXPERIENCE

- Design-Bid-Build
- Design Build
- Lease-Leaseback
- California Uniform Public Construction Cost Accounting Process (CUPCCA)

DISCIPLINE EXPERIENCE

- Planning
- Program Management
- Design Management
- Design Engineering
- Construction Management
- Constructability Review
- Quality Assurance
- Contract Administration
- Document Control

the team from construction documentation through contract administration. Prepared bid documents for public bid. Attended and documented construction progress meetings. Reviewed shop drawings. Baltimore AIA Award Winner 1987 "The completed project successfully integrates the new with the old."

Senior Design Manager, Los Angeles Unified School District, Bond Program, Los Angeles, CA.

Provided design management through LAUSD's bond program. Scope included negotiation of AE contracts, overseeing design contract execution from site analysis and schematic design to DSA approval by coordinating architects, engineers and consultants. Provided over-site of LAUSD internal design document review process, including coordination with Health and Safety, CEQA, and access compliance. Coordinated stakeholders meetings for project sites and presented the final design process to staff, parents and community members. Reviewed proposals, invoices, and contracts. Coordinated work through various district departments. Representative projects:

- Taft High School Multi-purpose Room Upgrades, \$1.8M
- North Hollywood High School - Comprehensive Modernization, including modernization of **historic campus library building**, \$118M
- Sun Valley Magnet Middle School, New Science Laboratories, \$1.8M
- Los Angeles Center for Enriched Studies, New Science Laboratories, \$2.1M

Sr. Construction Project Manager, San Gabriel Unified School District, Gabrielino High School Music and PE Building, San Gabriel, CA - \$8M,

new 15,000 SF, two-story, Type IIB, steel braced structure housing the music and physical education departments. Included the demolition of two existing buildings. Design-Bid-Build, final phase of a campus-wide improvement plan begun in 2000 through state funds and two general obligations bonds. Services included: document review, coordination meetings, DSA back-check, preparation of bid documents, bidding, contract review, construction administration and project closeout.

MARLA NADOLNEY
Sr. Project Manager

(Resume Continued)

Owner Representative, Pasadena Unified School District Bond Program Management, Pasadena, CA - Consultant to the PUSD Facilities Department for the implementation of their \$350M bond measure. Managed various district architects and contractors through the design and construction process. Coordinated stakeholders and consultants to reduce PUSD's Facilities Master plan by 20% in 2012 to reduce projects. Established criteria for RFQ/RFPs. Reviewed and bid projects through California Uniform Public Construction Cost Accounting Act and public bid process. Examined and approved proposals, invoices, contracts, pay applications, and coordinated work through various district departments.

Owner Representative, Pasadena Unified School District Bond Program Management, Pasadena, CA - Consultant to the PUSD Facilities Department for the implementation of their \$350M bond measure. Managed various district architects and contractors through the design and construction process. Coordinated stakeholders and consultants to reduce PUSD's Facilities Master plan by 20% in 2012 to reduce projects. Established criteria for RFQ/RFPs. Reviewed and bid projects through California Uniform Public Construction Cost Accounting Act and public bid process. Examined and approved proposals, invoices, contracts, pay applications, and coordinated work through various district departments.

- Washington Middle School, \$16M
- Marshall Fundamental High School, \$13M
- Roosevelt Elementary School, \$6.8M
- Willard Elementary School, \$5.5M
- Wilson Middle School, \$5.2M
- San Rafael Elementary School, \$5.8M

Jason I. Kim, RA, CCM, DBIA, LEED AP

Project Executive



29 years of experience providing project management, planning, design and construction management services for municipal, institutional, commercial, and residential facilities projects.

REGISTRATION/CERTIFICATION

- Registered Architect, CA #C28186
- CMAA - Certified Construction Manager
- DBIA - Designated Design-Build Professional, DBIA #139792
- USGBC - LEED Accredited Professional
- OSHA 10-Hour
- California Safety Assessment Program, #71572

EDUCATION

- BArch, Washington State University
- Certificate Program in Construction Management, UCLA Extension

Project Executive, City of La Mirada, La Mirada Library Renovation, La Mirada, CA - \$4M. Interior and exterior renovation of an existing 15,704SF library, including lighting, MEP improvements, telecommunications infrastructure, new furniture and fixtures, signage, ADA upgrades, entry modifications and a civic art component. Oversaw the owner representative team which included a project manager, an estimating consultant, and a labor compliance consultant. Weekly jobsite visits for field coordination, communicated with LA County Public Library and City of La Mirada executive team members, and provided supervision of field staff. Jason's experience in library projects and understanding of Los Angeles County jurisdiction along with his management expertise lined the team with the momentum to deliver the project successfully on time.

Principal Project Manager, County of Los Angeles Department of Public Works, Live Oak Library, Arcadia, CA - \$7.3M. Renovation of an existing structure for a new 7,500 SF library. Involved hazardous material abatement, seismic retrofit, and ADA upgrades throughout the interior and site. Provided project management services from property acquisition and programming through construction. Coordinated the library programming consultant, assisted in defining and prioritizing the scope of work, managed the architect in preparation of concept proposals, cost estimates, and schedule. Managed the design phase, JOC procurement and construction, provided jurisdictional agency approvals, and document control.

Principal Project Manager, County of Los Angeles Department of Public Works, Florence Library, Los Angeles, CA - \$6M. The project will consist of renovating approximately 7,900 SF of space on the 2nd floor of the two-story County Services facility for relocation of the existing Florence Library and the approximately 2,000 SF shared community room on the 1st floor. The project will retain the current Registrar-Recorder and Workforce Development, Aging & Community Services Departments on the 1st floor. Currently providing Project Management in the Design Development approval phase and will manage through jurisdictional approvals, construction award, JOC construction, substantial completion and closeout.

JASON I. KIM, RA, CCM, DBIA, LEED AP

Project Executive

(Resume Continued)

YEARS OF EXPERIENCE

29 Years

WITH CITADEL CPM

Since 2012

MARKET EXPERIENCE

- State
- Civic
- Public Works
- Healthcare
- Higher Education
- K-12
- Transportation
- Commercial

DELIVERY METHOD EXPERIENCE

- Design-Bid-Build
- Design-Build
- Job Order Contract

DISCIPLINE EXPERIENCE

- Planning
- Program Management
- Project Management
- Design Management
- Construction Management

We are grateful to have you (Citadel) and Jason as partners and collaborators.

- *Letitia Fernandez Ivins, Senior Manager of Transportation Planning (Arts and Design), LA Metro*

Senior Project Manager, County of Los Angeles Department of Public Works

- Managed the project through programming, design, JOC procurement and construction. Oversees aggressive schedules, and separating the make-ready work from the renovation work. Responsible for services including oversight of: managed bid and award process, Design-Build procurement, the Architecture/Engineering for development of scoping documents; land acquisition, environmental CEQA evaluation, obtaining agency approvals and permits; abatement of hazardous materials, MEP modifications, generated front end specifications, sitework modifications, ADA compliance; provided constructability reviews of demolition; managed procurement, LEED certification, civic art components and FF&E packages; provided daily project management including schedule and budget review and project administration; led meetings between public executives, Public Works, CEOs, City Council members and staff and progress meetings; oversaw construction close-out and post occupancy warranty services; all within varying delivery methods.

- **Manhattan Beach Library, Manhattan Beach, CA** - \$26.5M. Demolition of a 12,118 SF existing library, and the construction of a new 21,500 SF library.
- **Hacienda Heights Library Renovation, Hacienda Heights, CA** - \$3.3M. 10,205 SF renovation.
- **Rowland Heights Library Renovation, Rowland Heights, CA** - \$4.7M. 14,010 SF renovation.
- **East Rancho Dominguez Library, Compton, CA** - \$7.8M. 7,200 SF new LEED Platinum library project.
- **La Crescenta Library, La Crescenta, CA** - \$14.9M. New 5,000 SF library facility. Commendation from the DPW PMD Division Head.
- **Acton Agua Dulce Library, Acton, CA** - \$13.6M. New 11,000 SF library facility was built on 1.5 acres of donated land. Received a certificate of appreciation from the Friends of Library during the grand opening ceremony.

Joe Avelar

Document Control Specialist



More than 20 years experience supporting field and home office construction project management services in municipal, education, healthcare, local, state and federal agencies. Experienced in all phases of document controls, processing, scanning, filing, tracking, document retrieval and posting (submittals, RFI's, NCR's) into tracking system utilizing MS SharePoint and Contract Manager System (CMS). Assist in preparing Change Orders, Notice to Proceed, Request for Quotations and other general correspondence. Experience in DSA closeout procedures.

RELEVANT EXPERIENCE

Office Engineer II, LAUSD - Sonia M. Sotomayor High School, Los Angeles, CA - \$161.7M, 213,753 SF project included the construction of classrooms, science labs, and an academy administration building. School facilities shared by the small learning communities that included performing arts classrooms, library, multi-purpose room, two gymnasiums, food service and lunch shelter, central administration building, playfield and surface parking, on a 23.21 acre site. Created subcontractor list, invitation to bid and job walk. Uploaded plans to server. Tracked job walk attendance and collect all bids. Assisted the Project Manager with proposals. Collected job-specific insurance. Managed RFI's and RFI logs. Managed submittals process log, collection and distribution. Assisted Project Manager with meeting minutes. Change management activities via the use of Ctrix/Primavera/Expedition Software for the processing of change orders, RFI's and submittal packages. Supervised, directed and coordinated with site team members.

Office Engineer II, LAUSD - Edward R. Roybal Learning Center, Los Angeles, CA - \$202.3M, 309,000 SF project included construction of a two-story school building and a two-story administrative office building; rehabilitation of existing three-story classroom buildings; triple gymnasium and three level underground parking garage, on a 33.5 acre site. This project was reactivated after being put on hold for several years as a result of unforeseen site challenges – seismic and methane gas issues. 2,808 seats facilities include 104 new classrooms. Project scope included construction of methane mitigation system, renovation and seismic upgrade of an existing three-story classroom tower and administrative facilities atop a three level underground parking structure. In addition, a ten-acre public park with lighted, synthetic turf soccer field was constructed by non-profit organization.

Project Coordinator, LAUSD - Orthopedic Hospital Medical Magnet High School, Los Angeles, CA - \$38.7M, 89,000 SF construction of a two-story administration, library, and classrooms building and a two-story multi-purpose room, food service facilities and classrooms building on a 4.27 acre site.

REGISTRATIONS/CERTIFICATIONS

- OSHA 10-Hour

EDUCATION

- East Los Angeles College

Joe Lee Scheduler



Over 20 years of experience in project controls and field construction management of subcontractors with experience in Project Administration and Management, Construction Project Management Scheduling and managing a construction business.

EDUCATION

- BS, Construction Engineering Technology, California State Polytechnic University, Pomona
- Construction Management Certification, College of Extended University at California State Polytechnic University, Pomona

RELEVANT EXPERIENCE

Project Scheduler, California State University, Los Angeles, CA -

Providing analysis and review of the contractor’s baseline schedule, reviewing, analyzing and commenting on: contractor’s monthly schedule updates and time impact analysis; master schedule development; tracking and performance measurement; monthly project schedule status; executive reporting; recording and maintaining as-built schedule data, and claim prevention.

- **CSULA, Student Housing East - \$200M**, Senior Scheduler for this new 380,000 SF Design-build Student Housing East Project which will provide 1,500 beds for Freshmen and Sophomore students, in one 7-story tower and two 8-story towers.
- **CSULA, Physical Science Building 12 Seismic Retrofit and Tenant Improvement - \$130M**, Senior Scheduler for the seismic retrofit and building systems upgrade to a 218,000 GSF, eight-story building, built in the 1960s.

Lead Scheduler - Pikka Development Project, Oil Search, AK -

Developed and maintained schedule and progress updates. Developed Level 3 EP schedule and setup progress measurement tool for Early FEED/Pre-FEED/FEED phases. Developed tool to track KPI on engineering document to ensure accuracy and timely issuance of the deliverables to the clients and management. Developed EP Schedule for the Detailed phase.

Lead Scheduler - SLR Retrofit Project, Chevron, Salt Lake City, UT -

Maintained feed schedule and progress update. Developed Level 3 EPC schedule and setup InControl progress measurement tool for EPC phase. Ensured schedule is driven to meet overall project objectives and all parties buy-in to the schedule for completeness, accuracy and achievability. Provided schedule analysis, critical path schedule and risk analysis to identify any problem areas at the early stage. Ensured accuracy and timely issuance of the reports to the clients and management.

JOE LEE
Scheduler

(Resume Continued)

YEARS OF EXPERIENCE

20 Years

WITH CITADEL CPM

Since 2021

MARKET EXPERIENCE

- Higher Ed
- Federal
- Commercial
- Fuel Facilities
- International

SOFTWARE/SYSTEMS

- Primavera
 - Microsoft Project
 - AutoCAD
 - MicroStation
 - Microsoft Applications
-

Project Controls Manager - BPXA Project GC1/GC2/FS1/FS3 Safety System Renewal, BP, AK - Developed the project's WBS. Ensured the issuance of the project status reports required. Ensured project progress assessment in accordance with the Project Call Off. Provided guidance and instructions to project Cost and Scheduling Engineers. Coordinated and managed all project control related activities. Performed appropriate analysis on a regular basis to determine the status of the forecast final project costs. Reviewed all client and 3rd party invoices.

Unit Scheduler/Cost Engineer - SAMREF Clean Fuels Project, Yanbu, Saudi Arabia - Established and maintained the overall planning and scheduling activities on Tankage unit. Monitored project schedule, analyzed schedule variations and evaluated project trends and schedule forecast. Worked with project Cost Controller to implement Change Orders process and progress. Maintained, monitored and forecast any cost or quantity impact on all units for Instrumentation. Traveled to the Yanbu, Saudi Arabia site to develop construction schedule.

Project Controls Manager (Field) - Pro+ Project, Chevron, El Segundo, CA - Established and carried out Project Controls practices within Chevron refinery. Reviewed contractor's estimate and schedule. Administered subcontractors' Change management process.

Proposal Manager - Defined and reviewed scope of work for the disciplines. Determined proposal strategy within upper management before kickoff meeting. Reviewed and prepared clarification note. Prepared proposal preparation schedule and table of contents. Conducted kickoff meeting. Conducted risk management evaluation to identify potential risks at the early stage. Reviewed estimate and coordinated proposal assembly for both technical and commercial.

Project Engineer - PetroLogistics Propylene Project, Houston TX - EP Lump sum contract. Verified engineering tasks are carried out in compliance with the contract requirements. Collected, dispatch and deliver engineering documents according to the client's schedule. Prepared and reviewed disciplines' budgets and PDNs. Reviewed and verified project schedule and forecast with Project Controls .

David M. Kelly, PE, CCM, CASp

ADA/Accessibility Specialist



33 years of experience in Engineering Procurement and Construction Management, from project development budgeting and scoping to design, procurement of major end items and construction scheduling and operations. David holds a Division of the State Architect CASp certificate and has evaluated facilities for the Los Angeles County Real Estate Division for ADA compliance and structural conditions.

REGISTRATION/CERTIFICATION

- Professional Engineer, Civil, California #C78495
- Certified Construction Manager CMAA/CMCI, ID#6129
- Certified Access Specialist 822 (CASp), DSA
- OSHA 30

EDUCATION

- MS, Educational Administration, California State University, Northridge
- BS, Industrial Technology, Minor, Facilities Management, California Polytechnic State University, San Luis Obispo

ADA Compliance and Constructability Consultant, Los Angeles County Division of Real Estate, Department of Public Works, Project HomeKey, Los Angeles, CA - \$16.1M. Project HomeKey is the State's successor to Project RoomKey. Project HomeKey is meant to provide more permanent housing for people who were housed through Project RoomKey.

Assesses potential properties for structural as pertains to paths of travel staircases and elevators, traffic management (parking lot layout, and access to the street) assess all aspects of ADA compliance per the 2010 CBC as it applies per the DOJ or other agencies having jurisdiction. constructability review during design development. Provided written reports of items in compliance and items out of compliance. Provided input to possible solutions to non-compliant issues. Provided sketches for proposed modification or re-configure-meant to the Architect of Record to develop construction drawings, provides input referencing the CBC-11B for the development of the contracting scope of work for renovation. Assessed 18 potential buildings for the County of Los Angeles to consider purchasing. Coordinated assessment with the architect of record, structural engineers, mechanical equipment engineers, and the L.A. County Public Works Project Manager.

Project Manager, County of Los Angeles Department of Public Works, Harbor UCLA Medical Center, Torrance, CA - \$90M Phase One

Master Plan, demolition of the western half of the 30-acre campus for the construction of multiple towers, parking structures, and other patient care facilities. Coordinated medical center services and the A/E team to develop renovation plans for swing space buildings. Coordinated with facilities, A/E and utility providers for the design and construction concept of a utility duct bank.

- Reviewed A/E firms designs from a constructability, and maintenance and operations perspective.
- Developed scope of work for Job Order contracts (JOC) contractors for demolition, utility relocations and renovation of existing buildings
- Coordinated with OSHPD, L.A. County Building and Safety and other agencies for plan check reviews
- Developed contract documents for lump sum contracts for construction of a utility duct bank

DAVID M. KELLY, PE, CCM, CASP
 ADA/Accessibility Specialist

(Resume Continued)

YEARS OF EXPERIENCE
 33 Years

WITH CITADEL CPM
 Since 2015

MARKET EXPERIENCE

- Federal
- State
- Civic
- Public Works
- Healthcare
- K-12
- Transportation
- Residential

DELIVERY METHOD EXPERIENCE

- Design-Bid-Build
- Design Build
- Job Order Contract

DISCIPLINE EXPERIENCE

- Planning
 - Design Management
 - Design Engineering
 - Project Management
 - Construction Management
-

- Located and documented underground utility systems
- Developed logistic plans with Harbor UCLA operations for demolition and construction activities

Responsible for reviewing the A/E firm's designs from a constructability and maintenance and operations perspective. Developed scope of work for Job Order Contract (JOC) contractors for demolition, utility relocations and renovations of existing buildings. Coordinated with OSHPD, County of Los Angeles Building and Safety, and other agencies for plan check reviews. Developed contract documents for lump sum contracts for construction of the utility duct bank. Located and documented underground utility systems. Developed logistics plans with Harbor UCLA operations for demolition and construction activities.

Project Manager, County of Los Angeles Department of Public Works, Rancho Los Amigos Rehabilitation Center North Campus Projects, Downey, CA - \$147.7M, Seismic retrofit compliance and inpatient consolidation of the north Rancho Los Amigos hospital, which included infrastructure upgrades to support new construction. The project included temporary facilities, expansion of acute patient care, construction of a wellness center, and new outpatient building for consolidation of services.

- Developed scope of work for Job Order contracts (JOC) contractors (utility relocation, construction of sub-stations, telecom and data)
- Developed scope for the north 30 acres potable water system relocation for building demolition and new construction
- Managed \$25M in JOC support of demolition and make ready activities
- Located and documented underground utility systems
- Coordinated utility shut downs with hospital operations to include surgery, ICU, DOU, and patient care wards
- Supervised medical gas system relocations and seismic upgrades
- Coordinated construction activities with hospital operations to ensure patient safety and patient access to care



Citadel has provided similar project management services on 7 library projects within the County of Los Angeles over the last 9 years.

G2. CONSULTANT RELEVANT EXPERIENCE

Citadel's Proposed Team has collaboratively delivered 14 successful library projects both renovations and new throughout the County of Los Angeles with all the challenges that the changing landscape of public service demands can bring. Whether in Pre-WWII buildings or brand new structures built in the last few years, this user experience is still evolving due to technology, community interface, and the current global pandemic.

Relevant library experience from Citadel's portfolio, including work completed with the services of CCC, are depicted in the following Exhibit G1 - Library Project Experience in the Last 5 Years, which demonstrates our experience as it aligns with the features and scope prioritized in the Altadena Main Library and the Bob Lucas Memorial Library projects. The matrix is followed by detailed project exhibits that also provide: the project's client reference contact, project description and location, description of services, total value of consultant fee provided by Citadel, the project manager, and sub-consultant.

Exhibit G1 - Library Project Experience in the Last 5 Years

Project/Client	Service Duration/ Completion	Project Cost	New Library/Building	Library Renovation	Building Conversion	Project Management and Coordination	Community Engagement and Library Programming Discussion	Preliminary Engineering and Environmental	Final Bid Phase and Bid Phase Support	Construction Support Services	Future Master Facilities Master Plan	Seismic Retrofit	Accessibility and ADA Compliance	Site work	Exterior Structure	Testing and Abatement	Fire-Life Safety	MEP/HVAC System Updates	Elevator	Sustainability/Energy Efficiency, LEED Certification
LIBRARY PROJECT EXPERIENCE IN THE LAST 5 YEARS <i>(Please refer to project sheets for detail descriptions)</i>																				
Florence Library Renovation County of Los Angeles Department of Public Works	06/2020 - ongoing	\$6M		☒	☒	☒	☒	☒	☒	☒	☒	☒	☒			☒	☒	☒	☒	
Live Oak Library* County of Los Angeles Department of Public Works	04/2017 - 03/2021	\$7.3M	☒		☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒		☒
La Mirada Library Renovation* City of La Mirada	12/2015 -08/2017	\$4M		☒		☒	☒	☒	☒	☒			☒	☒		☒	☒	☒		
Rowland Heights Library Renovation County of Los Angeles Department of Public Works	08/2015 -06/2017	\$4.7M		☒		☒	☒	☒	☒	☒	☒		☒	☒		☒	☒	☒		
Hacienda Heights Library County of Los Angeles Department of Public Works	08/2015 -06/2017	\$3.3M		☒		☒	☒	☒	☒	☒	☒		☒	☒		☒	☒	☒		
Manhattan Beach Library* County of Los Angeles Department of Public Works	09/2010 -03/2016	\$26.5M	☒			☒	☒	☒	☒	☒	☒		☒	☒	☒		☒		☒	☒

*Estimating services provided by Construction Cost Consultants.

Florence Library

Los Angeles, California

“Last year, I committed to finding the best location possible for the Florence Library – a larger, more accessible and technically advanced facility that would provide resources to individuals of all ages,” Supervisor Mark Ridley-Thomas said. “I am pleased that this vision has now come to fruition through the collaborative work of the community. Moving forward with a location that offers such a unique opportunity to create a true community civic center is the best and most efficient way to ensure this critical resource is delivered to the community.”

Project Scope

The original 1970, 5,000 SF facility was long overdue for renovation and replacement. The new library project consists of renovating approximately 7,900 SF of space on the 2nd floor of the two-story County Services facility for relocation of the existing Florence Library with the approximately 2,000 SF shared community room on the 1st floor. The Center will retain the current Registrar-Recorder and Workforce Development, Aging & Community Services Departments on the 1st floor.

- **Community Engagement:** Involved in the community outreach and public meetings to present the programming requirement and determining the final location of the new library.

CLIENT

County of Los Angeles
Department of Public Works

END USER

County of Los Angeles
County Library

CONSULTANT FEE

\$61,963

PROJECT COST

\$6M Budgeted

CONSTRUCTION COST

\$3.7M

COMPLETION DATE

February 2023, Anticipated

DELIVERY METHOD

Job Order Contract

SERVICES PROVIDED

- Project Management
- Construction Management

PROJECT SCOPE

- Renovation
- Conversion
- Community Engagement
- Future Facilities Master Plan
- Seismic Retrofit
- ADA Compliance
- Testing and Abatement
- Fire-Life Safety
- MEP/HVAC System Updates
- Elevator





Citadel's Role

Currently providing Project Management in the Design Development approval phase and will manage through jurisdictional approvals, construction award, JOC contract, substantial completion and closeout.

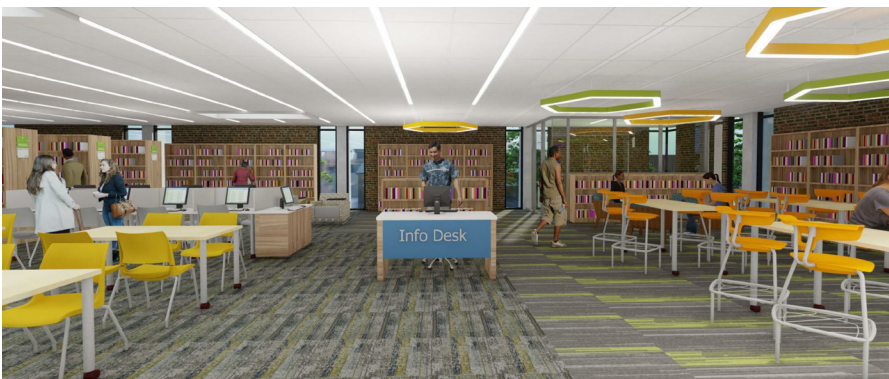
Manages the project through programming, design, construction contract procurement, construction and warranty period. Responsible for services including oversight of managing the Architecture/Engineering for development of construction documents including constructability reviews; obtaining agency approvals and permits; generate front end specifications, manages Job Order Contract and FF&E procurement, provides daily project and construction management services including schedule and budget review and project administration; facilitate meetings between Supervisor's office, County Library, Public Works, CEOs, community representatives, and staff; and oversees all areas of construction, close-out and post occupancy warranty services.

CITADEL STAFF

Jason Kim, RA, CCM, DBIA, LEED AP
Principal Project Manager

CLIENT REFERENCE

Vache Keledjian,
Principal Facilities Project Manager
Los Angeles County
County Library
562.413.8150
vkeledjian@library.lacounty.gov



Live Oak Library Relocation & Refurbishment

Arcadia, California

Los Angeles County purchased an aging private school to replace the existing neighborhood library. Moved two miles from the existing library location. The project required demolition of the interiors, and replacement of building systems. Refurbish of existing 7,700 SF, one-story public library with adult, teen, and children’s collections, offices, public restrooms, staff restrooms, community meeting room, MCR, electrical room and janitor’s room.

Project Scope

CLIENT

County of Los Angeles
Department of Public Works

END USER

County of Los Angeles
County Library

CONSULTANT FEE

\$284,765

PROJECT COST

\$7.3M

CONSTRUCTION COST

\$4M

COMPLETION DATE

March 2021

DELIVERY METHOD

Design-Bid-Build

SERVICES PROVIDED

- Project Management
- Construction Management

PROJECT SCOPE

- Conversion
- Community Engagement
- Future Facilities Master Plan
- Seismic Retrofit
- ADA Compliance
- Site Work
- Exterior Structure
- Testing and Abatement
- Fire-Life Safety
- MEP/HVAC System Updates
- LEED Certification

- **Demolition, Replacement, and Seismic Retrofit:** The interior demolition was completed by a Job Order Contract contractor during the construction documents phase and revealed potential unforeseen conditions. Renovations include partial demolition of slab on grade, refurbishment of building interior, and replacement of roofing, storefronts, mechanical, plumbing, electrical equipment and seismic retrofit.
- **Open Ceilings:** During demolition of the interior, long-span glued laminated timbers were revealed that spanned the full width of the space, allowing for the interior to appear more open.
- **ADA Upgrades:** Upgrades were made throughout including restrooms, exterior path of travel from the parking lot to the entrance, and an access ramp.
- **Sitework:** Include reconstruction of parking lot, ramps, railings, landscape and irrigation, signage, and exterior lighting.
- **LEED Certification:** Although the project is not required to achieve LEED certification because it does not meet the County's threshold, the project will achieve LEED Certified, due to the remodel scope of work.





Citadel's Role

Citadel's Project Manager managed the project from property acquisition, and programming phase, through construction and close-out. Responsibilities included: coordinating with the library programming consultant, assisting the Owner in defining and prioritizing the scope of work, and managing the architect in preparation of concept proposals, cost estimates, and schedule. Citadel is managing the design phase, JOC procurement and construction.

- **COVID-19:** Most of the construction occurred during the COVID-19 Pandemic and the Citadel Project Manager help implement guidelines for the construction site and workers.
- <https://kathrynbarger.lacounty.gov/live-oak-library-to-open-in-new-location-in-2020/>

CITADEL STAFF

Jason Kim, RA, CCM, DBIA, LEED AP
Principal Project Manager

CONSTRUCTION COST CONSULTANTS

Gurdeep Kaur-Daily
Estimator

CLIENT REFERENCE

Pat McGee
Assistant Director, Capital Projects
LA County Library
7400 E. Imperial Hwy.
Downey, CA 90242
562.940.4145
pmcgee@library.lacounty.gov



La Mirada Library Renovation

La Mirada, California

Interior and Exterior renovation of a 15,704 SF community library. The renovation included adult, teen, and children's reading areas, an early childhood area, self-check-out machines, customer service desk, Friends book sale area, staff work area and offices, group study rooms, public access computers, Wi-Fi, library collection, displays, restrooms, and a community meeting room with an enhanced audio-visual system.

Project Scope

The scope included:

- **Reconfiguration of the Floor Plan:** Reconfiguration of existing program to maximize spacial organization and flexibility with ADA upgrades.
- **ADA Updates:** Reconfiguration to address accessibility, paths of travel, ramps, steps, and exterior path-of-travel from the parking lot to the library entrance, and new sidewalks and ramps.
- **New interior finishes and way-finding:** Installation of new cabinetry, paint, carpet, service desk, way-finding signage, and lighting.
- **Infrastructure improvements:** Updates to the existing systems including lighting modifications and HVAC and telecommunications updates.
- **Furniture, Fixtures and Equipment:** procurement of service desks, bookshelves and furnishings for the meeting rooms, adult, teen and children's areas.
- **Exterior and Site Updates:** Replacement of the building entrance, civic center component improvements, and cleaning the exterior.

CLIENT

City of La Mirada

END USER

County of Los Angeles
County Library

CONSULTANT FEE

\$283,563

PROJECT COST

\$4M

CONSTRUCTION COST

\$2.5M

COMPLETION DATE

March 2017

DELIVERY METHOD

Design-Bid-Build

SERVICES PROVIDED

- Project Management
- Construction Management

PROJECT SCOPE

- Renovation
- Community Engagement
- ADA Compliance
- Site Work
- Testing and Abatement
- Fire-Life Safety
- MEP/HVAC System Updates





Citadel's Role

Responsible for project management services including constructability reviews of demolition, tenant improvement, value engineering, construction administration, pre-construction meetings, contract documentation and review, document tracking, progress reports and meetings, contractor's progress payments, coordination of FF&E, change order administration, potential claims mitigation, startup and commissioning, as-built drawings, field coordination, on-site quality control inspection, daily work inspection, and supervision of field staff. The City's Request for Proposal preparations, and project closeout. Citadel created an innovative construction delivery method, and remained compliant with the LA County Public Library and the City of La Mirada Public Works strict construction/contract delivery requirements.

CITADEL STAFF

Jason Kim, RA, CCM, DBIA, LEED AP
Project Executive

Marla Nadolney, RA
Project Manager

CONSTRUCTION COST CONSULTANTS

Gurdeep Kaur-Daily
Estimator

CLIENT REFERENCE

Anne Haraksin,
Deputy City Manager,
City of La Mirada
562.943.0131

Vache Keledjian,
Principal Facilities Project Manager
County of Los Angeles
County Library
562.413.8150
vkeledjian@library.lacounty.gov



Rowland Heights Library Renovation

Rowland Heights, California

The existing 14,863 SF library facility went through an extensive tenant improvement which included reconfiguration of existing interior floor plan layouts, finishes and furnishings, upgrades to technology, ADA updates for access compliance, parking lot and sitework.

Project Scope

CLIENT

County of Los Angeles
Department of Public Works

END USER

County of Los Angeles
County Library

CONSULTANT FEE

\$202,297

PROJECT COST

\$4.7M

CONSTRUCTION COST

\$2.89M

COMPLETION DATE

February 2018

DELIVERY METHOD

Job Order Contract

SERVICES PROVIDED

- Project Management
- Construction Management

PROJECT SCOPE

- Renovation
- Community Engagement
- Future Facilities Master Plan
- ADA Compliance
- Site Work
- Testing and Abatement
- Fire-Life Safety
- MEP/HVAC System Updates

- **Reconfiguration of the Floor Plan:** Reconfiguration of existing program to maximize spacial organization and flexibility with ADA upgrades.
- **ADA Updates:** Reconfiguration to address accessibility, paths of travel, ramps, stairs, and exterior path-of-travel from the parking lot to the library entrance, compliant parking stalls, and new sidewalks.
- **Hazmat Abatement, new Interior Finishes and Way-finding:** Installation of new cabinetry, vinyl flooring, carpet, ceiling systems, way-finding signage, and lighting. Interior renovations included abatement of hazardous materials including lead-based paint and asbestos
- **Electric and Data Infrastructure Improvements:** Updates to the existing systems including technology updates, power and data to reader tables, express-checkout stations, new computer stations throughout.
- **Furniture, Fixtures and Equipment:** procurement of reference and children's service desks, bookshelves and furnishings for the meeting rooms, adult, teen and children's areas.
- **Exterior and Site Updates:** Replacement of the parking lot, parking lot lighting, addition of trees and landscaping, lighting, exterior paint, and a recycled irrigation system.





Citadel's Role

Citadel were retained to manage this project from the programming phase to close out. The County relied on Citadel's project and construction management expertise to coordinate with the library programming consultant, assist the Owner in defining and prioritizing the scope of work, managing the architect in preparation of concept proposals, design, cost estimates, schedule, JOC procurement, and construction.

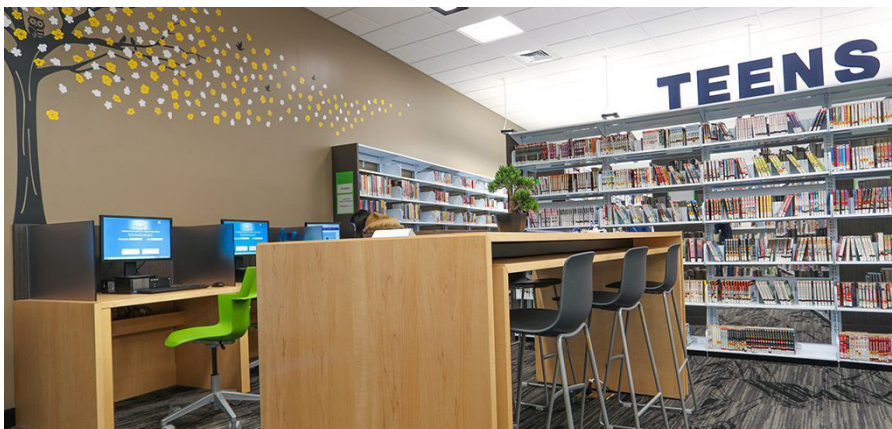
- **Cost Savings Analysis:** Allowed for redesign and replacement of the parking lot, tree additions, lighting and recycled water irrigation system.

CITADEL STAFF

Jason Kim, RA, CCM, DBIA, LEED AP
Senior Project Manager

CLIENT REFERENCE

Vache Keledjian,
Principal Facilities Project Manager
Los Angeles County
County Library
562.413.8150
vkeledjian@library.lacounty.gov



Hacienda Heights Library Renovation

Hacienda Heights, California

The renovation project involved the reconfiguration of the existing floor plan and improvements to the building's technology. Upgrades included a new teen room and reader tables with USB chargers, a community room, new self check-out stations, and public seating for 72.

Project Scope

The scope includes improvements to the 10,398 SF facility,

CLIENT

County of Los Angeles
Department of Public Works

END USER

County of Los Angeles
County Library

CONSULTANT FEE

\$132,705

PROJECT COST

\$3.3M

CONSTRUCTION COST

\$1.65M

COMPLETION DATE

2017

DELIVERY METHOD

Job Order Contracting

SERVICES PROVIDED

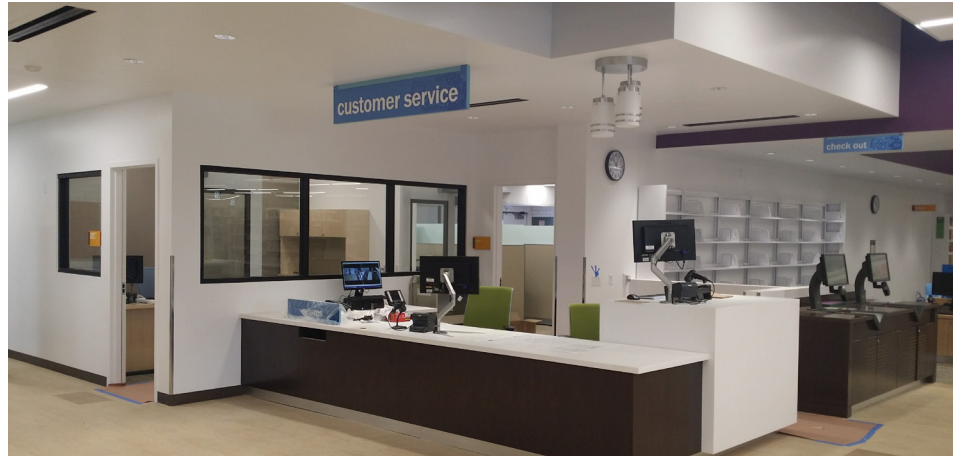
- Project Management
- Construction Management

PROJECT SCOPE

- Renovation
- Community Engagement
- Future Facilities Master Plan
- ADA Compliance
- Site Work
- Testing and Abatement
- Fire-Life Safety
- MEP/HVAC System Updates

- **Reconfiguration of the Floor Plan:** Reconfiguration of existing program to maximize spacial organization and flexibility with ADA upgrades. New stacks for an addition of nearly 9,000 books.
- **ADA Updates:** Reconfiguration to address accessibility, paths of travel, ramps, stairs, and exterior path-of-travel from the parking lot to the library entrance, compliant parking stalls, and new sidewalks.
- **Hazmat Abatement, new interior finishes and way-finding:** Installation of new cabinetry, vinyl flooring, carpet, ceiling systems, way-finding signage, and lighting. Interior renovations included abatement of hazardous materials including lead-based paint and asbestos.
- **Electric and Data infrastructure improvements:** Updates to the existing systems including technology updates, power and data to reader tables, three express-checkout stations, new computer stations throughout.
- **Furniture, Fixtures and Equipment:** Procurement of reference and children's service desks, bookshelves and furnishings for the meeting rooms, adult, teen and children's areas.





Citadel's Role

The County relied on Citadel's project and construction management expertise to coordinate with the library programming consultant, assist the owner in defining and prioritizing the scope of work, and manage the architect during the preparation of concept proposals, cost estimates, and schedule. Citadel managed the programming and design phases, JOC procurement, and construction.

Responsible for managing the project through programming, design, JOC procurement and construction.

Read on:

<http://sgytribune.com/2017/06/19/hacienda-heights-library-reopens-with-33-million-in-improvements/>

CITADEL STAFF

Jason Kim, RA, CCM, DBIA, LEED AP
Senior Project Manager

CLIENT REFERENCE

Fred Hungerford
Deputy Director,
Los Angeles County Public Libraries
951.444.6141



Manhattan Beach Library

Manhattan Beach, California

The new 21,500 SF, two-story library replaces the previous one-story facility at twice the size on a smaller footprint. From the second floor, panoramic views of the Pacific Ocean from Malibu to Palos Verdes, and Catalina Island. The glass envelope allows for changing qualities of light throughout the days and seasons, caused by the moisture from the ocean air.

Project Scope

CLIENT

County of Los Angeles
Department of Public Works

END USER

County of Los Angeles
County Library

CONSULTANT FEE

\$502,039

PROJECT COST

\$26.5M

CONSTRUCTION COST

\$19.5M

COMPLETION DATE

March 2016

DELIVERY METHOD

Design-Build

SERVICES PROVIDED

- Project Management
- Construction Management

PROJECT SCOPE

- New Construction
- Community Engagement
- Future Facilities Master Plan
- ADA Compliance
- Site Work
- Exterior Structure
- Fire-Life Safety
- Elevator
- LEED Certification

The project scope included demolition of the existing library and the construction of a new. The library includes adult reading areas, a teen area and early childhood area with dedicated programming space, a homework center, a 100-seat community meeting room, express-service checkout machines at the lobby information service desks, public access computers, staff areas, and public restrooms; associated site improvements, including landscaping, walkways, and security lighting.

- **LEED Gold:** Incorporating sustainable features including infiltration basins, water efficient landscape, high performance dual glazing exterior wall system and energy efficient variable refrigerant volume heat recovery system.
- **Amphitheater:** The new library features a large open space with hardscape and landscape to stage outdoor events related to library programs and services and other community events as well as a civic art component.





Citadel's Role

Citadel CPM's project manager managed this project from the project inception. The County relied on Citadel CPM's project and construction management expertise to coordinate with the representatives of the City of Manhattan Beach including the mayoral staff, city engineers and council members. Acting as Owner's Representative, Citadel CPM's project manager represented the County at the monthly executive meetings with Public Library, CEO and City of Manhattan Beach. The Citadel CPM project manager managed the preparation of scoping documents and the procurement of the design-build contract. Citadel CPM provided construction management services, assuring construction quality, managing cost, schedule and quality.

- **Citadel Expertise:** Citadel's Project Manager managed this project from its inception. The County relied on Citadel's project and construction management expertise to coordinate with City representatives including the mayor's staff, city engineers and council members.
- **Design-Build:** Citadel's Project Manager delivered this project as the first Design-build project for the Los Angeles County, Public Library department.

AWARDS

- 2016 LA Architectural Award – Civic Buildings
- 2015 ENR California Best Cultural/Worship Project
- 2016 Los Angeles Business Journal Award of Excellence - Best Public Project Silver Award
- 2015 Best Award – American Public Works Association (APWA) Southern California
- Commercial Real Estate Awards, Best Public Project

First Design-build project for the LA County Public Library

CITADEL STAFF

Jason Kim, RA, CCM, DBIA, LEED AP
Senior Project Manager

CONSTRUCTION COST CONSULTANTS

Gurdeep Kaur-Daily
Estimator

CLIENT REFERENCE

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Laurie Jester, Planning Manager
City of Manhattan Beach
310.802.5510



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RATE SCHEDULE



♿
PARKING ONLY
MINIMUM FINE \$250

ROWLAND HEIGHTS



**Altadena Library District
Capital Projects Management Services
Hourly Fee Schedule 2021**

Citadel Rates by Position		Hourly Billing Rate
Principal-in-Charge		Not billable
Project Executive		\$175
Sr. Project Manager		\$160
Document Control Specialist		\$85
Scheduler		\$150
ADA/Accessibility Specialist		\$140
Sub-consultants		
Construction Cost Consultants		Hourly Billing Rate
Principal Estimator		\$160
Senior Estimator/Project Estimator		\$115

Reimbursable Expenses – To be billed at cost:

- Bulk Printing
- Mailing/FedEx/Courier
- Mileage out of the area billed at the published IRS Rate

Sub-consultants

- Billed at cost + 5% to cover administrative and insurance cost



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