



Response to City of Garden Grove Response to Request for Qualifications

Public-Private-Partnership to Design, Build, and Finance the New Civic Center Public Safety Building, Park, and Parking Structure

Submitted August 28, 2023 | Electronic Copy



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Contains trade secrets and proprietary and confidential information submitted to the City of Garden Grove under an assurance of confidentiality. Exempt from disclosure under FOIA and all similar provisions. This proposal includes data that shall not be disclosed outside the City of Garden Grove and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. Specifically, Attachment E: Budget for the ENA Period contains trade secret, proprietary, and confidential information, and the pages of Attachment E have been marked as such.



1) Introduction Letter

August 28, 2023

Attn: Craig Beck



RE: Response to City of Garden Grove Request for Qualifications (RFQ) – Public-Private-Partnership to Design, Build, and Finance the New Civic Center Public Safety Building, Park, and Parking Structure

Dear Mr. Beck,

We are pleased to submit the Edgemoor Infrastructure & Real Estate (Edgemoor) team's qualifications for the City of Garden Grove Public-Private-Partnership to Design, Build, and Finance the New Civic Center Public Safety Building, Park, and Parking Structure (Project). We are thrilled at the prospect of partnering with the City to **meet your goals for this exciting and transformative Project.**

We will work in close collaboration with the City to:

- Optimize and manage Project risks, save costs, expedite design and construction, and capitalize on our team's knowledge of lifecycle cost management to deliver predictable long-term operational and maintenance costs.
- Provide a new LEED Silver Public Safety Facility (PSF) that exemplifies the values of the Garden Grove Police Department by creating an environment that is welcoming and supportive of the community, fiscally responsible, and purpose-driven in its mission to protect and serve the residents of Garden Grove.
- Deliver a 450-space parking facility that thoughtfully accommodates secured police fleet vehicle parking, staff personal vehicles, and public parking to optimize operations.
- Create activated, safe, and welcoming green space that is suitable for a wide range of uses and community amenities through the new park.
- Ensure the annual debt service payment on the Project does not exceed \$9 million during a 30-year term.

Our purpose-built team brings relevant experience and expertise that will directly benefit Garden Grove and the Project:

Edgemoor Infrastructure & Real Estate Developer & Financier

Leader in successfully using the progressive P3 model, with over \$3.6B of projects delivered progressively.

Clark Construction Group

Design-Builder

\$1.8B in annual revenue from government, military, and public safety projects.

AC Martin

Architect

\$2.5B in civic projects over the last 10 years.

Roth Sheppard Architects (RSA)

Law Enforcement Designer

Over 100 public safety projects across the U.S. and 105+ nationally recognized awards.

HKLA

Landscape Architect

Landscape architect of choice for LA County, Los Angeles Unified School District, Cal State Dominguez Hills, and the Mountains Reservations & Conservation Authority.

MConsensus

Community Engagement Support

\$2B in P3 entitlements and a perfect outreach track record in Orange County.

RICK Engineering

Civil Engineer

30+ years of civil engineering experience on design-build and P3 projects in Orange County.

Buehler

Structural Engineer

30+ DB awards in the last 5 years, including 2022 National DBIA Project of the Year.

Glumac

MEP Engineer

1.6B SF+ of public safety facility spaces, including multiple targeting Zero Net Carbon and Zero Net Energy.

Beleza

Lighting Designer

Diverse experience delivering thoughtful lighting solutions with a human perspective.

S2N

IT/AV/Security Design & Implementation

100+ projects over the last 20 years.

Orrick

Sponsor's Counsel

Advised on hundreds of infrastructure transactions across California

Altura

Commissioning

900+ sites and 100M+ SF commissioned.

While we have assembled a robust, multidisciplinary team, **Edgemoor will be your single point of contact to ensure your expectations are met for every aspect of the Project.** We are a hands-on developer and will be heavily involved in all workstreams.

Some of the areas we'll focus on for this Project to ensure a great experience for Garden Grove include:

- Diligent adherence of all parties to the predevelopment schedule to meet key ENA milestones.
We have developed a detailed schedule to meet your key milestones, included in the Appendix of this RFQ.
- Efficient allocation and mitigation of risks.
- Verifying/finalizing the program with City and end-users.
- Transparency during the ENA period and throughout the entire Project.
- Utility coordination, permitting, traffic, and other post-entitlement work.
- Commissioning, move coordination to the new PSF, and transition to operations. Improving sustainability and lowering Garden Grove's long-term cost of ownership, including efficient O&M and lifecycle costs.
- Supervising the design and construction of the park separately from the PSF and garage, since it will be on a separate delivery schedule.
- Supporting community outreach.
- Managing the financing workstream.

Our team offers the resources, expertise, and capability to exceed your expectations in the planning, design, financing, and construction of the Project, providing:

Expertise in Law Enforcement Design, Civic Facilities, and Parks

With RSA, our team includes nationally recognized subject matter experts in the programming, planning, and design of police headquarters. AC Martin brings leadership in the design of civic facilities in Southern California, and, with a government portfolio of over \$24 billion, Clark Construction is an expert in building civic and/or secure facilities for local law enforcement, the FBI, the U.S. military, and municipalities. Our civil engineer, RICK Engineering, has done extensive work in Orange County and has a strong understanding of civil and traffic permitting requirements. Hongjoo Kim of HKLA is focused almost exclusively on how to ensure the new park engages the community in an exciting and authentic way.



Our comprehensive expertise in the relevant facilities and local requirements ensures you'll have a thoughtful, efficient New Civic Center Public Safety Building, Park, and Parking Structure reflective of best practices.

Integrated, Robust Team with Deeply Established Relationships

Edgemoor and Clark have been the developer and contractor on every P3 project Edgemoor has developed. **No developer-contractor team has been as successful delivering social infrastructure P3s in the United States than Edgemoor-Clark.** Clark and AC Martin have worked together for more than 20 years and have successfully collaborated on noteworthy civic projects including the Hall of Justice Repair and Reuse in Los Angeles and the Los Angeles City Hall Seismic Improvements.

These proven and current relationships between our team members and individuals enable us to hit the ground running, meet the milestones in the ENA schedule, and deliver your Project on time and on budget.

Local, Diverse Team with a Passion for Workforce Development and Our Community

Our team includes firms and individuals that are local, disadvantaged, and/or reflective of the diverse community of Garden Grove, and we will continue to add these firms to our team as we progress through the Project. We are passionate about workforce training, and Clark will enter into a Project Labor Agreement with the local Building Trades Organization. Edgemoor and Clark were recognized with an “Innovations in Diversity Award” by Profiles in Diversity Journal for our Terminal Workforce Enhancement Program on the Kansas City International Airport (KCI) New Terminal Project P3. Our team also includes firms with small and diverse business certifications and individuals who live and work in Garden Grove, contribute to the local economy, and feel strongly about the delivery of this community asset, including Marc Kersey, our Construction Executive and a key leader proposed for the Project, who has been a resident of Garden Grove for 20 years.



Your Project will be delivered by a local, diverse, and inclusive team focused on workforce development.

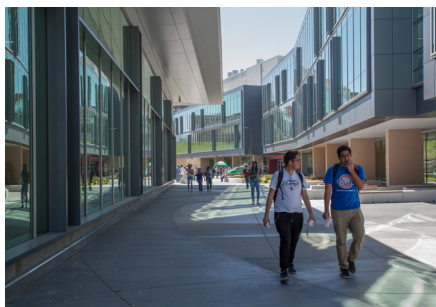
Leadership in Expediently Closing and Delivering P3 Projects that Begin with an ENA Phase

Since 2001, Edgemoor has developed or has under development approximately \$4.6 billion of P3 projects, the vast majority of which began with an ENA phase. Additionally, many had accelerated design-build schedules, involved master planning, included civic/justice facilities, required demolition of existing facilities, and/or leveraged private financing. All utilized Clark as the builder. A few of our most prominent of these projects include:



Long Beach Civic Center

- ✓ ENA phase
- ✓ Accelerated DB schedule
- ✓ Master planning
- ✓ Civic facility
- ✓ Required demolition
- ✓ Leveraged private financing



KU Central District Development

- ✓ ENA phase
- ✓ Accelerated DB schedule
- ✓ Master planning
- ✓ Leveraged private financing



University of Nevada, Reno Mathewson Gateway

- ✓ ENA phase
- ✓ Accelerated DB schedule
- ✓ Leveraged private financing

We'll apply the best practices we've created and refined through delivering these progressive projects for the benefit of Garden Grove.

Proven, Flexible Approach to Financing

We pride ourselves on creating financial solutions tailored to meet the specific objectives of our clients, rather than using a “one size fits all” approach. We are open-minded and will explore all options and work collaboratively with the City to find an efficient financing structure that results in an annual payment of less than \$9 million per year and best achieves all of the City’s goals and desired risk allocation for the Project, even if that structure ends up being the City financing the Project itself. Additionally, we will provide for cost savings generated through the financing workstream to accrue to the City, not Edgemoor, as is typical with our projects.

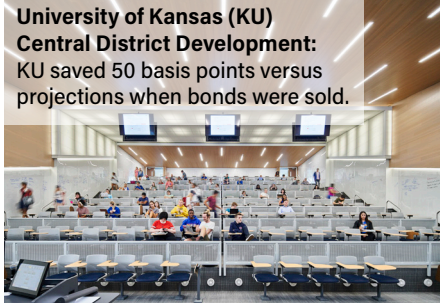
University of Nevada, Reno Mathewson Gateway:
UNR saved \$16.5M versus projections when bonds sold in June 2023.



Kansas City International Airport (KCI) New Terminal:
Kansas City saved approximately \$150M through an alternative financing structure.



University of Kansas (KU) Central District Development:
KU saved 50 basis points versus projections when bonds were sold.



This ensures your Project will be efficiently financed to meet your goals.

We appreciate your consideration and hope to have the opportunity to be your partner on this unique and exciting Project. We take a long-term perspective on planning our projects and will work with the City to make decisions that ensure the best value and functionality of the new Public Safety Building, Park, and Parking Structure. Edgemoor stands ready to engage with the City on its vision to create a captivating new civic center.

Our team acknowledges Addenda 1 and 2 issued on August 16, 2023, and has also confirmed acknowledgement within the PlanetBid system.

Sincerely,



Brian Dugan, Project Executive
Managing Director, Edgemoor Infrastructure & Real Estate LLC

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(e) brian.dugan@edgemoor.com
18201 Von Karman Avenue, Suite 800
Irvine, CA 92612



2) Project and Team Experience

2) Project and Team Experience

RFP REQUIREMENTS

- a) Firm Profiles and Team Organization
- b) Experience of Key Personnel within the last 5 years, describing the relevant duties and responsibilities for each individual as it relates to:
 - i) Delivering projects with a capital value of over \$100 million of similar scope for municipal governments or other public agencies
 - ii) Delivering projects using an open-book pricing process
 - iii) Delivering projects using Design-Build or Design-Build-Finance structure
 - iv) Delivering projects under a Guaranteed Maximum Price Contract
 - v) Introducing value-added concepts that have saved your clients time and/or money or provided a meaningful community benefit
 - vi) Stakeholder and Community Engagement Experience

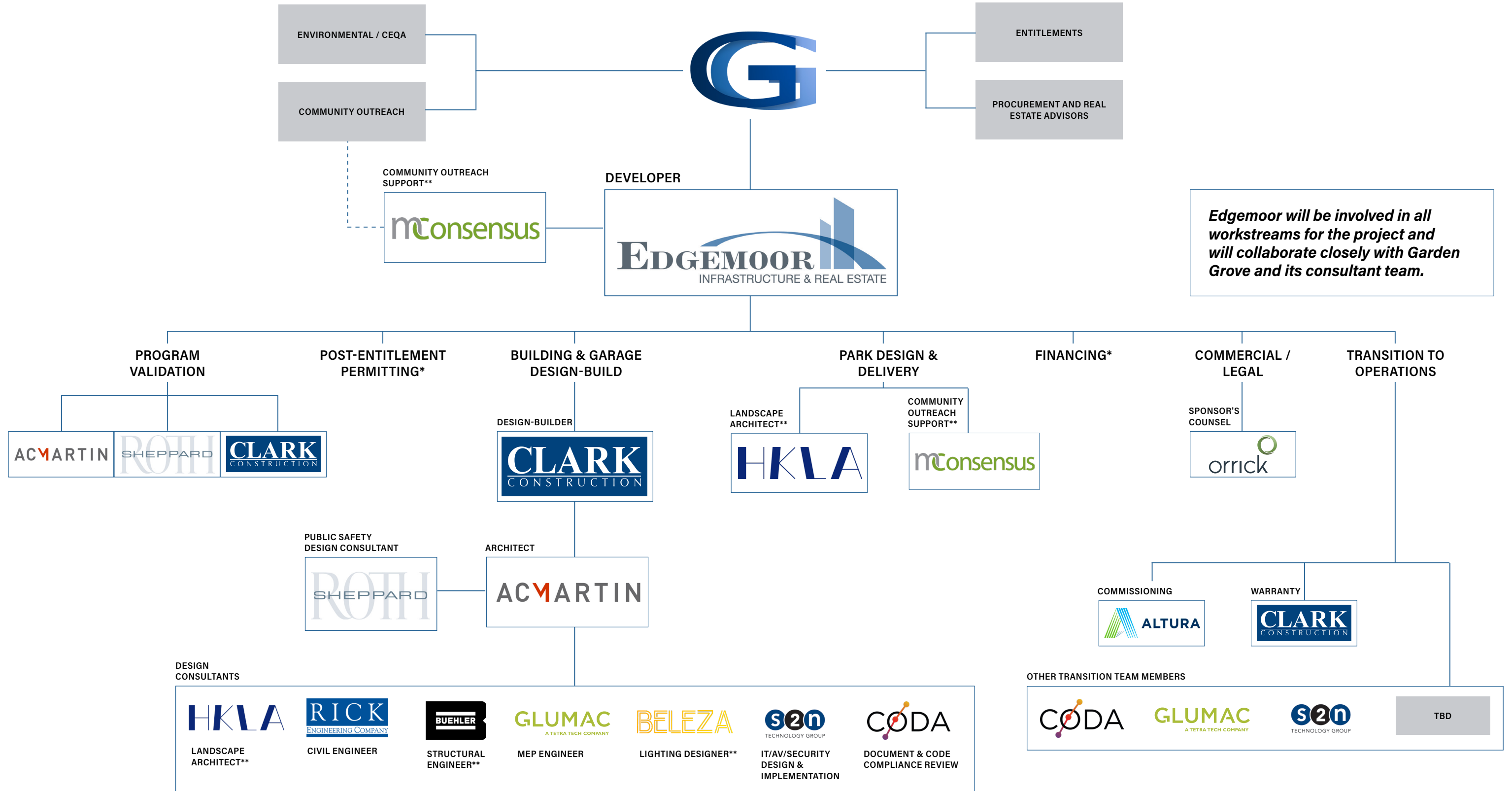
A Purpose-Built Team

Edgemoor has assembled a team of professionals who bring a wealth of expertise in the development, design, construction, and financing of complex P3s and projects for public and municipal agencies, in Southern California and across the country to deliver your New Civic Center Public Safety Building, Park, and Parking Structure project.

As shown on the firm organizational chart on the next page, **the Edgemoor team structure integrates all team members throughout the project phases under a single point of contact, providing clear accountability to both the City of Garden Grove and the team.** Edgemoor, as overall team lead, will provide all development services for the project, including negotiation of the transaction documents, arrangement of financing, management of post-entitlement permitting, and execution of the design and construction. As the single point of contact, Edgemoor will ultimately be responsible for all team coordination. We view the development as an interactive, open process between our team, the City, facility end-users, and the Garden Grove community.

Immediately following our organizational chart, we have included brief firm profiles and resumes highlighting each team member's relevant qualifications and capabilities.

Organizational Chart



Edgemoor will be involved in all workstreams for the project and will collaborate closely with Garden Grove and its consultant team.

*Edgemoor will lead these workstreams and add relevant consultants if and when needed.
 **Diverse or Disadvantaged firm



P3 MASTER DEVELOPER

We enable our clients to thrive through creative infrastructure and real estate solutions, while making a meaningful impact on our communities.



ABOUT EDGEMOOR

Edgemoor is an award-winning leader in real estate and turnkey development, with a focus on civic and government facilities. Our mission is to craft customized projects that address client needs and deliver solutions that exceed their expectations.

The firm's unique turnkey solutions are crafted from an owner-level perspective to optimize long-term facility performance while delivering cost and schedule certainty to public sector clients.

\$4.6B+

Projects Completed or Under Development

Developer of the Year

P3 Bulletin, 2019

Top 10 Innovations in Diversity Award Winner

Profiles in Diversity Journal, 2020

WHAT BENEFITS DOES EDGEMOOR BRING?

20+ YEARS OF EXCELLENCE.

Edgemoor is a P3 pioneer, recognized as best-in-class in the industry, developing and operating public buildings and infrastructure.

FOCUS ON THE END USER.

The Edgemoor team prides ourselves on providing innovative, client-focused solutions to enhance your mission and bring your project to life.

FLEXIBLE FINANCING.

Edgemoor always puts the project first, not the financing. The team brings a flexible, agnostic approach to structuring transactions in order to fit a broad range of financial and economic needs.

PASSIONATE ABOUT DIVERSITY & WORKFORCE DEVELOPMENT.

Edgemoor has a proven track record of exceeding participation goals and maximizing opportunities for local, small, and diverse businesses on projects.



DESIGN-BUILDER

Clark Construction is a local builder with national reach. For more than a century, it has delivered assets and infrastructure that strengthen the nation.



ABOUT CLARK

Clark has been helping clients build for over a century. Since opening in 1906, Clark's grown from a small local excavator into one of the most capable and trusted providers of construction services. As one of the nation's most established firms, Clark has a long-term perspective that is invaluable in the industry.

Clark is uncompromising in its pursuit of excellence, and takes great pride in delivering high-quality assets and experiences. The firm continually finds ways to work faster and smarter, respond to challenges with ingenuity and innovation, and earn the trust and respect of clients and stakeholders. Clark believes in doing things right the first time, every time, and place value on diligent planning and fostering relationships.

\$6B+

Annual Revenue

\$2B+

Civic and Courthouse Projects

117+ Years

Building iconic projects nationwide

WHAT BENEFITS DOES CLARK BRING?

EXCELLENCE IN P3 DELIVERY.

Clark has successfully delivered multiple complex P3 projects, including recent civic work completed with Edgemoor.

PROVEN TRACK RECORD ON CIVIC PROJECTS.

Clark has worked on some of the nation's most prominent civic centers, constructing new iconic buildings as well as preserving and restoring numerous historically significant sites.

A TRUE PARTNER.

Clark will work collaboratively and with a project first mindset. The team will tell you the truth every step of the way.

PUTTING SAFETY FIRST.

To Clark, no project is successful unless it is built safely. Through proper planning and training, employee engagement and empowerment, and constant vigilance, it ensures a safe workplace for everyone.

COMMITMENT TO INCLUSIVITY AND DIVERSITY.

Clark is committed to advancing inclusion and diversity for the company, industry, and communities. Clark embraces the opportunity to make a meaningful and positive impact by supporting small businesses and workforce development.

AC MARTIN

ARCHITECT

Good design can transform communities, the way people live, learn, work, and play. AC Martin has planned and designed places that have this transformative effect—sustainable, enduring landmarks that enrich the environment through the authenticity of its designs.



ABOUT AC MARTIN, INC.

Albert C. Martin, Sr. founded the firm in 1906 with a dream to grow Los Angeles into a thriving, vital community. Looking back on over a century of practice, his commitment to serving clients and the community remains with the firm. While still informed by the same values—AC Martin endeavors to create enduring environments that affect people's lives in a positive way. AC Martin's approach is constantly evolving and growing. The firm's priority is to develop designs that are sustainable, technologically advanced, informed by research, and push boundaries.

\$2.5B+

Civic Projects Completed or Under Development in the Last 10 Years

DBIA Project of the Year

2022 Western Pacific Region
2022 DBIA National Conference Awards

24

Civic Projects Completed in DTLA

WHAT BENEFITS DOES AC MARTIN BRING?

117+ YEARS OF EXCELLENCE.

AC Martin has an extensive legacy of iconic buildings in Southern California and is responsible for designing some of Los Angeles' most prominent civic buildings, including Hollenbeck Police Station, Wilshire Grand Center, and the County of Los Angeles Hall of Justice Repair and Reuse.

PROVEN EXPERIENCE WITH JUSTICE FACILITIES.

AC Martin brings a wealth of experience designing civic and justice facilities to Garden Grove's New Civic Center Public Safety Building. Ac Martin's experience with projects of a similar program, size, and complexity include the Fourth Appellate District Courthouse in Riverside, the Fifth Appellate District Courthouse in Fresno, and the New Madera Courthouse, completed with the Judicial Council of California. Other notable government work includes the seismic rehabilitation of Los Angeles City Hall, the New Hollenbeck Police Station, and the renovation of the Hall of Justice in Downtown LA, completed with Clark and winner of DBIA's Regional Award of Excellence.

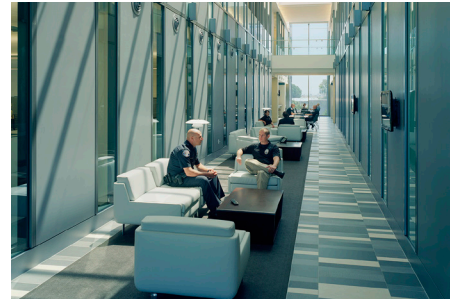
RESEARCH-DRIVEN PROCESS.

AC Martin's research-driven design process allows it to understand the impact of the environment on the end user. The firm's designs respond accordingly and deliver projects that are both civic statements and sensitive to their context.



PUBLIC SAFETY DESIGN CONSULTANT

RSA's design process begins with listening and research. Its best work comes from collaborating with clients. Its designs are meaningful and have the power to improve lives. RSA's promise is to guide you every step of the way.



ABOUT ROTH SHEPPARD ARCHITECTS

Roth Sheppard Architects (RSA) is nationally recognized for law enforcement planning and design. The firm is committed to designing municipal facilities that enhance their communities and benefit the people who work in them. A law enforcement facility is a critical tool in the operations of an agency.

RSA's commitment to sound design methodologies includes the integration of research and metrics to improve projects. Through this process RSA will turn your vision into reality.

100+ Public Safety Facilities

Projects Completed or Under Construction

Firm of the Year

Award of Honor, AIA Colorado, 2021

WHAT BENEFITS DOES RSA BRING?

39+ YEARS OF EXCELLENCE.

RSA is nationally recognized as a leader in the planning and design of public safety and municipal services buildings.

FOCUS ON THE END USER.

A well-designed police facility enables staff to perform their duties efficiently and safely.

SUCCESS THROUGH GUIDANCE.

RSA's mission is to guide you through the step-by-step process of planning and designing a facility that meets your department's specific needs.

ELEVATING WELL-BEING.

RSA believes that thoughtful architectural design can improve lives, and its passion is serving those who serve their communities. RSA is committed to providing clients with quality architectural services that result in secure, highly efficient spaces, functional and effective circulation, pleasing aesthetics, and a focus on officer well-being.



LANDSCAPE ARCHITECT

"HKLA and Hongjoo's views on urban planning and the relationship to landscape design ensure vibrant communities and a better environment."
 – Michael A. Enomoto, FAIA, Managing Partner, Gruen Associates



ABOUT HKLA

Hongjoo Kim Landscape Architects (HKLA) is an award-winning landscape architectural design firm based in Los Angeles. The firm has been involved in projects ranging from ecological restoration to urban parks to highly complex post-industrial sites. HKLA is the on-call landscape architect for several public agencies including the County of LA Department of Public Works, Los Angeles Unified School District (LAUSD), California State University Dominguez Hills Campus, and the Mountains Reservations and Conservation Authority.

Award-Winning Design

2018 SoCal ASLA Design Awards - 'Parks and Recreation' Category & 'Landscape Arts' Category

2022 Best Projects - California, Engineering News Record (ENR)

2022 Educational Facilities National Merit Award | Design Build Institute of America

2023 Sustainability Project of the Year, San Diego Green Building Council (SDGBC)

2023 Calibre Awards, IIDA Chapter: Southern California

WHAT BENEFITS DOES HKLA BRING?

PRINCIPAL HANDS-ON EXPERIENCE.

Hongjoo's firsthand involvement in every project HKLA works on enhances the quality of work, strengthens client relationships, and contributes to the overall success of projects. It empowers the team with practical knowledge, problem-solving skills, and the ability to bridge the gap between design theory and real-world execution.

UNDERSTANDING OF SUSTAINABLE PUBLIC SPACE.

HKLA designs and creates public open spaces that are not only aesthetically pleasing but also environmentally responsible and socially beneficial. The team balances ecological, economic, and social considerations to ensure the long-term well-being of both the environment and the community.

WORKING CLOSELY WITH COMMUNITIES.

HKLA works closely with local communities and public agencies to create parks and urban open spaces that meet the diverse needs of the community and people who will visit them.

DIVERSE CULTURAL BACKGROUND OF STAFF.

HKLA embraces diversity to contribute to an inclusive, and holistic approach to design and problem-solving. Incorporating diverse cultural backgrounds into our team enriches our approach, which leads to more meaningful, inclusive, and sustainable designs.



COMMUNITY ENGAGEMENT SUPPORT

Building bridges with communities to lead project teams to victory.



MConsensus are experts in tactical implementation of all the tools in the public affairs arsenal, including community involvement, coalition recruitment, opposition management, opinion research, message development, collateral material creation, media relations and government relations.

Complex land use challenges play out in the public arena. With decades of experience working for clients in the community, news media, and before government agencies, MConsensus has entitled thousands of homes and millions of square-feet.



CIVIL ENGINEER

RICK is an industry-leading consulting firm known for providing superior value to clients with exceptional staff, focus on client service, high-quality work, and innovative solutions.



Founded in 1955 in San Diego, RICK Engineering Company (RICK) is an award-winning, multi-disciplinary planning, engineering, and design firm with a history of responding to complex infrastructure challenges throughout California and the western United States. With a pool of more than 440 technical talented team members and time-tested project management and quality-control protocols, RICK offers a full range of services from initial planning and project studies through final design and construction administration.

With a broad range of seamlessly integrated design disciplines, RICK provides its clients a suite of services that is managed in-house to facilitate optimum project quality, efficiency, and delivery.



STRUCTURAL ENGINEER

The strength of the Buehler team is the knowledgeable individuals who are willing to share their expertise to create a collaborative and engaging experience.



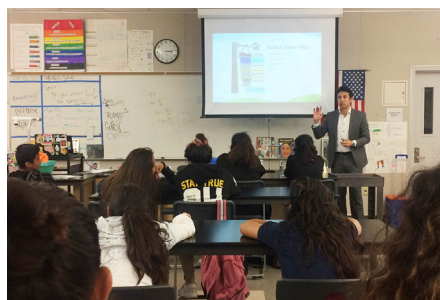
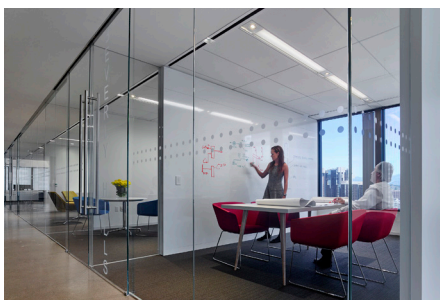
Buehler strives to build strong relationships and provide innovative designs. Its people are curious and engaged, confident problem-solvers, and like to have fun. Buehler is committed to providing innovative designs by bringing value to projects and teams. Buehler's designs bring each client's vision to life. Simply put, Buehler delivers thoughtfully considered engineering solutions.

Driven to achieve, Buehler is at the forefront of the structural engineering community. The team serves on committees and Boards of the American Society of Civil Engineers, Structural Engineers Association, the National Council of Structural Engineers Associations, the Applied Technology Council, the Design-Build Institute of America, and the Lean Construction Institute on topics such as seismology, wind, business practices and operations, and code advisory.



MEP ENGINEER

Designing for resilience, sustainability, and efficiency.



Glumac specializes in cost-effective, sustainable design of advanced technology, healthcare, institutional, educational and commercial facilities worldwide. Its passion is engineering green buildings that work. The firm's services include mechanical, electrical and plumbing (MEP) consulting engineering, building commissioning, CFD modeling, lighting design, technology integration, energy services and 3D modeling. Glumac provides comprehensive sustainable building services engineering as a single coordinated package to clients.

Glumac is proud to be a leader in sustainable design and are longtime, active members in the US Green Building Council and International Living Future Institute, the leading green building organizations in the United States. The firm has helped design more than 370 LEED Certified projects and projects pursuing Living Building Challenge certification.



LIGHTING DESIGNER

Beleza Designs' blend of disciplines enables it to speak your language and deliver streamlined architectural lighting solutions.



Beleza is an award-winning lighting design firm with the ability to adapt to fast-track projects and demanding goals, turning challenges into opportunities. Experienced professionals from architectural engineering, lighting design, and construction industries, Beleza delivers projects across multiple market sectors. Beleza is dedicated to working with teams to implement innovative design solutions that achieve a sense of place-making for all patrons and visitors, providing a sense of welcome and connectivity to the outdoors, with occasional elements of inspiration.



COMMISSIONING

Altura is pioneering the integration of engineering, controls, and analytics services from strategy through implementation and optimization.



Altura's mission since the firm was founded in 2013 has been to improve energy, environmental, and financial performance across all levels of its client organizations using a data-driven, people-centric approach that delivers immediate and lasting results. This mission guides the kind of work Altura pursues and how it implements projects, with a focus on creating the greatest positive impact.

Located in Orange County, Altura's core values are empowered, data-driven, and evolutionary thinking. These core values guide the way it manages its company and grows its team, and also contributes to the way it manages work. This data-driven approach is critical to empowering its clients to exceed their goals through robust analytics tools that validate systems integration and automation projects.

Additional Resources



IT/AV/SECURITY DESIGN & IMPLEMENTATION

We turn ingenuity into possibility.



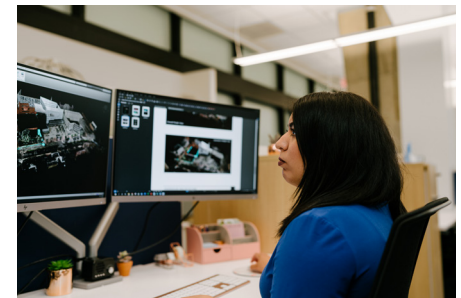
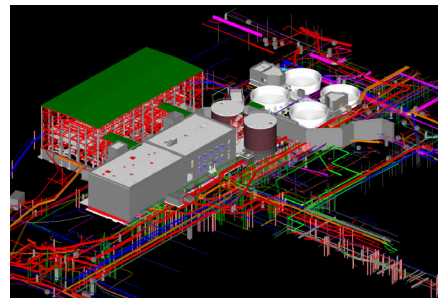
S2N Technology Group (S2N) has nearly two decades of experience delivering complex technology solutions that help clients realize their vision. S2N prides itself in shaping innovative plans that challenge the notion of what's possible, while consistently meeting or exceeding client goals. S2N's clients benefit from their inherent construction management capabilities and deep understanding of technology and innovation – a combination of knowledge and expertise that is unmatched in the industry, and ensures its solutions are not only best-in-class, but can also be seamlessly deployed.

S2N prides itself on shaping innovative solutions that consistently meet or exceed expectations by aligning people, processes, and technology. Our team of passionate, industry-certified, technology professionals will ensure Garden Grove's goals are integrated into every aspect of project development and delivery.



DOCUMENT & CODE COMPLIANCE

Coda is revolutionizing the way assets are developed, built, and operated.



Coda's proprietary software solutions offer a multi-pronged approach to data-driven decision making that is unrivaled in the industry. Its clients partner with them to reduce cost, accelerate schedules, and improve building outcomes.

By pairing construction data with decades of building expertise, Coda elevates virtual design and construction to provide meaningful, accurate, and actionable insights throughout a project's lifecycle. Developed by a team of construction, architecture, and technology experts, Coda's solutions are designed to anticipate the unknown, optimize outcomes, and accelerate the project lifecycle.



Brian Dugan

PROJECT MANAGER / EXECUTIVE

As Managing Director at Edgemoor, Brian is responsible for identifying opportunities, determining feasibility, forming strategic pursuit partnerships, structuring project financing, sourcing debt and equity, negotiating contracts, and executing/managing projects. Brian has extensive experience in project finance and development, marked by a track record of success working with the public to overcome complex challenges.

In this role, Brian will serve as Project Manager / Executive providing overall project leadership and serve as the primary point of contact for the City of Garden Grove throughout the entire development process.

Relevant Experience

Howard County Circuit Courthouse, Ellicott City, MD

\$100M+ **DBFOM** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$178M / 238,000 SF / June 2017 – July 2021 (O&M Ongoing)

As Bid Lead and CEO of the development entity, Brian led the successful pursuit and development for this project, and he currently oversees its operations and management. The Edgemoor-led team was selected to develop Howard County's Circuit Courthouse, a DBFOM availability payment P3 project. In addition to the courts, the courthouse project includes space in the building for the Sheriff's Department, State's Attorney, local Bar Association, Maryland Public Defender, the Clerk of Courts, and others, as well as an adjacent 691-space parking garage and master planning the 20-acre site for future growth. The project was delivered early and on-budget in June 2021. Within days of substantial completion, the Courthouse successfully transitioned to operations.

Fuse at Mason Square, Arlington, VA

\$100M+ **DBFOM** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$233M / 345,000 SF / February 2020 – Summer 2025 (est.)

As Finance Director, Brian provided oversight and management of the project financing workstream, including sourcing the necessary debt and equity. Fuse at Mason Square, a new, 345,000-square-foot hub for digital innovation, will create a peerless innovation experience by providing unparalleled access to one of the largest tech talent pipelines in Virginia and to industry-influenced research. Fuse will promote the exchange of ideas and the transfer of technology between Mason's researchers and students and industry partners to accelerate the development of digital innovation.

University of Kansas, Central District Development, Lawrence, KS

\$100M+ **DBFOM** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$383M / 975,000 SF / September 2015 – May 2018 (O&M Ongoing)

As Financing Lead, Brian provided oversight of all financing throughout the development. Edgemoor was hired as the master developer of 55 acres on campus referred to as the Central District. The project included 285,000-square-feet of academic science facilities, a 26,500-square-foot student union, 1,200 beds for student housing, 2,000 parking spaces, a power plant, and all necessary infrastructure to support the project. Under Brian's leadership, the Central District Development was efficiently financed with 100% debt through a creative 501(c)3 lease-leaseback ownership structure. Each project component was delivered early or on time, and on budget.

Experience

10 years with Edgemoor
24 total years of experience

Education

MBA, University of California, Los Angeles
BA, Finance & Marketing, University of Virginia

Additional Qualifications

P3 Bootcamp Instructor
National Council of Public-Private Partnerships
Water Environment Foundation
Former Treasurer, Agua Hedionda Lagoon Foundation
Healthcare Heroes Housing Inc, Board Member
K12 Education Partners Inc, Board Member
Higher Education Partners Inc, Board Member

Reference

Lonnie Robbins
Former Chief Administrative Officer (retired)
Howard County Government
(p) 410.446.2070
(e) lrobbins1@verizon.net



Jamie Martin

EXECUTIVE SUPPORT

Jamie has extensive experience in the development of public-private projects, serving as a Chief Development Officer for Edgemoor. Jamie has 36 years experience in land acquisition and disposition, land use entitlements, public/private transaction structuring, development budget management, design and construction management, financing real estate transactions, marketing and leasing, and performing asset management for company-owned assets.

In this role, Jamie will serve as Executive Support, overseeing the Project throughout the entire development process.

Relevant Experience

Long Beach Civic Center, Long Beach, CA

\$100M+ **DBFOM** Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$513M / 15 acres, 6 city blocks / November 2014 – June 2019

As Development Manager, Jamie was involved with all aspects of the design, development, and delivery of the project. Edgemoor was the co-developer of the project that consisted of a new civic center, a new City Hall, Main Library, revitalized Lincoln Park, and a new headquarters for the Port Authority, as well as a vibrant commercial mixed-use development. In total, Edgemoor developed six new buildings, three new parking garages, and related infrastructure and landscaping.

Kansas City International Airport New Terminal Project, Kansas City, MO

\$100M+ Open Book Pricing DBF GMP Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$1.5B / 1M SF / March 2019 – February 2023

As Design Manager, Jamie oversaw all aspects of the design process. At just over one million square feet, the New Single Terminal and Parking Garage at KCI Airport is the largest infrastructure project in Kansas City’s history. The project, featuring 40 gates, was delivered on-budget and ahead of schedule and provided significant community benefits.

Fuse at Mason Square, Arlington, VA

\$100M+ **DBFOM** Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$233M / 345,000 SF / February 2020 – Summer 2025 (est.)

As Principal-in-Charge, Jamie structured one of the first integrated academic and commercial developments to set new benchmarks for innovation district projects. Fuse at Mason Square, a new, 345,000-square-foot hub for digital innovation, will create a peerless innovation experience by providing unparalleled access to one of the largest tech talent pipelines in Virginia and to industry-influenced research. By integrating collaborative labs, workspaces, and proactive and curated programming, Fuse will promote the exchange of new ideas and the transfer of technology between Mason’s researchers and students and industry partners to accelerate the development of digital innovation.

Experience

25 years with Edgemoor
36 total years of experience

Education

MBA, George Mason University
BS, Civil Engineering, Virginia Polytechnic Institute & State University

Additional Qualifications

Professional Engineer: VA
LEED AP
Urban Land Institute
NAIOP
American Society of Civil Engineers

Reference

Amy Bodek
Director of Regional Planning
LA County (formerly with City of Long Beach)
(p) 213.974.6401
(e) abodek@planning.lacounty.gov



Reggie Thomas

BID DIRECTOR / PREDEVELOPMENT MANAGER

Reggie works alongside stakeholders across the project lifecycle, from conception through execution and beyond, to develop solutions that meet and exceed expectations and performance goals. Prior to joining the Edgemoor team, Reggie worked in business development where he utilized his 10 years of industry and operational experience to cultivate and maintain meaningful client and industry relationships.

In this role, Reggie will be responsible for managing all predevelopment activities for the Project.

Relevant Experience

Fuse at Mason Square, Arlington, VA

\$100M+ **DBFOM** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$233M / 345,000 SF / February 2020 — Summer 2025 (est.)

As Director, Reggie supported the team during predevelopment activities focusing on entitlement and zoning. Fuse at Mason Square, a new, 345,000-square-foot hub for digital innovation, will create a peerless innovation experience by providing unparalleled access to one of the largest tech talent pipelines in Virginia and to industry-influenced research. At the center of Arlington's Rosslyn-Ballston corridor, Fuse will be the catalyst for digital innovators, researchers, and entrepreneurs to collide, interact, and thrive. By integrating collaborative labs, workspaces, and proactive and curated programming, Fuse will promote the exchange of new ideas and the transfer of technology between Mason's researchers and students and industry partners to accelerate the development of digital innovation.

7607 Old Georgetown Road, Washington, DC

GMP **Value-Add Concepts**

\$69.4M / 314,000 SF / October 2021 — April 2024 (est.)

As Business Development Executive, Reggie provided a primary touchpoint for Washington Property Company through the project development process – design development, budgeting, estimating, and WPC's procurement process including interviews. Reggie worked with the team to create an overall win strategy and executed on that strategy. Clark is constructing this 23-story building that will feature 198 apartment units, retail space, terraces, and parking on four below-grade and two above-grade levels. Clark's scope also includes utility relocation, creation of surrounding amenities, and landscaping.

Ripley II, Washington, DC

\$100M+ **GMP** **Value-Add Concepts**

\$113.1M / 548,649 SF / May 2020 — August 2022

As Business Development Manager, Reggie provided a primary touchpoint for Washington Property Company through the project development process – design development, budgeting, estimating, and WPC's procurement process including interviews. Clark provided general construction services for a new 26-story mixed-use residential building. The 403-unit apartment building includes roughly 15,000 square feet of ground floor retail, rooftop amenity space, and an attached five-story above-grade parking garage. Ripley II stands at 270 feet tall, making it the tallest building in Silver Spring.

Experience

10 years with Edgemoor/Clark
20 total years of experience

Education

MRED, George Mason University
BS Real Estate and Urban Land Development, Virginia Commonwealth University

Additional Qualifications

DC Building Industry Association (DCBIA), Board of Directors
National Association of Industrial & Office Properties (NAIOP), Board of Directors
US Green Building Council (USGBC)

Reference

Janel Kausner
VP of Development
Washington Property Company
(p) 240.482.8110
(e) jkausner@washproperty.com



Christina Solomon

DEVELOPMENT MANAGER

Christina's experience spans the entire development cycle. She previously worked for Clark Construction as a Project Manager, then transitioned to Disney, spending the last nine years developing projects around the world for Walt Disney Imagineering. Christina has significant experience working with stakeholders across the development cycle to optimize design and delivery while ensuring asset value and guest experience is maximized.

In this role, Christina will be responsible for managing all development activities for the Project.

Experience

1 year with Edgemoor
16 total years of experience

Education

MBA, Harvard University
BS, Civil Engineering, Tufts University

Reference

Justin Newton
Vice President, Project Management
Walt Disney Imagineering
(p) 818.629.7209
(e) justin.newton@disney.com

Relevant Experience

Disneyland, Unannounced Land Expansion, Anaheim, CA

\$100M+ **Value-Add Concepts** **Stakeholder/Community Engagement**

Confidential / Within the last 5 Years

As Principal Project Manager, Christina managed the initial conceptual phase design for this new themed land at Disneyland. Starting with a needs assessment, Christina was responsible for aligning the program with the business case and master plan. She worked closely with resort partners to push forward master-planning efforts to support this expansion as well as others in development. Christina was the conduit of all end user stakeholders back to the design team to ensure the design was operable, maintainable, and provided an exceptional guest experience. She placed a focus on how to find economies of scale and shared resources to maximize time and budget for the project. Christina also led design integration efforts, ensuring that the design was coordinated among all disciplines.

Zootopia Land, Shanghai, China

\$100M+ **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

Confidential / Within the last 5 Years

As Senior Project Manager, Christina was responsible for the design development and all execution strategies for Zootopia Land, a new themed land at Shanghai Disneyland consisting of an attraction, retail, F&B, and live entertainment. The focal point of the themed land centers around a New Zootopia Police Department and City Hall. Christina monitored schedule, scope, and budget to ensure that business objectives were met and worked closely with all stakeholders to ensure that the end product was safe, efficient, and cost-effective. Additionally, she led monthly project updates to internal stakeholders as well as Chinese JV partners. With a global project team, Christina created graphics to facilitate efficient communication between project team members, saving money by minimizing change orders. The team also prioritized the use of as much local material as possible, bolstering local vendors.



Keith Luu

ASSOCIATE DEVELOPMENT MANAGER

Keith is adept at collaborating across multiple disciplines to drive the execution of complex and large-scale projects. He supports feasibility analysis, project financing, and project management. Prior to Edgemoor, Keith worked in construction and project management for the US Navy.

In this role, Keith will support the Project throughout community engagement, financing, design, and build.

Relevant Experience

Confidential Fleet Support Facility, Naval Air Station, Whidbey Island, WA

DB Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$21M / June 2020 – July 2021

As Project Manager, Keith led the development of an Anti-Terrorism/Force Protection (AT/FP) warehouse to provide new space for storage, material receiving, staging, and maintenance of technical avionics equipment. The facility supports the onboarding of new air squadrons that will conduct maritime patrol and aerial reconnaissance operations in the Indo-Pacific region. Keith successfully resolved delays to shipments of critical materials, and crashed the construction schedule during the pandemic to deliver the facility on time. Additionally, Keith led the emergency remediation plan to remove 6,500 tons of toxic soil, preventing contamination and project shutdown, and initiated design improvements to enhance workflow and storage capacity.

Automotive Facility, Naval Air Station, Whidbey Island, WA

Open Book Pricing DB Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$3M / June 2020 – July 2021

As Owner's Representative, Keith was responsible for all aspects of development including conception, bid selection and award, technical review, due diligence, and pre-construction for a four-bay, drive-through vehicle washing facility. Revenues generated by the asset are directly purposed for military social services and programs from the Navy Moral, Welfare and Recreation (MWR) organization, furthering veteran readiness and quality of life. Keith negotiated with the design consultant and client to incorporate a water recycling system to preserve water and prevent the facility from exceeding the base's industrial wastewater permit.

Confidential Multipurpose Buildings, Israel

GMP Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

August 2018 – March 2019

As Deployment Construction Officer, Keith was tasked with establishing a new deployment site to advance US strategic objectives overseas. He was responsible for project management and leading an 18-person crew in day-to-day construction to provide infrastructure and staging facilities to ensure future combined joint operations in support of US Naval Forces Europe-Africa/US 6th Fleet. Keith oversaw design and implementation of a makeshift detention pond and stormwater system to minimize damage and cleanup of adjacent camps during peak flood season. Additionally, Keith collaborated with host nation partners, adjacent task forces, and other commands in developing a master plan for the site.

Experience

1 year with Edgemoor
5 total years of experience

Education

MBA, University of Michigan
BS, Civil Engineering, University of Washington

Additional Qualifications

Urban Land Institute
Engineer In Training (EIT) Certificate
Washington State
Languages: Vietnamese

Reference

Jonathan James
Director of Engineering, Public Works
Department
Naval Air Station Whidbey Island
(p) 360.320.7483



Marc Kersey

CONSTRUCTION PROJECT EXECUTIVE

With over 30 years of experience in the construction industry, Marc brings extensive expertise with large, complex jobs for public clients. Marc provides overall direction for projects, establishes objectives and policies, maintains liaison with clients, and monitors construction and financial activities.

In this role, Marc will serve as the Construction Project Executive overseeing the project from preconstruction planning through the successful completion of construction.

Experience

34 years with Clark
36 total years of experience

Education

BS, Building Construction, Virginia Polytechnic Institute and State University

Additional Qualifications

OSHA 10-Hour
CPR / First Aid / AED

Reference

Sean Gamette, PE
Managing Director, Engineering Bureau
Port of Long Beach
(p) 562.283.7277
(e) sean.gamette@polb.com

Relevant Experience

Long Beach Civic Center, Long Beach, CA

\$100M+ **DBFOM** Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$513M / 15 acres, 6 city blocks / November 2014 – June 2019

Marc served as Project Director for the Long Beach Civic Center. Clark provided design-build services for a new city hall, port headquarters, main library, and below-grade parking facilities. The project team also redeveloped the existing Lincoln Park to include a multipurpose event lawn, dog park, children’s play area, and other amenities.

LACMA New Building for the Permanent Collection, Los Angeles, CA

\$100M+ **GMP** Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$582M / 348,000 SF / July 2020 – June 2025

Marc is providing Executive Leadership for the Los Angeles County Museum of Art (LACMA) New Building for the Permanent Collection. The new building represents a bold new vision for how art museums can connect and engage with visitors. Clark is providing CMAR services for the new structure spanning Los Angeles’ famed Wilshire Boulevard. The project will include two and a half acres of new public outdoor space, including landscaped outdoor plazas and sculptures. The project is expected to achieve LEED Gold.

LAUSD North Hollywood Comprehensive Modernization, Los Angeles, CA

\$100M+ Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$209M / 300,000 SF / February 2021 – September 2025

Marc is providing Executive Leadership for this project which includes the demolition of the existing gymnasium, auditorium, and numerous academic spaces, and the construction of three new buildings. A new two-story complex will include main and practice gymnasiums and other support spaces. General and specialty classrooms, special education spaces, a computer lab, and associated support spaces will also be constructed as part of a new two-story classroom building. A new three-story auditorium will feature a lobby, theater, performing arts classrooms, and office spaces. The scope also includes the construction of athletic fields, a new central plant, and a maintenance yard.





Tom Farrar

SENIOR PROJECT MANAGER

Tom establishes project objectives and goals for teams in line with owner objectives. As Senior Project Manager, Tom facilitates contract negotiations and monitors construction and financial activities.

In this role, Tom will provide oversight for the administrative direction of project management. Tom create and reinforce a collaborative culture, and allocate resources on the Project.

Relevant Experience

Long Beach Civic Center, Long Beach, CA

\$100M+ **DBFOM** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$513M / 15 acres, 6 city blocks / November 2014 – June 2019

Tom served as Project Executive for the Long Beach Civic Center. Clark provided design-build services for a new city hall, port headquarters, main library, and below-grade parking facilities. The project team also redeveloped the existing Lincoln Park to include a multipurpose event lawn, dog park, children’s play area, and other amenities.

San Francisco Police Department Traffic Company & Forensic Services Division Facility, San Francisco, CA

\$100M+ **GMP** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$128M / 100,000 SF / October 2017 – October 2021

Tom served as Project Executive for the San Francisco Police Department Traffic Company & Forensic Services Division Facility. Clark provided CMAR services for the construction of the crime lab and motorcycle police facility. The San Francisco Department Traffic Company & Forensic Services Division Facility features administrative, conference, and office spaces, as well as labs, a firearm testing facility, and motorcycle parking.

Menifee Justice Center, Riverside, CA

GMP **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$62M / 85,000 SF / December 2021 – March 2024 (est.)

Tom is serving as Project Executive for the Menifee Justice Center project. The Judicial Council of California has awarded Clark a contract for the new Menifee Justice Center. Clark will construct a new judicial facility to replace the existing 51-year-old Menifee Courthouse. The new facility will feature modern, accessible, and secure courtrooms for family, traffic, and civil cases. The building will also include jury assembly and deliberation rooms, a self-help center, a children’s waiting room, and attorney interview/witness waiting rooms.

Experience

14 years with Clark
14 total years of experience

Education

MS, Civil Engineering, Northeastern University
BS, Civil Engineering, University of New Hampshire
AA, Architectural Engineering, NHTI-Concord's Community College

Additional Qualifications

Design-Build Professional (DBIA)
Engineer-in-Training
OSHA 30-Hour
CPR/First Aid/AED
Lean Certificate

Reference

Jack Collins
Manager Facilities Services
Judicial Council of California
(p) 916.755.2303
(e) jack.collins@jud.ca.gov





Josie Mascher

DESIGN MANAGER

Josie leverages her diverse project experience at Clark to manage design services with a focus on mitigating any design phase risk. Working with the project team she promotes a collaborative and thorough design management process to ensure every project is successfully delivered as a singular, cohesive design-build team.

In this role, Josie will facilitate collaboration and communication between the design and construction team and conduct design document reviews to ensure cost and scope alignment.

Experience

7 years with Clark
7 total years of experience

Education

BS, Civil Engineering, George Washington University

Additional Qualifications

OSHA 10-Hour
OSHA 30-Hour
Engineer-in-Training
Construction Health and Safety Technician (CHST)

Reference

Joe Chisholm
Architect, Project Manager
University of California San Diego
Capital Program Management
(p) 858.361.5294
(e) jchisholmiii@ucsd.edu

Relevant Experience

UCSD Pepper Canyon West Housing, La Jolla, CA

\$100M+ **DB** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$313M / 580,000 SF / June 2022 – October 2024 (est.)

Josie served as the Design Manager for the UCSD Pepper Canyon West Housing project. UCSD Pepper Canyon Living and Learning Neighborhood is an urban-designed, high-density student housing project to replace the existing low-density rural Camp Snoopy student housing. Each of the two buildings features six- and eight-bedroom apartment-style units that will include living, dining, and kitchen areas. The project will also feature retail, social, and study spaces throughout each building, including ground-story and upper-story exterior lounge spaces.

BD Biosciences Fitout at Torrey View Life Science Campus, San Diego, CA

GMP **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$75M / 175,000 SF / September 2022 - September 2023 (est.)

Josie served as the Preconstruction Manager for a tenant fitout for BD Biosciences at the largest of three research and development buildings on the Torrey View Life Science Campus, currently under construction by Clark. The space will feature approximately 100,000-square-feet of laboratory space with a vivarium on the first floor and office and support space, serving as home for an expanded San Diego Reagent Innovation Center for the medical technology company's growing biosciences business.

Cannon House Office Building, Washington, DC

\$100M+ **GMP** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$125M / 266,000 SF / March 2013 - November 2024 (est.)

Within the last five years, Josie served as Project Engineer for the Cannon House Office Building project. Clark, in a joint venture pursuit, is managing a 10-year, phased renovation of the 105-year-old, five-story Cannon House building that houses office space for 2,000 individuals, including members of congress and their staffs. The scope of work includes replacing all major building systems, abatement of hazard materials, historic window restoration, complete repair and re-pointing of the exterior skin, renovation of the Cannon Building's basement, including its mechanical services, and interior tenant improvements. The project is designed to achieve LEED Silver certification.





Peter Stokman

SUPERINTENDENT

Peter brings over 30 years of experience supervising large, complex projects for numerous public clients. He coordinates Clark trades and all project subcontractors to ensure contract compliance and he has responsibility for overall project safety and quality control.

In this role, Peter will oversee the total construction effort to ensure the project is constructed in accordance with the design, budget, and schedule.

Relevant Experience

Long Beach Civic Center, Long Beach, CA

\$100M+ **DBFOM** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$513M / 15 acres, 6 city blocks / November 2014 – June 2019

Peter served as the Superintendent for the Long Beach Civic Center. Clark provided design-build services for a new city hall, port headquarters, main library, and below-grade parking facilities. The project team also redeveloped the existing Lincoln Park to include a multipurpose event lawn, dog park, children’s play area, and other amenities.

LACMA New Building for the Permanent Collection, Los Angeles, CA

\$100M+ **GMP** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$582M / 348,000 SF / July 2020 – June 2025

Peter served as Superintendent for the Los Angeles County Museum of Art (LACMA) New Building for the Permanent Collection. The new building represents a bold new vision for how art museums can connect and engage with visitors. Clark is providing CMAR services for the new structure spanning Los Angeles’ famed Wilshire Boulevard. The project will include two and a half acres of new public outdoor space, including landscaped outdoor plazas and sculptures. The project is expected to achieve LEED Gold.

LACMTA Maintenance Building 61S, Los Angeles, CA

DB **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$52M / 92,500 SF / August 2015 – April 2019

Peter served as Superintendent for the LACMTA Maintenance Building 61S. Clark provided design-build services for this three-story building with rooftop parking for LACMTA employees. The scope included foundations and structural framework, an exterior envelope including wall and roof systems, and all interior construction and finish materials as well as service equipment, and maintenance and storage equipment. Clark also completed grading, paving, site furnishings, and burying conduit routing to the Rail Fleet Services Maintenance Facility within the Division 20 Yard. In addition, the project included a one-story, 4,500-square-foot storage expansion structure that was attached to the existing Rail Fleet Services Maintenance Facility.

Experience

7 years with Clark
32 total years of experience

Education

BA, Cognitive Psychology, University of Rochester

Additional Qualifications

Safety Trained Supervisor
Construction (STSC)
Construction Health and Safety Technician (CHST)
CPR / First Aid / AED

Reference

Melissa Hilsabeck
Capital Projects Coordinator
Port of Long Beach
(p) 562.519.0026
(e) Melissa.Hilsabeck@polb.com





Kelvin Vasquez

SYSTEMS MANAGER

Kelvin's in-depth technical knowledge and industry experience gained on recent projects like the Long Beach Civic Center provides the team with exceptional leadership for MEP design, coordination, and installation. He is also highly experienced in BIM technologies and plays a key role on all innovative technology Clark implements on a project.

In this role, Kelvin will be responsible for planning and executing the mechanical, electrical, plumbing, and life safety systems to ensure the building functions in accordance with the performance criteria.

Experience

7 years with Clark
9 total years of experience

Education

BS, Civil Engineering
University of Southern California

Additional Qualifications

Design-build Professional (DBIA)
LEED AP BD+C

Reference

Marilyn Surakus
Bureau Manager
Public Works, Project Management Bureau
(p) 562.570.5793
(e) Marilyn.Surakus@longbeach.gov

Relevant Experience

Long Beach Civic Center, Long Beach, CA

\$100M+ **DBFOM** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$513M / 15 acres, 6 city blocks / November 2014 – June 2019

Kelvin served as Project Manager for the Long Beach Civic Center. Clark provided design-build services for a new city hall, port headquarters, main library, and below-grade parking facilities. The project team also redeveloped the existing Lincoln Park to include a multipurpose event lawn, dog park, children's play area, and other amenities.

LACMA New Building for the Permanent Collection, Los Angeles, CA

\$100M+ **GMP** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$582M / 348,000 SF / July 2020 – June 2025

Kelvin served as Systems Manager for the Los Angeles County Museum of Art (LACMA) New Building for the Permanent Collection. The new building represents a bold new vision for how art museums can connect and engage with visitors. Clark is providing CMAR services for the new 347,500-square-foot structure spanning Los Angeles' famed Wilshire Boulevard. The project will include two and a half acres of new public outdoor space, including landscaped outdoor plazas and sculptures. The project is expected to achieve LEED Gold.

The Heldman Center, Los Angeles, CA

\$100M+ **DB** **GMP** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$108M / 60,000 SF / May 2022 – June 2024 (est.)

Kelvin served as Senior Systems Manager for The Heldman Center project. Clark will demolish several existing structures and construct a new 60,000-square-foot, four-story building that will house the learning resource center, telecommunications center, and student support offices. The project scope also includes a four-acre site-work package designed to improve campus connectivity. The project team will perform extensive landscaping to create outdoor classrooms and student gathering places. The project is designed to achieve LEED Silver certification.





Susan O'Connell

DESIGN EXECUTIVE

Susan has over 38 years of experience leading architectural firms in the design and management of projects throughout Southern California and the US. She has demonstrated her ability to build consensus among large, complex user groups. Susan's strength lies in her ability to collaborate with clients and take great architectural concepts through to a completed project that exceeds the client's vision. She is involved in numerous community-based activities, including the Greater Wilshire Neighborhood Council's Land Use Committee, where she champions affordable housing and "livable" mixed use commercial projects that will benefit the community.

In this role, Susan will provide executive-level oversight throughout the entire design process.

Experience

13 years with AC Martin

38 total years of experience

Education

M Arch, Columbia University

B Arch, University of Southern California

Urban Design Studies, USC School of Architecture, Rome, Italy

Additional Qualifications

AIA, American Institute of Architects;
DBIA, Design Build Institute of America

LEED AP BD+C

Guest Lecturer, UCLA Extension
Project Management Class

USC Architectural Guild Board (past member)

Reference

Robert Schulz, AIA

Assoc. VP of Real Estate, Planning & Development

San Diego State University

(p) 619.594.6017

(e) rschulz@sdsu.edu

Relevant Experience

Terminal Cores & APM Interface D/B Project, Los Angeles, CA

\$100M+ **DB** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$590M / 220,000 SF / February 2018 – April 2024 (est.)

Susan is the Principal-in-Charge for AC Martin as part of a larger team designing three new cores between Terminals 5 and 6 and the Tom Bradley International Terminal. Terminal 5.5 features sizable vertical transportation cores consisting of multiple elevators and escalators to connect the new Automated People Mover pedway (APM) to arrival and departure levels, as well as direct passenger connection to the passenger security screening checkpoint. The project also replaced the front façade of Bradley Terminal and grew 45 feet to the east to accommodate circulation the new Terminal 3 Connector.

Consolidated Rent-A-Car Facility, D/B (ConRAC), Los Angeles, CA

\$100M+ **DB** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$1B / 6.3M SF / September 2018 – June 2023

Susan is the Principal-in-Charge for AC Martin as part of a P3 team delivering this car rental project. The project allows for 20+ car brands to be housed in a single mega-building complex that is connected to every LAX passenger terminal. The ConRAC facility consolidates rental car operations currently spread across the surrounding area of LAX into one location conveniently located adjacent to the 405 freeway. The project is a LEED Gold Certified building.

San Diego State University, Huāxyacac Hall. San Diego, CA

\$100M+ **DB** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$125M / 188,094 GSF / January 2017 – August 2019

Susan was the Principal-in-Charge for this collaborative, progressive design-build, student residential hall, providing new freshman housing as a significant addition to San Diego State's student life program. The project ties the new and existing housing together with a market, coffee shop, community center, communal kitchen, lounge/study areas, courtyards, and a plaza that can accommodate food trucks and farmer's market vendors. Susan worked with three colleges to negotiate space and program and held campus community meeting to receive input. The residence hall is a LEED Gold Certified building.



Tammy Jow

DESIGN PRINCIPAL-IN-CHARGE / LEAD DESIGNER

Tammy has worked on some of AC Martin's most significant projects. Her diverse body of work consists of mostly complex, large-scale civic work, where she has led years-long design efforts. In addition to the projects below, she served as the Senior Designer and Deputy Project Manager of the highly relevant Madera County Courthouse, which features welcoming design balanced with defensive architecture and communicates government transparency. For these projects, she was responsible for coordinating the efforts of the entire design team, including a vast array of consultants, liaising with the client, and working closely with the general contractor. She is experienced in all aspects of design and construction, with a particular skill in helping stakeholders translate their project goals to the design team.

In this role, Tammy will act as the Design Principal-in-Charge and will lead the design team throughout the entire design effort.

Experience

27 years with AC Martin

28 total years of experience

Education

B Arch, University of Southern California

Additional Qualifications

Design Build Institute of America (DBIA)

LEED AP

USC Architectural Guild Board

Member (Outstanding Service Award)

Reference

Richard Standiford

Project Director III, State of CA,
Department of General Services

(p) 916.708.1670

(e) richard.standiford@dgs.ca.gov

Relevant Experience

California DGS, New Natural Resources Headquarters, Sacramento, CA

\$100M+ DB Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$535M / 850,000 SF / August 2017 – September 2021

Tammy served as Project Director/Facade Designer for this design-build office facility and new destination for the public. The project offers 10,000-square-foot of ground-story retail space with a multi-vendor food court and a pedestrian plaza. The building is LEED Platinum certified and Net Zero Energy.

California DGS New Labor Agency Building, Sacramento, CA

\$100M+ DB Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$436M / 657,000 SF / September 2021 – October 2025 (est.)

Tammy is serving as the Technical Director for this progressive design-build project. The Labor Agency Building project consists of a comprehensive demolition/abatement, reskin, and modernization of a 17-story office tower to protect the health and safety of occupants and extend the useful life and viability of the building. The project is on target for LEED Platinum certification.

Korean Air, Wilshire Grand Redevelopment Project, Los Angeles, CA

\$100M+ GMP Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$1.35B / 2.1M SF / April 2012 – June 2017, August 2022 – October 2023 (est.)

Tammy is the Project Director, Senior Designer & Facade Designer for Wilshire Grand. The Wilshire Grand Tower is an iconic addition to the Downtown LA skyline. The tower is comprised of a 4-star InterContinental Hotel with 890 guestrooms, sitting atop 18 leasable office floors. The hotel/office tower is a Type 1A fully sprinklered. LEED Gold certified high-rise building.



Grit Pasker

TECHNICAL DIRECTOR

Grit is an experienced senior architect and has been collaborating successfully with many California jurisdictions since 2001. Her extensive work encompasses institutional, governmental, and hospitality projects and she takes decisive leadership throughout all phases of the design and construction process - from the schematic phase through construction administration. In addition to the projects below, Grit served as the Senior Designer of the County of Los Angeles Hall of Justice Repair and Reuse, a design-build rehabilitation of a historic landmark building.

Grit is passionate about design integrity and successfully resolves code issues in conjunction with building officials to realize code compliant, award-winning designs. She is very familiar with the various applicable codes including the California Green Building Code and she understands the nuances of the permitting process.

In this role, Grit will support the design-build team throughout the permitting, design, and construction processes.

Experience

16 years with AC Martin
23 total years of experience

Education

M Arch, Southern California Institute of Architecture
Diploma 1 & 2 (Masters & Bachelors equivalent), Architecture & Urban Design, Kassel University, Germany

Additional Qualifications

American Institute of Architects (AIA)
LEED AP BD+C
Design Build Institute of America (DBIA)

Reference

Osama Younan
General Manager, Superintendent of Building
Los Angeles Department of Building & Safety
(p) 213.482.6800
(e) osama.younan@lacity.org

Relevant Experience

California DGS New Labor Agency Building, Sacramento, CA

\$100M+ DB Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$436M / 657,000 SF / September 2021 – October 2025 (est.)

Grit served as Technical Director for this progressive design-build. The project consisted of comprehensive demolition/abatement, reskin, and modernization of a 17-story office tower to protect the health and safety of occupants and extend the useful life and viability of the building. The tower is on target for LEED Platinum certification.

California DGS, New Natural Resources Headquarters, Sacramento, CA

\$100M+ DB Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$535M / 850,000 SF / August 2017 – September 2021

Grit served as Technical Director for this 22-story, high-rise office tower. The tower serves as the workplace for several departments within the agency, including the Department of Water Resources, Department of Fish and Wildlife, and the Department of Parks and Recreation. The project includes 10,000-square-feet of ground level retail/flexible space, a multi-vendor food court, and a verdant pedestrian plaza. The project is LEED Platinum certified and Net Zero Energy.

Korean Air, Wilshire Grand Redevelopment Project, Los Angeles, CA

\$100M+ GMP Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$1.35B / 2.1M SF / April 2012 – June 2017, August 2022 – October 2023 (est.)

Grit is the Senior Design Architect for Wilshire Grand. The Wilshire Grand Tower is an iconic addition to the Downtown LA skyline. The tower is comprised of a 4-star InterContinental Hotel with 890 guestrooms, sitting atop 18 leasable office floors. The hotel/office tower is a Type 1A fully sprinklered. LEED Gold certified high-rise building.



Jovan Gayton

PROJECT DIRECTOR

Jovan is a Project Director who has several years of experience in every phase of project development, with project types ranging from residential, commercial, K-12, higher education, cultural, and mixed use. With his love for people combined with years of experience, Jovan cultivates and maintains strong relationships with clients, consultants, and teammates. His leadership is inspired by the belief that buildings are for people and therefore, people remain the focus of every project from start to finish. He sees the value of leading with integrity, patience, communication, and active listening. His service as a Project Director is to lead staff to deliver exceptional projects, ahead of schedule, under budget, and with the highest quality possible.

In this role, Jovan will work with the design team to ensure an on-time, on-budget delivery.

Experience

9 years with AC Martin
19 total years of experience

Education

B Arch, Woodbury University

Additional Qualifications

American Institute of Architects (AIA)
LEED AP BD+C
NCARB

Reference

Chris Bench
Sr. Development
AvalonBay Communities, Inc.
(p) 949.955.6225
(e) christopher_bench@avalonbay.com

Relevant Experience

San Diego State University, AvalonBay, Mission Valley, CA

\$100M+ **Stakeholder/Community Engagement** **Municipal/Public Project**

\$278M / 1.2M SF / 2023 – Ongoing

Jovan is the Project Director for this eight-story mixed-use project. Avalon Mission Valley includes 600 market rate apartments. The building is thoughtfully placed on the site to create open spaces and to develop a sense of community and engagement. The facility includes a grocery store, food/beverage/retail, multiple lobbies, and a state-of-the-art amenity deck. To provide adequate parking for both residents and visitors, the plan includes three levels of parking stalls, some of which are subterranean. Over 800 parking stalls for residents will be included in the project.

Avalon Mission Valley's massing and building geometry are organized to interact with Snapdragon Stadium and the River Park. The views and open spaces draw pedestrians to those two essential features within SDSU Mission Valley. This interconnectivity encourages physical activity, promoting walking and biking through the various public amenities. Construction is slated to begin early 2024, and the building is designed to achieve LEED Gold certification.

Museum of Water+ Life, Hemet, CA

Stakeholder/Community Engagement **Municipal/Public Project**

\$37M / 60,000 SF / Within 5 Years

Jovan was the Lead Designer/LEED Manager and Project Engineer (construction admin/close out) for this complex that consists of six separate buildings. The museums are topped with 3,000 photovoltaic-panels that provide 540-kilo watts for the complex, nearly half of its total power needs. The museum is the first LEED Platinum museum in the world.



Emma Shen

PROJECT DESIGNER / DESIGN EXECUTION

Emma is currently working on two large government projects, the California State Resources Building Renovation and Placer County’s New Health and Human Services Center. She is an expert in visualization and 3D modeling. Emma has worked with international giants like Zaha Hadid Architects and Büro Ole Scheeren on various projects and competitions in China, Canada, and the United States.

In this role, Emma will work with the team to support all design efforts.

Relevant Experience

Placer County New Health & Human Service Center, Auburn, CA

\$100M+ DB Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$579M / 142,000 SF / May 2021 – October 2023 (est.)

Emma is serving as Project Designer for this new Health and Human Services Center. The new facility is included in the county’s updated master plan for the Placer County Government Center and will help consolidate existing staff and services from six divisions. The "one stop" service center for the Auburn and foothills area will improve public access to health and human services, and supplant the multiple WWII era facilities currently in use. The project is the country’s first zero net-energy facility.

California DGS New Labor Agency Building, Sacramento, CA

\$100M+ DB Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$436M / 657,000 SF / September 2021 – October 2025 (est.)

Emma served as Project Designer for this progressive design-build. The project consisted of comprehensive demolition/abatement, reskin, and modernization of a 17-story office tower to protect the health and safety of occupants and extend the useful life and viability of the building. The tower is on target for LEED Platinum certification.

Experience

2 years with AC Martin
5 total years of experience

Education

B Arch, University of Southern California

Additional Qualifications

LEED AP

Reference

Kai-Jui (Gary) Tsao
Project Manager/Architect
Zaha Hadid Architects
(p) +44.20.7253.5147 (UK)
(e) kai-Jui.Tsao@zaha-hadid.com



Herb Roth

POLICE FACILITY PLANNING & DESIGN CONSULTANT

As a Founding Principal at Roth Sheppard Architects with 35 years experience in Justice and Public Safety Architecture, Herb has set new standards for the next generation of police facilities and has positively impacted other architects' work, building occupants and the communities they serve. Herb now serves as Emeritus Principal and Justice and Public Safety Consultant for RSA. He provides services as needed, on select public safety projects, at the request of the firm's current leadership.

In this role, Herb will bring his internationally recognized expertise on more than 60 public safety projects and justice buildings to the planning, assessment, and design of this public safety facility. He will oversee programming and design for the public safety scope of work and will be assigned solely to the Garden Grove Civic Center Revitalization Project.

Experience

39 years with RSA
50 total years of experience

Education

B Arch, City College of New York

Additional Qualifications

Fellow, AIA
Advisory Group Member, AIA
Academy of Architecture for Justice
2006-2012, Chair 2010

Reference

Tina Wells
Sr. Project Manager
City & County of Denver, Dept. of
Transportation & Infrastructure
(p) 720-865-3009
(e) tina.wells@denvergov.com

Relevant Experience

Los Angeles World Airports Police & Administration Facilities Master Plan, Los Angeles, CA

\$100M+ DB Stakeholder/Community Engagement Municipal/Public Project

\$200M (est.) / 230,000 SF / 2017 – 2020

As Police Facility Planning & Design Consultant, Herb provided detailed master planning to provide the design-builder with a baseline of requirements, standards, and guidelines that must be met in order to fulfill the objectives of the future Airport Police Headquarters. The headquarters facility houses five major groups within the Airport Police Department in one facility. It serves 1,200 staff members at move-in and is planned for additional expansion to meet the department's needs into the year 2040.

Denver Police Department District 6, Denver, CO

Stakeholder/Community Engagement Municipal/Public Project

N/A / 54 966 SF / October 2023 – Ongoing

As the Police Facility Planning & Design Consultant, Herb led the City & County of Denver's Department of Transportation & Infrastructure (DOTI), to conduct a long-range needs assessment and perform architectural programming for the development of a new police facility to more adequately meet the City's public safety needs at 10-year milestones through the year 2044.

Lenexa Justice Center, Lenexa, KS

Open Book Pricing GMP Stakeholder/Community Engagement Municipal/Public Project

\$75M / 115,432 SF / July 2021 – September 2025 (est.)

As the Police Facility Planning & Design Consultant, Herb led the program verification and law enforcement design for this combined police and courts facility. The project consists of both the main operational police department and courts building and a training building on the same campus.





Brian Berryhill

POLICE FACILITY PLANNING & DESIGN CONSULTANT

Brian is an experienced architect who brings a wealth of knowledge to the planning and design of public safety and law enforcement projects. He has worked with communities across the country to guide municipalities from project inception through close-out.

In this role, Brian will bring his collaborative approach and his wealth of knowledge in public sector projects to the planning and design of the new Garden Grove Civic Center Revitalization Project.

Relevant Experience

Harris County Sheriff's Office Campus, Houston, TX

\$100M+ **Open Book Pricing** **GMP** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$109M (est.) / 192,030 SF / July 2021 – September 2025 (est.)

As Police Facility Planning & Design Consultant, Brian partnered with the project's lead architect on the planning and design of the Harris County Sheriff's Office (HCSO) campus. Currently, HCSO Investigators are scattered throughout the county at different sites. The new complex will centralize HCSO's operations onto an eight-acre site in the East End neighborhood, a historically and culturally Hispanic neighborhood. The complex will include an investigations building, property/evidence and CSI building, community center, a shared outdoor plaza, and a parking garage.

Lenexa Justice Center, Lenexa, KS

Open Book Pricing **GMP** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$75M / 115,432 SF / July 2021 – September 2025 (est.)

As the Police Facility Planning & Design Consultant, Brian supported the program verification and law enforcement design for this combined police and courts facility. The project consists of both the main operational police department and courts building and a training building on the same campus.

McFadden Public Safety Center, Lewisville, TX

Municipal/Public Project

\$95M (est.) / 77,300 SF / December 2021 – June 2024 (est.)

As Police Facility Planning & Design Consultant, Brian partnered with the project's lead architect on the program verification, planning, and design of a new complex that replaces the existing Lewisville Police and Fire departments. The police component includes administration, 911 dispatch, investigations, patrol, traffic, case clerks, and property and evidence. The fire component includes administration, a central fire station, and quartermaster. Both share a training facility and data center, integrated within a state-of-the-art EOC shelter. All of the new facilities are serviced by a new five-story parking garage.

Experience

10 years with RSA

15 total years of experience

Education

B Arch, University of Oklahoma

Additional Qualifications

Registered Architect: CO

NCARB Certified

American Institute of Architects (AIA)

International Association of Chiefs of Police

American Jail Association

Reference

Chief Dawn Layman

Lenexa Police Department

(p) 913.477.7300

(e) dlayman@lenexa.com



Hongjoo Kim

LANDSCAPE ARCHITECT

Hongjoo is the founding Principal and Design Director of HKLA and brings over 27 years of invaluable art, technology, and service experience to the communities and clients he serves. Hongjoo has been committed to serving various municipal/public agencies, colleges/universities, K-12 schools, healthcare facilities, parks, and open spaces with sustainability, design resiliencies, landscape art, and state-of-the-art technologies.

In this role, Hongjoo will be responsible for overseeing the landscape design for the overall project, including leading the design of the new park.

Experience

11 years with HKLA

27 total years of experience

Education

M Landscape Arch, Harvard University

M Landscape Arch, University of Colorado Denver

B Landscape Arch, Kyungwon University, South Korea

Additional Qualifications

Licensed Landscape Architect: CA
American Society of Landscape Architects, SoCal Chapter, President Elect

Asian American Architects and Engineers (AAAE), Past President

CSUDH, Campus Landscape Architect

Reference

Parisa Dadmehr,
Project Manager, Project Management Division

County of Los Angeles Department of Public Works

(p) 626.300.2334

(e) pdadmehr@dpw.lacounty.gov

Relevant Experience

Riverside County Three Libraries, French Valley / Desert Hot Springs / Menifee, CA

Open Book Pricing DB Value-Add Concepts Stakeholder/Community Engagement Municipal/Public Project

\$46M / 60,000 SF / September 2019 – July 2021

Hongjoo served as Lead Landscape Architect for the Riverside County Three Libraries project. The three new libraries were built simultaneously in just 20 months under a \$46 million public-private partnership contract that included a nonprofit specializing in funding P3 projects. The project incorporated drought tolerant low maintenance plantings in the landscape design.

County of Rancho Los Amigos National Rehabilitation Center Recuperative Care Center Building & Residential Treatment Program Building, Downey, CA

Open Book Pricing DB GMP Municipal/Public Project

\$51M / 22,000 SF / December 2019 – August 2021

As a Lead Landscape Architect, Hongjoo amplified the already existing strong sense of community and the deep reliance and connection with nature as a healing tool in his design. Conceptually, HKLA team referenced a farming village as a site planning prototype appropriate to the history and culture of the campus.

University of California Riverside Student Success Center, Riverside, CA

Open Book Pricing DB Stakeholder/Community Engagement Municipal/Public Project

\$52M / 60,000 SF / August 2019 – August 2021

Hongjoo served as Lead Landscape Architect for the UC Riverside Student Success Center. The project provides the campus with a visually compelling campus foreground building while housing an array of classroom, study, and social gathering spaces in both formal and open, flexible settings. Throughout the design process HKLA had multiple workshops with campus staff to ensure the design complied with the client's goals and vision, and to confirm that the project could be utilized and maintained as intended.



Marice DePasquale

COMMUNITY ENGAGEMENT CONSULTANT

Marice brings a diverse background in public affairs, media relations, and political campaigns. She is sought after as one of the top public affairs and campaign professionals in California with experience spanning all aspects of public relations, government and community relations, media relations, and grassroots lobbying.

Marice has worked with community groups, elected officials, and a wide variety of local, state, and federal agencies throughout California. She has a proven track record providing direction, management, and strategic counsel on complex land use projects for a broad range of clients and a nearly perfect record before the California Coastal Commission.

In this role, Marice will map the issues and create distinct messages by geography, age, and audience. Out of the gate, Marice will work towards identifying options for mutual gain for the project and the community.

Experience

12 years with MConsensus

27 total years of experience

Education

BA, Political Science, University of California, Irvine

Additional Qualifications

Director, Mesa Water

Board Member of Water UCI

Silver Anvil Award

Languages: Spanish

Reference

Justin McCusker, Director of

Community & Government Relations

C.J. Segerstrom & Sons

(p) 714.438.3298

(e) mccuskerj@southcoastplaza.com

Relevant Experience

Dana Point Harbor, Dana Point, CA

\$100M+ Stakeholder/Community Engagement

\$450M / 113,836 SF Retail, 2,409 Boat Slips, 136 Key Hotel / May 2019 — Ongoing

As Community Engagement Consultant, Marice worked with the team performing outreach to the community and neighbors. Ensuring local buy-in, accurate information in the public realm, and an open dialogue was critical to the success of this effort. Dana Point Harbor Partners, LLC is developing a master plan that connects the harbor's landside and waterside to become a singular cohesive waterfront experience. United by a love of the water and dedicated to preserving Dana Point Harbor's historical significance, the partnership is ensuring every element of the harbor will be thoughtfully designed, redeveloped, and managed to be reimaged into a world-class destination with historic roots and local charm.

The Crab Cooker, Newport Beach, CA

Stakeholder/Community Engagement

\$7M / 5,084 SF / May 2016 — October 2022

As Project Manager, Marice managed all aspects of public affairs, outreach, entitlement, and media relations. The historic Crab Cooker was damaged by an adjacent construction project. For nearly two years, the project team worked to identify a fix to the damage, ultimately culminating in the decision to tear down and rebuild. This process included working with city staff to identify a path to maintain historic use, entitlement rights, and privileges (the restaurant had been in operation so long that it had no permits), all while addressing current building codes and other requirements. A Use Permit was granted on November 16, 2017, followed by the issuance of a Coastal Development Permit. As the project shifted from entitlement to construction, Marice helped the construction team maintain community goodwill and obtained a heritage designation and other miscellaneous approvals to ensure the "new" Crab Cooker remains the same as the "old" Crab Cooker.



Hoon Hahn

CIVIL ENGINEERING PROJECT MANAGER

Throughout Hoon's 29 years of experience working for public agencies he has supervised and managed a wide range of projects, including but not limited to a new six lane bridge project to a new parking structure project. He is well versed in how agencies operate, and he understands the importance of good communication with city staff during the development of the project and design.

In this role, Hoon will be the main point of contact for all things related to civil planning and design.

Experience

1 year with RICK

29 total years of experience

Education

BS, Civil Engineering, University of California, Los Angeles

Additional Qualifications

Professional Engineer in

CA, No. 60003

American Public Works Association

City County Engineers Association

Reference

Damon Letz

City Engineer

City of Santa Clarita

(p) 661.255.4942

(e) Dletz@santa-clarita.com

Relevant Experience

New Central Library, Civic Center – P3, Burbank, CA

DBF **GMP** Stakeholder/Community Engagement Municipal/Public Project

\$120M / 65,000 SF / June 2023 – March 2023

As a project team member, Hoon represented public works to make sure all public works related issues were being identified and addressed during the development phase of the project. The proposed project included a new 65,000 SF Central Library, a parking structure, 52,000 SF of open space, and private development. During the early planning phase of the project, Hoon identified the need to bring the city traffic manager involved to address traffic patterns in and around the project.

New Sheriff Station, Santa Clarita, CA

DB Municipal/Public Project

\$67.3M / 49,000 SF / June 2016 – May 2017

As Project Manager, Hoon was responsible for managing the design development team which included the architectural and civil firm. This entailed making sure we provided the new station based on what client's request and budget and updating the assistant city engineer and the director of public works throughout the project. Design and construction of a new 49,000 SF new sheriff station and maintenance building. Design included building and civil plans.

Old Town Newhall Parking Structure, Santa Clarita, CA

DB Municipal/Public Project

\$12.5M / 376 Parking Stalls / November 2015 – May 2016

As project manager, Hoon was responsible for managing the bridging document and securing the design-build team for the project. This was a new parking structure to serve the Old Town Newhall, which was identified in the Specific Plan. The parking structure had 376 parking stalls, which were one-story subterranean and five stories above grade, with maximum height of 55 feet. He initiated the change of moving the pedestrian access to the parking structure from the adjacent public plaza. This provided a friendlier public transition from the parking structure to the public plaza.



Lee Pursell

STRUCTURAL ENGINEER

Lee is the Regional Manager of Buehler's Los Angeles office, bringing three decades of experience in structural design, seismic retrofit, and investigation of building structures. His work includes a variety of building types including public works, hospitality and resorts, commercial buildings, aviation, parking, K-12 and higher education, residential, industrial, and office buildings. He has worked on projects under every delivery method, including progressive design-build and P3 projects.

In this role, Lee will be responsible for the structural engineering design efforts. He will address all contractual issues, act as the senior structural engineer, and direct and oversee the structural engineering efforts.

Experience

7 years with Buehler
30 total years of experience

Education

MS, Structural Engineering, Stanford University
BS, Civil Engineering, University of California, Irvine

Additional Qualifications

Structural Engineer: CA
Civil Engineer: CA
DSA Academy Certified

Reference

Michael Dorsa
Senior Project Manager
Nibbi Brothers General Constructors
(p) 415.863.1820
(e) michael@dorsa.com

Relevant Experience

San Pablo City Hall, San Pablo, CA

DB Stakeholder/Community Engagement Municipal/Public Project

\$22M / 42,000 SF / February 2018 – October 2020

Lee served as Structural Engineer for the new, two-story structure that was designed to include council chambers, community rooms, a commercial kitchen, administrative areas, EV charging, and parking. The City Hall seamlessly ties into the new adjacent San Pablo Library, Health Center, and other community facilities.

GSA Fleet Management Central Shops Relocation Selby/Galvez Street, San Francisco, CA

Stakeholder/Community Engagement Municipal/Public Project

\$60M / 98,000 SF / April 2016 – August 2019

Lee served as Structural Engineer for the developer-led facility that consists of two buildings and provides maintenance and repair services for the City of San Francisco's light, medium, and heavy-duty fleet. The structural aspects included the seismic assessment and retrofit of an existing building and a new building.

Los Angeles International Airport Automated People Mover, Los Angeles, CA

\$100M+ Stakeholder/Community Engagement Municipal/Public Project

\$2.4B / 2.25 MI / March 2019 – Ongoing

Lee is serving as Structural Project Manager for the 2.25-mile elevated guideway, six stations, seven pedestrian walkways, seven garage vertical cores, and various other support structures. As part of the collaborative, co-located team, Buehler engaged in structural design scope that included the design of new structures such as long span pedestrian walkways, garage vertical cores, and modifications to five of the seven existing parking structures.

San Francisco International Airport Long Term Parking Garage 2, San Francisco, CA

\$100M+ DB Municipal/Public Project

\$155M / 1.2M SF / June 2015 – September 2019

Lee served as Project Manager for a six-story, 3,600 stall parking structure located northwest of the existing long term parking garage. The design-build team utilized co-location at the airport to facilitate a seamless design approach.





Nicholas Gallucci

LEAD MEP ENGINEER

Nick has over 13 years of consulting electrical engineering experience with a background in IT and AV design. Nick's recent experience includes large professional sports venues, sport training facilities, convention centers, studios, broadcast facilities, performing art centers, central utility plants and infrastructure, higher education projects, office space, and hotels. Nick has been involved in the design of high-performance project types including LEED-certified commercial and institutional buildings. Nick also conducted research at Stanford as a Nano Fab Lab Member.

In this role, Nick will work with the design-build team to provide essential energy and MEP engineering QA/QC.

Experience

5 years with Glumac
13 total years of experience

Education

BS, Electrical Engineering, San Jose State University

Additional Qualifications

Professional Engineer: CA
Institute of Electrical and Electronics Engineers, Member

Reference

Richard Standiford
Capital Outlay Program Manager
DGS – PMDB
(p) 916.708.1670
(e) richard.standiford@dgs.ca.gov

Relevant Experience

Long Beach Civic Center, Long Beach, CA

\$100M+ **DBFOM** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$513M / 15 acres, 6 city blocks / November 2014 – June 2019

As Program Manager, Nick oversaw the MEP scope for the project, leading an interdisciplinary team of engineers. The project, developed by Edgemoor and constructed by Clark, included a new civic center, a new city hall, main library, revitalized park, a new headquarters for the Port Authority, as well as commercial mixed use and parking.

California DGS, New Natural Resources Headquarters, Sacramento, CA

\$100M+ **DB** **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$535M / 850,000 SF / August 2017 – September 2021

Nick provided essential QA/QC for the electrical design team and managed the relationship with DGS. Designed by AC Martin, Glumac did MEP engineering, energy, and sustainability design for the project. The building includes offices as well as wellness center/gym, outdoor terraces, retail, restaurants, and auditorium. The project was designed to be LEED Platinum and Net Zero Operations Performance Tracking.

SDG&E Resilience Center Design, San Diego, CA

Municipal/Public Project

Confidential / 22,000 SF / May 2022 – Ongoing

Nick is providing essential QA/QC for the electrical design team and managed the relationship with the client. The 22,000-square-foot remodel will be a world class center that houses the emergency operations center for Emergency Management Team, the Fire Science & Innovation Lab, Experience Center for Fire Science & Climate Adaptation Team, and the Wildfire Mitigation Center. The mechanical system was upgraded to a more energy efficient system. A generator was added to provide redundancy and added load. In addition, a centralized UPS system was designed to support the EOC space.



Le B Nguyen

ARCHITECTURAL LIGHTING DESIGNER

Le oversees the lighting design process from concept to completion, collaborating closely with project teams to realize clients' goals and vision. Le's architectural engineering background gives her an in-depth technical knowledge of lighting principles and building technologies. Le has worked on a variety of national and international projects including civic, hospitality, entertainment, masterplans, commercial, public, private, P3, and mixed use facilities.

In this role, Le will collaborate with the design team to design the integration of architectural lighting for the Project.

Experience

3 years with Beleza

27 total years of experience

Education

BS, Architectural Engineering,
University of Kansas

Additional Qualifications

Urban Land Institute, ULI Innovation
and Homelessness Council

Exec Board, LA River Public Art
Project

Illumination Engineering Society, IES

Languages: Vietnamese

Reference

Steve Fierce

Principal Architect

Bureau of Engineering, City of Los
Angeles

(e) fiercesteven@gmail.com

Relevant Experience

Menifee Justice Center, Riverside, CA

GMP **Value-Add Concepts** **Stakeholder/Community Engagement** **Municipal/Public Project**

\$62M / 85,000 SF / December 2021 – March 2024 (est.)

Le is serving as Architectural Lighting Designer, incorporating energy efficient, high-performance lighting design that uses the latest technologies for courthouse environments. The facility's lighting serves dual purposes, providing both functionality and visual comfort. Constructed by Clark, the building incorporates interior lighting in public spaces that accentuate exterior facade presence for a public visibility and connection to the public.

First & Broadway Civic Park, Los Angeles, CA

Municipal/Public Project

\$28M / 1.98 Acres / 2023 – Ongoing

Le is the Architectural Lighting Designer for First and Broadway Civic Center Park. This net zero water and energy efficient park will promote civic engagement in versatile park rooms where art, food, and nature bring people together, activated with a range of experiences. The Civic Park will include a café, beer garden, test kitchen, amphitheater seating, sculpted metal canopies, tree canopies for shade, integrated lighting, and anticipated public art lighting projections.

DMV Inglewood, Inglewood, CA

Municipal/Public Project

\$21M / 15,282 SF / 2015 – 2025 (est.)

Le is serving as Architectural Lighting Designer for DMV Inglewood, anticipated to be the first Net Zero Energy building designed for California's General Services Administration. The building canopy shape provides natural lighting into tall public interior spaces. The lighting is integrated into form and functionality, efficiently designed with minimal lighting elements, and responds to daylight inherently available from the building form.



Tavis Werts

COMMISSIONING ENGINEER

Tavis has extensive energy management experience including new construction commissioning, energy modeling, retro-commissioning, energy auditing, monitoring-based commissioning, and utility program management. He is skilled at delivering energy conservation using innovative technologies in the built environment.

In this role, Tavis will manage the commissioning process to ensure that the final constructed product performs according to the design intent and optimal energy efficiency. This process includes conducting peer reviews of MEP design packages, verifying contractor submittals, managing performance testing during construction, and providing enhanced warranty support to ensure smooth handover to the operations team.

Experience

8 years with Altura
12 total years of experience

Education

MS, Mechanical Engineering,
University of California, Irvine
BS, Mechanical Engineering,
University of California, Irvine

Additional Qualifications

Professional Engineer: CA
Certified Commissioning Professional
Building Commissioning Certification
Board

Reference

Joe Fleshman
Manager Construction Services
UC Irvine
(p) 949.769.4617
(e) joseph.fleshman@uci.edu

Relevant Experience

Kaiser Permanente Health, Murrieta, CA

Value-Add Concepts

\$120M / 80,000 SF / June 2021 – July 2023

Tavis is the project manager for multiple performance-based commissioning (PBCx) projects including an ambulatory surgery center designed to OSHPD 3 standards in Murrieta, CA, and a medical office building in Prince George's County, MD. The scope includes building HVAC systems (large rooftop air handling units, VAVs [100+], boilers, and exhaust fans), plumbing systems, electrical systems, building envelope, fire protection systems, and irrigation systems. The responsibilities include overseeing the control network architecture, coordinating the project schedule to ensure the BAS is online early in the process, and implementing analytics to verify the acceptance criteria specified by the PBCx process.

Caltech Biosafety Level 2 Laboratory, Pasadena, CA

Value-Add Concepts

\$12.5M / 28,705 SF / July 2017 – January 2019

Tavis was the project manager for a Biosafety Level 2 (BSL2) HIV research laboratory for the California Institute of Technology. The project scope consisted of the build-out of an existing laboratory space to meet the BSL2 certification. Analytics were used to ensure lab pressurization, temperature, and airflow met the requirements for certification.

Orange County Museum of Art, Costa Mesa, CA

Value-Add Concepts

\$63.5M / 52,000 SF / August 2019 – September 2022

Tavis provided commissioning services during the construction phase of this highly awarded new cultural resource for Orange County. The scope included testing and optimization of colling and ventilation systems to achieve precise and reliable humidity control in sensitive exhibit areas.

DGS New Natural Resources Headquarters,
Sacramento, CA (AC Martin, Buehler, Glumac)



3) Approach

3) Approach

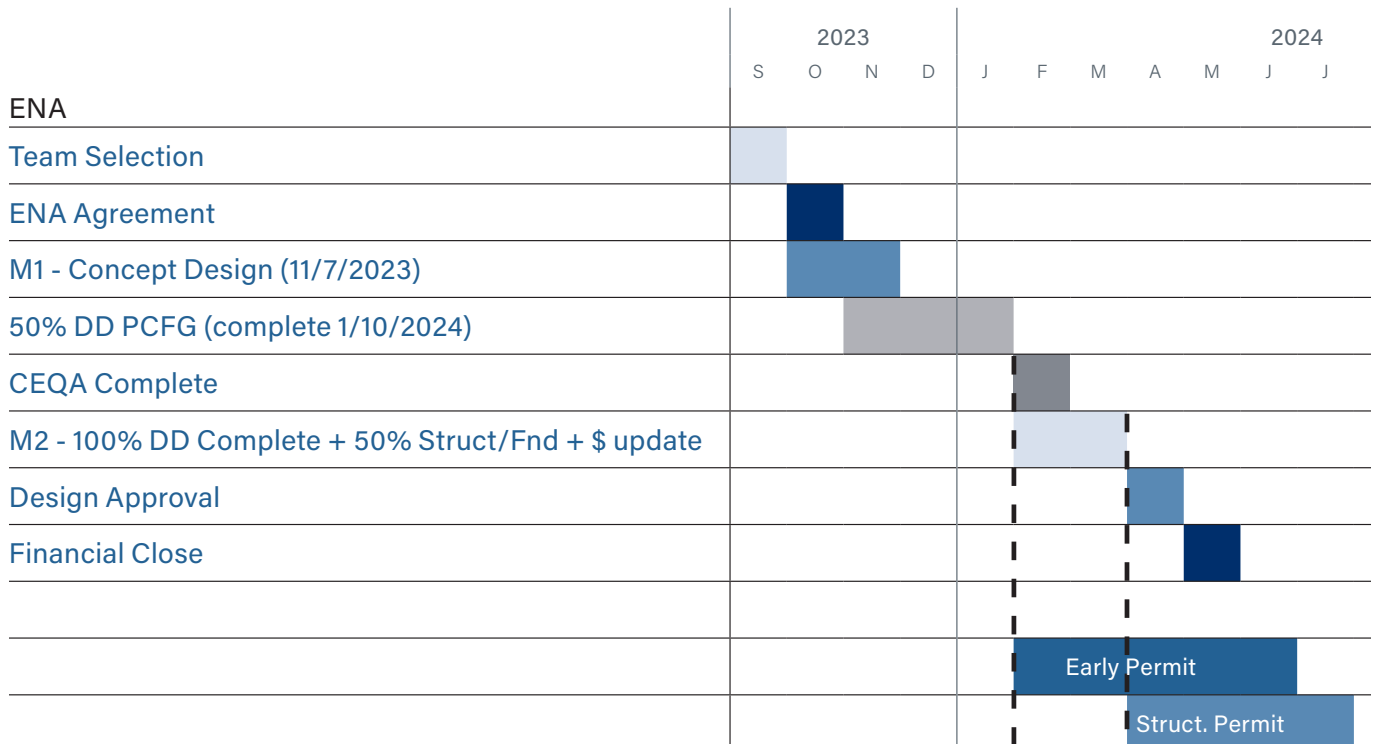
RFP REQUIREMENTS

- a) Development and Management Plan for meeting the ENA milestones.
- b) Construction Management Plan and General Approach to achieving project completion on time and within budget
- c) Design Approach, specifically addressing how information about operations and maintenance will be shared throughout the design process to inform City decisions. Proposers are encouraged to provide representations of rendered and completed public safety facilities, parking structures, and parks that reflect the designers' aesthetic values
- d) Construction Approach and experience working under a Project Labor Agreement
- e) Financing Approach, how the developer or its financing partner will determine the best financing options for different projects and what might work best for the proposed Project.

a) Development and Management Plan

The Edgemoor team has spent considerable time working through several collaborative “pull plan” sessions to ensure that we have a detailed plan to meet Garden Grove’s ENA milestones, with full team buy-in.

While ambitious, the graphic below demonstrates our plan to provide the deliverables envisioned at each milestone and summarizes our detailed workplan that can be found in the Appendix.



Expedited ENA Period Success



Building upon an established foundation of trust, our KU Central District Development project used an ENA to finalize the program, advance design, and reach commercial and financial close in January 2016, within seven months of selection in June 2015. We then delivered the \$383 million project in May 2018, two months ahead of schedule, and it is now operational. It includes a 285,000-square-foot integrated science facility, 26,500-square-foot student union, 1,250 beds of student housing in three buildings, dining center, athletic fields, and 2,000 parking spaces, as well as a central utility plant and all utility and transportation infrastructure.

Development Management Strategy and Organization

Meeting your Project goals and the ENA milestones requires a tested strategy and collaboration methodology. Edgemoor will implement our proven development management approach, a system built on a series of fundamental, overarching strategies, to help optimize the process. It is key for each member of the Edgemoor team to embrace these strategies and filter each decision through this approach to ensure we are providing the best value to the City. These strategies include:

- Goal setting and aligning incentives
- Collaboration and flexibility
- Developer leadership and clear lines of communication
- Consistent management team with decision makers “in the room”
- Trust and accountability
- Innovation combined with lessons learned
- Leveraging all resources
- Cost and quality control

Deploying this strategy will ensure we provide the required ENA deliverables on schedule and, ultimately, meet the Project’s goals as follows:

- We will help optimize and manage Project risks, save costs, expedite design and construction, and capitalize on our team’s knowledge of lifecycle cost management to deliver predictable long-term operational and maintenance costs.
- The new LEED Silver Public Safety Building will exemplify the values of the Garden Grove Police Department by

creating an environment that is welcoming and supportive of the community, fiscally responsible, operationally efficient, and purpose-driven in its mission to protect and serve the residents of Garden Grove.

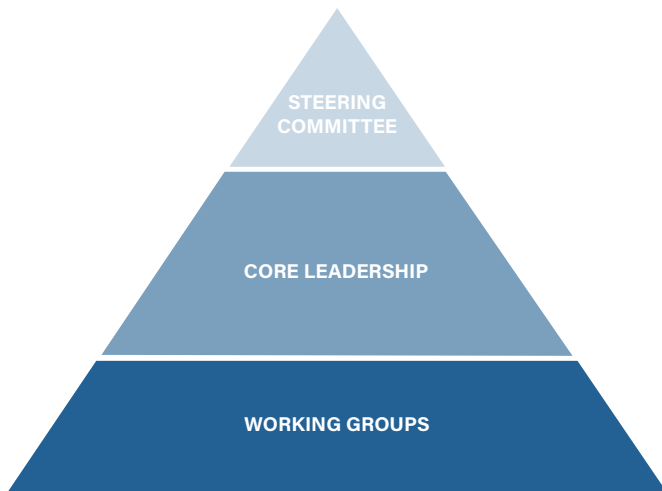
- The 450-space parking facility will thoughtfully accommodate secured police fleet vehicle parking, staff personal vehicles, and public parking to optimize operations.
- The new park will provide activated, safe, and welcoming green space that is suitable for a wide range of uses and community amenities.
- Finally, we will collaborate with the City to ensure the annual debt service payment on the Project does not exceed \$9 million during a 30-year term.

The Edgemoor team’s management structure is designed to integrate all team members under a single point of contact, Edgemoor, providing clear accountability to both Garden Grove and the broader Edgemoor team, as well as consistency throughout the process. Our management structure offers efficiency of organization by establishing well-defined roles and responsibilities and integrating key staff who have worked together on other similar projects and have the relevant qualifications to deliver their assigned scope. We purpose built our team of firms and individuals for the Project scope, exemplified by our:

- Expertise in law enforcement design, civic facilities, and parks;
- Integrated, robust team with deeply established relationships;
- Local, diverse team with a passion for workforce development and our community;

- Leadership in expeditiously closing and delivering P3 projects that begin with an ENA phase; and
- Proven, flexible approach to financing.

Details of our team’s organizational plan and qualified personnel can be found in Section 2.



Edgemoor advocates a three-tiered management approach that will appropriately integrate representatives from Garden Grove and your consultants with the Edgemoor team. The top tier is a steering committee that includes senior-level decision makers from Garden Grove and Edgemoor. This group is tasked with executive-level guidance and decision-making for key Project issues and includes Garden Grove’s key staff, end user groups like the Police Department, and Edgemoor executive leadership; however, the steering committee’s ultimate make-up will be agreed upon jointly with Garden Grove. The second tier is core leadership comprised of Garden Grove project management personnel, Edgemoor, and key Edgemoor team members. This group consists of the Project’s day-to-day leadership. The base of the pyramid is formed by tailored working groups. Working groups are organized to bring focused resources to critical project aspects, including:

- Program validation
- Contracting (commercial/legal)
- CEQA Support & post-entitlement permitting
- Design-build management
- DBE/WBE/MBE/SBE inclusion and workforce development and training
- Community outreach
- Financing
- Turnover and transition to operations (O&M and lifecycle



Edgemoor and Howard County project leadership celebrating wins at the 2019 P3 Awards, which included Gold for 'Best Social Infrastructure Project', Gold for 'Best Financial Structure', and Silver for 'Government Agency of the Year'.

Trust: A Key Ingredient to Successful Progressive Delivery

One the key elements of the envisioned procurement and delivery process for the Project is that it is progressive, meaning the developer will be selected primarily on qualifications, followed by an ENA phase to advance design, finalize pricing, negotiate the development agreement, and determine the best financial structure. We are strong proponents of this delivery model in that we believe it is faster, less costly, and allows for a more collaborative design process.

Edgemoor is a leader in progressive P3s and has developed many successful social infrastructure projects that were procured and delivered progressively, most with open-book pricing processes. Some of these include the Long Beach Civic Center, Kansas City International Airport New Terminal Modernization Project, University of Kansas Central District Development, Fuse at Mason Square in Arlington, Virginia, and the University of Reno, Nevada Mathewson Gateway Project.

From this experience, we have learned that the key ingredient to successful progressive P3 procurement is a strong foundation of trust between the public and private partners. Without trust, changes in cost and risk allocation that may occur during design development can create conflict. The key to fostering trust between parties is an early effort to align objectives, set expectations, and agree on decision-making processes.

All working groups report up to core leadership, which reports to the steering committee. This structure allows issues uncovered in working groups to be quickly elevated to the core leadership or steering committee for resolution. This structure also allows decisions to be made at the level of the working groups by the appropriate subject matter experts, which is important to stay on track throughout the ENA period and Project delivery.

While Garden Grove's primary contact will be Edgemoor, the City has the opportunity to be fully integrated within each tier of our team, which will facilitate communication and enhance our mutual understanding of Project goals. The Project goals will serve as our team's foundation, remain our central focus, and be constantly reinforced at each tier in our structure and step in the process.

This collaborative approach ensures the transfer of knowledge and lessons learned across working groups and from one phase to the next. It also helps facilitate a fundamental understanding of the reasoning behind key decisions and goals.

Program Validation

One of the most important first steps in any successful design-build project is getting the program right, which sets the project on the right course. Immediately after executing the ENA, we will meet and work collaboratively with the Garden Grove Police Department and all stakeholders to ensure everyone is aligned with the Project's program. Our intent is not for a cursory review of the program but rather a deep dive with the facility's end users to ensure we have an appropriate understanding of everyone's space needs. This process will occur over a few weeks and be led by the design team of AC Martin and Roth Sheppard Architects (RSA). RSA's depth of experience designing police headquarters and understanding the nuances of their operations will be key to efficiently validating the program for the Project.



Reviewing drawings as part of program validation with members of the Sheriffs department at Howard County Circuit Courthouse.

Contracting (Commercial / Legal)

Edgemoor will leverage both in-house and external counsel, including Orrick, to quickly finalize and execute the ENA, followed by negotiation and execution of the development agreement with Garden Grove, our design-build agreement with Clark, and other contracts as needed. Our commercial/legal working group will collaborate closely with Garden Grove and our design-build team to help prepare and manage the risk register envisioned in the draft ENA.

As with any large complex project like this one, there may be challenges that threaten the Project's goals. To best manage those challenges, we need to identify risks early and work in concert to develop and implement effective risk mitigation strategies. Our approach to risk management includes three key steps:

- Risk identification, assessment, and assignment;
- Risk mitigation and response strategies; and
- Risk tracking and reporting.

At this early stage, we have begun to identify key areas of risk unique to this Project. One risk we have identified is the fast-track ENA schedule, which is why we have spent significant time drafting a detailed schedule that demonstrates our approach to meeting the timeline.

We have reviewed the attachments provided by the City, including the draft ENA, and we have not identified any major issues. We are confident that we will quickly progress to agreeable terms and the execution of both the ENA and development agreement, as we have done consistently in the past.

CEQA Support & Post-Entitlement Permitting

While we understand the City will lead and has already begun the CEQA process with the help of Placeworks, which was identified in City Council meetings earlier this summer, it is important for the Developer to be familiar with the process and understand how we can support it. Based on the timeline provided by the City, it appears that the City has likely adopted a mitigated negative declaration path on CEQA. We will assist and support the City as needed, including during the public review period. If the final project design requires additional CEQA compliance efforts, we will work with the City to achieve approval.

While we understand the City will handle all the entitlement work, we will lead the post-entitlement permitting, which includes foundation permits, grading/shoring permits, demolition permits, building permits, trade permits, public

Advancing CEQA in Parallel to Design



Similar to what Garden Grove envisions for this Project, the City of Long Beach leveraged the progressive P3 model to finalize the associated environmental permitting required under CEQA and related land sales, along with the design, pricing, and commercial terms for its new civic center. To accommodate these processes, the 14-month ENA period ran from January 2015, shortly after selection of the Plenary-Edgemoor Civic Partners (PECP) consortium in December 2014, to commercial and financial close in April 2016. The ENA originally anticipated closing in June 2016, but PECP and Long Beach were able to reach the milestone two months earlier. The complex \$513 million project, which encompasses nearly 620,000 square feet divided among the four structures and spread across six city blocks, achieved occupancy readiness on June 29, 2019, two days ahead of schedule.

space permits, and the certificate of occupancy, among others. We will work with the City's building and safety group to ensure that all plan packages and supplemental documents are assembled and submitted in a timely manner prioritized to meet or exceed the schedule laid out in the RFQ.

Design-Build Management: Public Safety Facility, Garage, and Park

While our team's approach to the Project's design and construction and meeting the associated ENA period deliverables are discussed in detail in Sections 3(c) and 3(b), respectively, it is important to underscore Edgemoor's involvement in this process, in conjunction with the Clark/AC Martin design-build team's involvement, starting in week one of the ENA period with program validation.

To help inform this exercise, we will tour the existing public safety facility with stakeholders to hear directly from them about what works and what doesn't. We will then join the same group on a tour of a new facility that they like so we can understand what they think would be better, information that will help us develop the new facility. A similar experiential approach involving tours of existing and model facilities could be used for the parking garage and the park as well. We find it important to include facilities

managers on all of these tours as they will be focused on lifecycle and the durability of new elements.

Cost control and rigorous budget management—both of upfront construction costs and the long-term O&M and lifecycle costs—will also be extremely important as we progress through the Project's fast-paced ENA schedule. We will examine these in detail at each monthly meeting during the ENA period.

Edgemoor will be laser focused every step of the way on ensuring the facilities we're developing enable the end users, like the Police Department and the public, to thrive. We understand the budget within which we're developing the Project, but we see our role as ensuring that the facility's ultimate users get what they need and have a fantastic experience in the new Public Safety Building.

DBE/WBE/MBE/SBE Inclusion & Workforce Development and Training

The Edgemoor team is committed to maximizing contract opportunities for DBE/WBE/MBE/SBE service providers, vendors, contractors, subcontractors, advisors, and consultants at every level of the Project. The key to our success is our ability to leverage our local experience and relationships to develop and execute a comprehensive contracting plan that ensures these opportunities. We will work closely with our Community Outreach Support Consultant, MConsensus, and your outreach team to elevate local businesses and residents throughout the process and guarantee maximum inclusion. We will also work with Garden Grove to develop a workforce development program on the Project that creates meaningful careers in construction for local residents.

Community Outreach

Overall Development

We understand Garden Grove will be leading the community outreach efforts on the Project, but we intend to support those efforts and help ensure this workstream is a huge success, with the community fully supportive of the design and Project.

Our overarching strategy and philosophical approach to community engagement is to listen first, be transparent, proactively communicate, and demonstrate ongoing responsiveness. Throughout the development process, we will solicit community feedback and provide ongoing updates on how public input influences the design and is incorporated into the final product. It is important to demonstrate that the community's voices were heard

An Inclusion & Workforce Development Success Story at KCI

More than 240 Kansas City-area firms contributed to the Kansas City New Terminal Modernization project, which generated over 6,500 design and construction jobs. From the outset, Edgemoor and the Clark-led JV committed to reaching transformative levels of participation from both minorities and women, spurring economic growth in the region. The team implemented a series of programs to remove barriers that typically prevent disadvantaged businesses from securing contracts and developed a first-of-its-kind workforce training program to build capacity in the local construction market. The workforce training program created a pathway to careers in the construction trades for 200 men and women. Those individuals went on to work more than 200,000 hours on the new terminal, earning more than \$6.5 million in wages and benefits. Through the team's intentional procurement strategy, 133 minority- and women-owned Kansas City-based firms were awarded contracts on the project totaling more than \$320 million. The team exceeded its project participation goals on every front, ultimately achieving 25.4% MBE and 18.7% WBE participation for construction services, and 20.5% MBE and 16.4% WBE participation for professional services. In 2020, Profiles in Diversity Journal ranked the new terminal project among its Top 10 Innovations in Diversity award winners for keeping diversity, inclusion, and human equity at the forefront.





Clockwise from top left: Community outreach and engagement events at Howard County Circuit Courthouse, KCI New Terminal, Fuse at Mason Square, and KU Central District.

before publicizing plans, renderings, or concepts. While not all community requests can be incorporated in the final product, this will build trust with critical stakeholders.

While we will follow Garden Grove’s lead and work in lockstep with the City’s outreach plan, we plan to engage community stakeholders at multiple levels, starting with the Garden Grove City Council and its staff. This will provide insights for next steps and who to engage, how, and when. Next, we will liaise with the Police Officers Association, as they will be among our strongest proponents and will provide needed support and guidance. We also plan to engage associations representing the different cultural and ethnic groups in Garden Grove and key members of these groups. We will spend quality time with them to inquire about their needs and wants to ensure they feel heard and are participants in some of the decisions being made.

The Great Wolf Lodge and Republic Services have significant ties to the community. They are major players in economic growth and provide employment and services to the community. We will also extend our outreach to community groups including NGOs like Rotary, Elks, and the Chamber and will conduct neighborhood presentations as needed and in small group settings. Pop Warner board meetings and games are also a great venue to access citizens that may not be able to attend scheduled meetings and presentations.

Finally, we will sponsor and attend local events to connect with the facility’s future users and visitors and deeply engage with the thriving Garden Grove community over the course of this project. Event attendance, participation, and sponsorship can extend to signature annual events like your Lunar New Year and Strawberry Festivals. While we currently have team members who live and work in Garden Grove, we want to deepen our ties to the local community, becoming an integral part of it.

A Park Designed With Community in Mind

HKLA designed Vermont Miracle Park for the Los Angeles Neighborhood Land Trust, a nonprofit devoted to providing space for underserved communities. As part of the design process, HKLA held multiple community workshops in order to design a space that aligned with their vision.



Envisioning a New Park

We understand how important the park is to the community, and we intend to work with the City, your outreach consultant, and the community to develop a new park concept that meets the needs of all stakeholders. Critical to incorporating community input is collecting input and providing ongoing updates. We can either leverage the City website that highlights the Project or create our own page that links to the City's page, depending on your wishes. This platform will allow a larger segment of the community to access the status of the process and witness decision-making about the park. We can also incorporate platforms into the site that allow people to interact virtually.

We will engage neighboring stakeholders like residents and members of the senior housing building, library, high school, churches, and community colleges. By connecting with these groups, we can assemble a coalition of people that can support and own the concept of the park, as they will be heavy users given their proximity.

We will begin studying the park and performing due diligence around its context and history, creating as-builts and analyzing the site. Our landscape architect, HKLA, has already begun engaging with community members and developing a plan for the park, outlined in Section 3(c). As part of our park-specific outreach, we intend to hold a series of workshops with community members to solicit input, brainstorm ideas, and present concepts.

The cadence of these workshops is outlined below.

Park Community Outreach Workshops

2-3 hours each; 40-50 participants

Workshop #1

Introduce the team. Present details about what we have learned thus far and provide stations where members of the community can provide feedback on prompts like:

- "What did you like about the old park?"
- "What would you like to see in a new park?"
- "Who will use the park and what will the park provide for them?"

Workshop #2

Set up several stations, with a member of our team assigned to each station. A base map of the site will be provided. Ask the community participants specific questions about what elements they would like to see in the new park. At the end, each station group will share their ideas with the rest of the participants.

Workshop #3

After studying the information that was generated from the previous workshop, we will create two concepts that are based on the public's input. We will present the concepts to the community at the final workshop and again ask for feedback and allow the community to help to fine tune the concepts that will be presented to the City of Garden Grove.

Financing

Recognizing that each project is different, Edgemoor takes an agnostic approach to financing solutions. This unbiased approach allows us to be completely aligned with Garden Grove to find the optimal financing structure to meet your goals and desired risk allocation for the Project. We will work rigorously throughout the ENA period to ensure we have a plan that keeps Garden Grove's annual payment below \$9 million annually for a 30-year term, post-construction. Edgemoor will leverage our experienced in-house resources to initially determine the best financing structure for the Project, and we will bring on additional external advisors, as needed, that specialize in the likely structure. By remaining flexible early, we can also ensure that Garden Grove is not paying for any unnecessary resources while sourcing the solution that will best serve the City's needs.

Our approach to managing the financing workstream is discussed in Section 3(e).

Turnover & Transition

Edgemoor not only develops facilities, but we operate and maintain them. This asset management experience is invaluable when designing facilities because we understand the operational implications of decisions made early in the design phase, which in this case will be during the ENA period.

We begin thinking about the transition to operations (and operations, maintenance, and lifecycle) early in the design phase and will create a detailed transition plan. Our transition team will work closely with the Garden Grove Police Department to plan and execute a phased move-in process that focuses on the continuation of

critical operations, the needs and schedule of staff, and the safety of equipment and evidence. The transition team will coordinate with the police department to control and secure the move of all pieces of evidence, ensuring that every item is properly handled and documented.

Strategies we can leverage to ensure a smooth transition of the police headquarters users from their old facilities to the new include:

- Using VR in an enclosed open space to allow users to experience spaces like the front desk/lobby, revealing sightlines from the reception desk, the break room, the heartbeat of the force, report writing area, and evidence processing area.
- With the help of the locker manufacturer, providing a mockup of the lockers in the locker rooms so the department can weigh in on the configuration. We will employ similar tactics with other specialty storage including duty bag lockers, armory, evidence lockers, and evidence storage.
- Touring furniture systems suppliers to evaluate different styles of workstations and chairs with a focus on sizes, materials, and need for armrests. This will allow police, staff, and other users to be familiar with their systems and technology before the facility opens.
- Touring all users through the new building to show them where they will park and sit before they move in. This will lower anxiety, increase familiarity, and help with a seamless transition.

Transition & O&M Success

Our team's design-builder, Clark, provided transitional O&M services for the Los Angeles Federal Courthouse, including development of preventative and predictive maintenance programs, managing warranty programs for the newly delivered facility, monitoring and reporting energy use, meeting or bettering the contractual EUI of 35, and aiding in move-in and start up of courthouse operations. Jamie Martin, who is providing executive support to this Project, led all of the O&M efforts at the courthouse for almost two years following construction completion.





Composed of seasoned experts from Edgemoor, Clark Construction, Altura, S2N, and Coda, our transition team is dedicated to lowering O&M and lifecycle costs. Drawing from the resources of our full team, we are in a unique position to deliver integrated engineering, technology, and O&M advisory services to the City of Garden Grove.

O&M/Lifecycle Cost Reduction

To support the City's goal to reduce risks, ownership costs, and maintenance requirements for the Project, we've formed a highly qualified team with expertise in high performance building design, construction, and O&M.

From early design, we will collaborate with the project and facilities management teams to establish targets for energy efficiency, controllability, maintenance, and long-term operating costs. Our commissioning experts will be highly engaged during this phase to optimize and validate systems and controls designs to achieve the City's long-term financial and operational goals.

During construction, we will deploy a digital asset model to catalog installed systems and equipment, store preventative maintenance plans, and integrate with the City's CMMS work order management process. To support equipment startup, we will deploy a building data analytics platform to test and optimize 100% of connected equipment. When peak performance is achieved, our team will train the City's O&M staff on proper use of the digital asset model and building performance analytics to ensure a smooth transition into ongoing operations.

Benefits of our O&M Approach

- Reduced project risks, total cost of ownership, and O&M requirements
- Optimized MEP systems and controls design to minimize long-term energy use and costs
- Hardware-agnostic BAS infrastructure that is scalable and aligned with long-term operational goals
- Early design coordination to minimize change orders and schedule delays during construction
- Verified performance of 100% of all connected building equipment
- Defined training program for O&M staff to maintain peak performance and preventative maintenance routines

Optional O&M Services

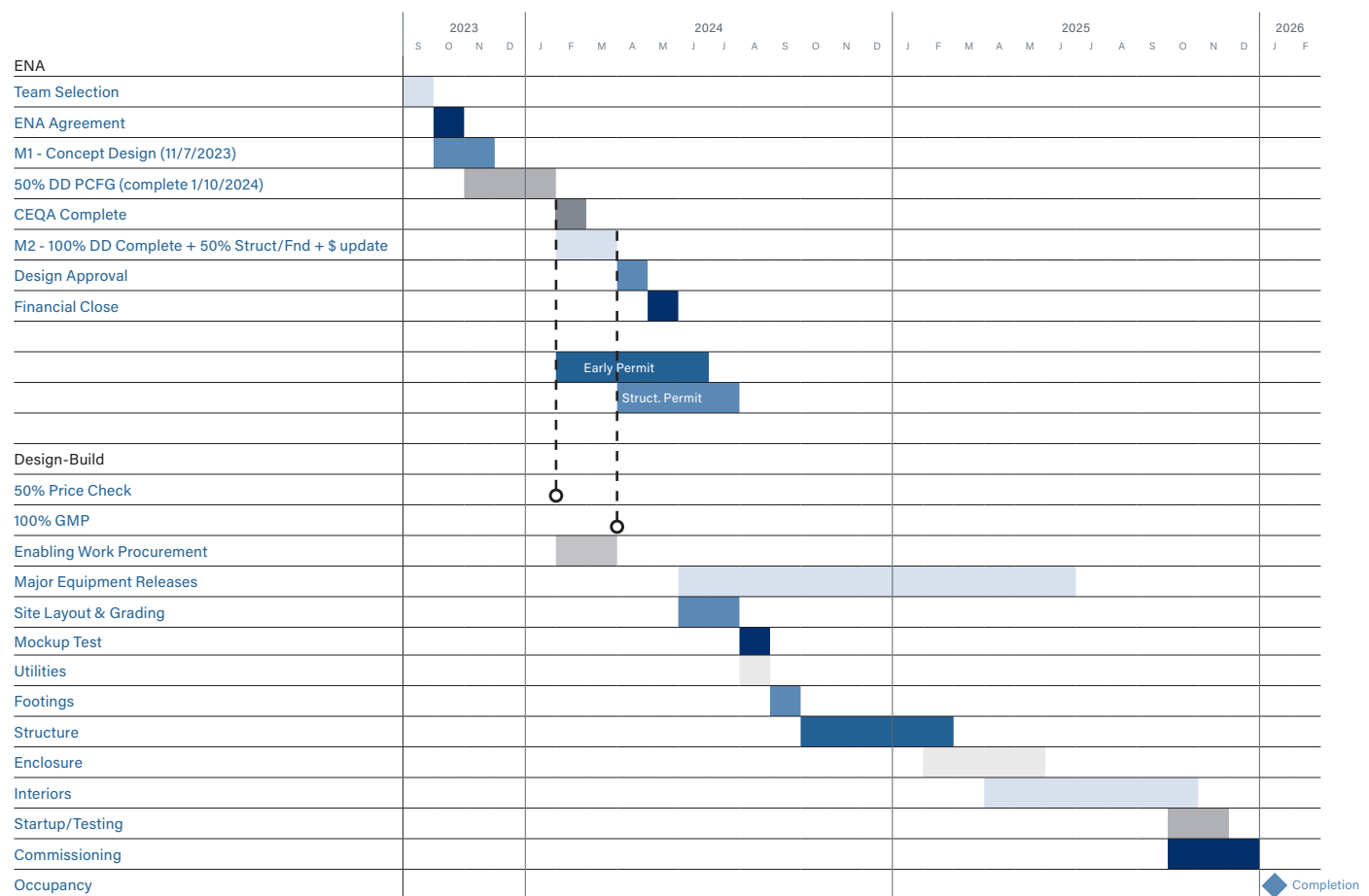
Edgemoor operates and maintains facilities in addition to developing them. If Garden Grove is interested, we would be happy to explore providing short or long-term O&M services as part of the Project. Our shorter term O&M services package, typically two years, is intended to ensure a smooth transition and allocate the risk of early operations to us, enabling us to manage a building through the warranty and seasonal fine tuning periods. Our longer term O&M packages range from 15-30 years, and we can guarantee performance, O&M, and lifecycle costs, if desired. Regardless of whether O&M services are in our scope, Edgemoor always approaches projects with a long-term owner mindset. We will leverage our understanding of how buildings are used and operated to inform early design decisions on the Project, ensuring the new Garden Grove Civic Center can be efficiently maintained and maximizes the productivity of its users.

b) Construction Management Plan

Our team fully understands the City of Garden Grove’s plan to complete the ENA period in six months and the construction of the new public safety building, parking structure, and park in 20 months. The new facility will be ready for move-in in January 2026. Schedule and cost certainty are the cornerstones for delivering on this promise, and we have already commenced with detailed efforts to deliver these objectives.

Our preliminary plan for achieving the City's milestones and delivering a move-in ready facility by January 2026 is outlined in the schedule below. Please see the Appendix for a larger version of this schedule.

Leveraging our entire team's experience designing and constructing social infrastructure projects while using real-time cost inputs will enable Clark to create a sound cost model and a solid schedule for construction management. Clark has already started assembling a conceptual cost model and project delivery schedule.



ENA Phase

Conceptual Design

The Edgemoor team has started creating conceptual massing diagrams, building placements, and design approaches through several collaborative worksessions. Once selected, we will spend the next two months refining the conceptual design options for your team to review. We began these efforts with the end in mind. By balancing the criteria already established and guiding the design approach to meet the budget range and established timeline, we are prepared to launch into this journey together with the City and stakeholders.



The Edgemoor team collaborating to develop conceptual design options for the Project.

Cost Model Verification

During the ENA phase, Clark will further develop the costs using its in-depth historical costs database, making sure to properly fold in the current market conditions informing the project budget. **Clark will provide continual, real-time input that keeps pace with the design approach as it evolves.** In this way, the design will never outpace the estimating efforts. In fact, Clark commits to do the opposite. Its cost model will drive every design approach considered, and in doing so, will keep the City updated with each design solution so cost and schedule are always integral to the design and system considerations.

Preliminary Design Explorations

To deliver cost and schedule certainty to the Project, our team has already started exploring the following design options:

- **Spread Footing, Cast-in-Place Concrete Building:** Efficiently balances cost, program efficiency, acoustic and seismic performance, schedule adherence, and overall best value at the lowest cost.

- **Pre-Fabricated and Panelized Facade:** Meets security, performance, and aesthetic priorities in a cost-effective manner while providing an opportunity for speedy installation and schedule predictability.
- **Packaged MEP Systems:** Designs and delivers systems that meet schedule, sustainability, and lifecycle performance objectives.
- **Durable and Practical Interiors:** Maximizes lifecycle value while meeting aesthetic, ergonomic, and human factors as well as acoustic goals.
- **Turn-Key Cast-in-Place Parking Garage:** Maximizes delivery efficiency by providing a turn-key parking structure.

Schedule Development

The Edgemoor team has already prepared an overall project schedule that aligns with the City's goal of completing the ENA period in six months, and the design-build completion of the project in January 2026, as shown in the Appendix. Like with the project cost model, we are planning the steps with the end in mind—the turnover of a fully functioning, occupancy-ready facility in 20 months from the start of construction, after the agreement and approval of the firm fixed price, and financial close.

To provide a seamless approach to completing design, Clark will also prepare trade procurement packages during the ENA phase. The packages will be used for budgeting purposes only during the ENA phase and for trade procurement **after financial close**. These procurement packages will also take into account long lead items to ensure materials and equipment are available to support the schedule. Clark will also identify and prepare for enabling work and early permit processes.

Construction Phase

Due to the early progress made during the ENA phase, Clark will:

- Have a jump start on the permitting process.
- Initiate their early procurement plan at financial close by releasing all long lead components for major trades.
- Start site layout and grading immediately after financial close.

Clark's robust onboarding process will outline the team's expectations and ensure collaboration between their trade partners and the design team, providing certainty for a safe Project at the highest quality while staying on budget.

More Than a Builder

Careful planning is the foundation upon which all successful projects are built. Clark's project development (i.e., enhanced preconstruction) experience enables the firm to see the big picture and ensure that the final product attains the City's quality, budget, programmatic, lifecycle, performance, and schedule objectives. Working as an integrated project team from the start of the ENA period promises a seamless transition from conceptual phase to the design and construction phases, resulting in a higher level of delivery certainty, which minimizes challenges and yields the appropriate balance of the City's goals and objectives, bringing best value across the board. It also ensures that the finished product embodies the City's vision.

Clark has founded and fostered a proprietary process that will systematize the team's efforts during the planning phase of the Project. That systemization starts with challenging the entire team to interface with the City's team, the Garden Grove Police Department, and other stakeholders to incorporate the Project's objectives. The process instills in everyone the mindset that Clark is more than a builder. Each team member needs to think like a City Council member, the Police Chief, the City's plan check department, the environmental consultant, the Project's neighbors—all potential parties that have an impact on or interest in the Project.

Keeping all of this in mind and combining it with the lens of a builder, Clark will work with the city of Garden Grove to:

- Share and explain accurate and thorough cost information.
- Perform an analysis of various design scenarios.
- Participate in all design coordination meetings and presentations.
- Provide thoughtful design package reviews.
- Provide constructability analysis with the goal of drawing key details only once.
- Find creative ways to solve design challenges.
- Provide meaningful real-time feedback for lifecycle costing analysis of all the facility's features and scopes.

Clark's collaborative process will allow the whole team to successfully deliver all aspects of the required scope of services.

Clark's Core Values

1. Putting Safety First

No project is successful unless it is planned and executed safely. For this Project, which will remain active during construction, Clark will provide clear separation between onsite explorations and construction activity and the City employees, stakeholders, and citizens using and traversing the site and roadways adjacent to the Civic Center.

2. Delivering Excellence

Clark takes great pride in delivering high quality assets. Through planning and collaboration, the design-build team will find ways to work faster and smarter, respond to challenges with ingenuity and innovation, and earn the trust and respect of the Garden Grove City Council and community. Clark believes in doing things right the first time and places value on diligent planning and fostering relationships.

3. Acting with Integrity

A deep commitment to ethics and fairness guides how Clark does business, holding its work and people to the highest professional standards. You will experience this firsthand from the time the team starts collaborating together during the ENA period until well after project turnover and occupancy.

4. Building an Inclusive and Diverse Community

As Garden Grove is one of the most diverse cities in Southern California, Clark embraces the opportunity to make a meaningful and positive impact by creating an inclusive and respectful workplace, supporting small businesses and workforce development, employing citizens in the local community, and giving back through community service.

5. Creating Opportunity for Our People

Clark's people are as exceptional as the projects they build. It is the firm's obligation to provide challenging and rewarding opportunities without barriers to help their staff grow both professionally and personally.

Keeping the Project On Budget

Clark's real-time, target value design (TVD) preconstruction process is driven by local and national data that is provided on a continual basis. Starting with the cost model it has already assembled, Clark will provide data-driven analytics, giving it the ability to drive down costs, identify anomalies in design and/or trade pricing, and ensure that the City is getting the best value and program possible.

Our team's experience shows the design process is most efficient if it proceeds within the confines of a TVD budget. During the onboarding process, the Edgemoor team will encourage an initial partnering workshop with the City where all stakeholders can discuss and align on project expectations. Based on the outcomes of this initial workshop, Clark will further develop the cost model, which will guide it through the programming and schematic phases.

Clark's estimating efforts will continue throughout the entire Project. With the cost model, schedule, and the City's goals, objectives, and criteria as a guide, the design-build team will provide continuous real-time costing throughout the journey and all the way through to project completion and acceptance.

Quality as a Priority/Track Record of Delivery with No Latent Defects

There are no ongoing projects with unsettled claims or open latent defect issues involving Clark Construction Group – California LP. This is because Clark knows that avoiding latent defects in construction is essential to ensure the safety, longevity, and functionality of the built structure. This same philosophy will hold true for Garden Grove. Clark's approach begins during preconstruction. Its partners, architects, and engineers support the development of a detailed and well thought-out design that meets all relevant codes, regulations, and standards. Clark fosters open communication and collaboration among all project stakeholders, including architects, engineers, contractors, and subcontractors, to address any design discrepancies or issues promptly to prevent costly rework later.

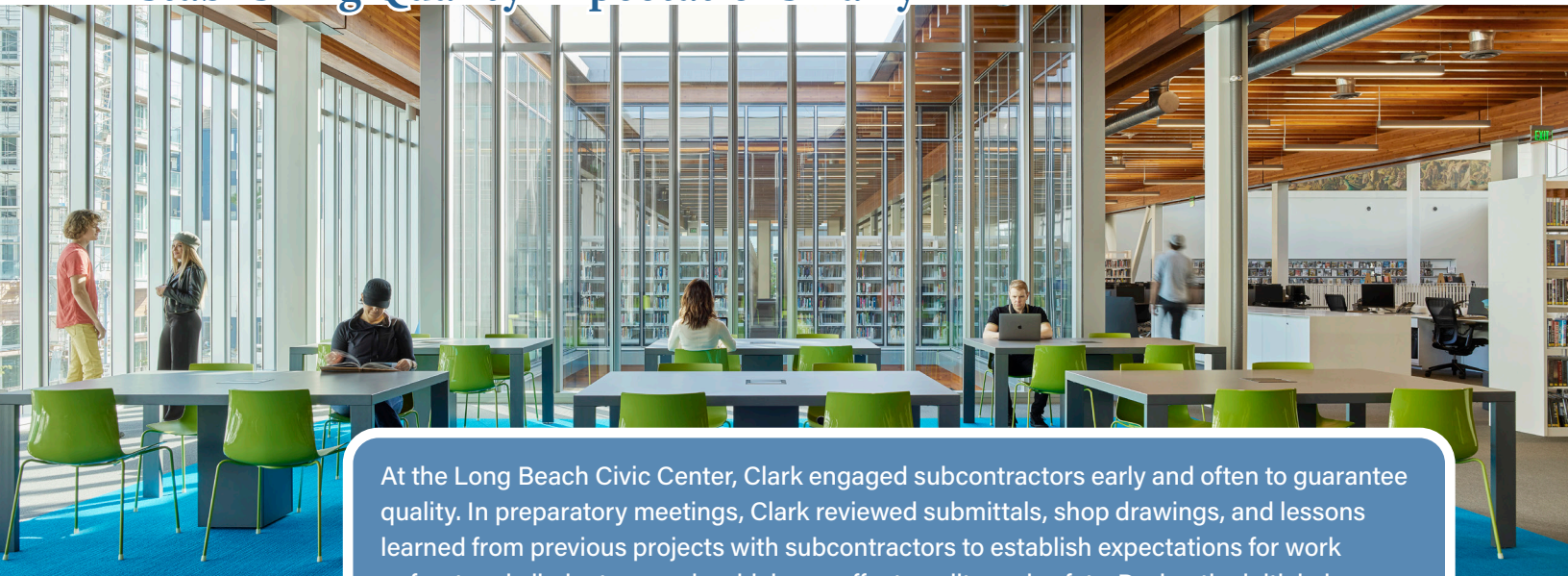
Clark's approach also includes sourcing high-quality construction materials from reputable suppliers, verifying the authenticity and origin of materials to avoid counterfeit or substandard products, and conducting material testing to ensure they meet the required specifications. Another important aspect of Clark's quality approach is its ability to staff a skilled workforce. Clark engages skilled and qualified

Early Involvement for Budget Success

For the San Francisco Police Department Traffic Company & Forensic Services Division Facility project, Clark collaborated early with the client, designers, consultants, end users, and design-build and design-assist trade partners to provide constructability comments and value engineering, optimize the construction schedule, and manage the budget, generating more than \$12 million of value engineering suggestions and more than 1,000 constructability comments. Using a trend log, Clark provided regular feedback on budget trends throughout design development and presented these metrics at monthly executive OAC meetings throughout the project's duration. As a result, at the conclusion of the trade procurement process, the project cost was within 0.6% of the 100% DD budget and 1.9% below the 95% CD budget. The project's low change order volume was driven by the early development and incorporation of constructability comments and value engineering proposals and Clark's problem-solving mindset to identify potential risks and issues early and work collaboratively to resolve them.



Establishing Quality Expectations Early



At the Long Beach Civic Center, Clark engaged subcontractors early and often to guarantee quality. In preparatory meetings, Clark reviewed submittals, shop drawings, and lessons learned from previous projects with subcontractors to establish expectations for work upfront and eliminate rework, which can affect quality and safety. During the initial phase, Clark reviewed a sample of work from each subcontractor to ensure expectations were being met and work was on schedule. Clark’s team also attended tool box talks with work crews to communicate expectations to the workforce before a specific scope of work began. During follow-up phase check-ins, the team continued to ensure that construction was progressing as agreed upon.

trade contractors and craftspeople with a proven track record of quality work and provide appropriate training and supervision to ensure construction tasks are performed correctly. During construction, Clark carefully manages any changes to the design or scope of work, ensuring that they are documented, reviewed, and approved, and changes are implemented with consideration for their potential impact on project quality.

Clark implements a rigorous inspection and testing regimen throughout construction, which includes conducting structural inspections, materials testing, and QC checks to identify any deviations from the plan. Its QA/QC plan outlines procedures, responsibilities, and checkpoints for ensuring quality throughout the construction process. Clark maintains detailed documentation of construction activities, inspections, test results, and any changes made to the Project. These records serve as valuable references for maintenance and troubleshooting.

Clark holds its team accountable across the region, from project to project, by tracking the submittal approval

process and each phase of the quality control process. The metrics in the table below demonstrate Clark's success delivering quality on all projects throughout the Western Region. The team Clark is proposing for the Garden Grove project has a record of meeting or exceeding these metrics.

Clark's Western Region Quality Statistics:

Category	July	YTD
Quality Incidents	1	11
Prep Phase Starts %	34 of 34 100%	138 of 139 99.3%
Initial Phase Starts %	4 of 4 100%	79 of 79 100%
First Time Quality %	1,221 of 1,368 89.3%	13,730 of 15,795 86.9%
Submittal Approval %	374 of 481 77.8%	2,584 of 3,413 75.7%



Graduates of Clark's Strategic Partnership Program.

Putting People at the Forefront

Clark is committed to advancing diversity and inclusion in its company, industry, and communities. Clark embraces individual uniqueness, fosters a culture of acceptance, and engages with its employees to help them grow and thrive in their careers. Clark carries this same mentality through to the projects they work on and ensures it employs a diverse mix of businesses as construction partners.

Clark's social inclusion plan is critical to the successful completion of the Project. Its construction should leverage the strengths and expertise of local builders and workforce participation wherever possible, drawing from the community which it will serve upon completion. Clark understands and is deeply committed to this mission.

Clark takes pride in supporting the growth and success of Small and Disadvantaged Business Enterprises (SDBEs), including small, minority-, women-, and veteran-owned companies. Its work and collaboration with these firms is inherently important to how the firm does business. In 2021, Clark launched the SBDE15 Program, a proprietary program designed to expand the capability and capacity of diverse subcontractors and suppliers.

As part of the program, Clark is committed to achieving at least 15% SDBE participation on all of its projects nationwide, even on projects that don't otherwise prescribe small or disadvantaged business participation requirements. Unless requirements dictate otherwise, Clark's approach will be based on the total cost of subcontractable work for each project, including self-perform operations and subcontracts at all tiers.

Clark understands that the projects it builds will change the skylines and landscapes of its communities in many ways, and represent important pathways to economic opportunity and success for SDBE firms. Clark is committed to doing its part to support inclusive growth and build a lasting legacy.

Commitment to Developing the Workforce

Clark strengthens its communities by investing in the future of the construction industry. It provides diverse pathways to pursue careers in the field through partnerships with trade schools, high schools, colleges, and other organizations including the ACE Mentorship Program and Urban Alliance. Clark-led programs like the Strategic Partnership Program also help expand the capability and capacity of small, local, and diverse businesses to grow and thrive.

Strategic Partnership Program

In 2006, Clark launched its nationally-acclaimed Strategic Partnership Program (SPP). Clark's Subcontractor Development Group, in conjunction with the Tuck School of Business at Dartmouth College, developed this intensive, executive MBA-style program designed to enrich the capabilities of local, small, and/or minority-owned businesses.

SPP is a six-month training and development program in which Clark mentors diverse suppliers in the Southern California subcontracting market, enabling these firms to build capacity, promote growth, and be positioned for success in the construction industry.

From bidding, purchasing, and bonding to estimating, scheduling, and project management, the SPP delivers the technical training and professional development that small businesses need to realize their business goals. SPP delivers the following objectives and benefits to participants:

- Provides small business owners with the opportunity to learn core construction management and business skills from experienced industry leaders.
- Promotes capacity building through technical training and professional development.
- Facilitates a learning environment that assists small businesses in identifying their objectives, challenges, and solutions to compete confidently for new opportunities.

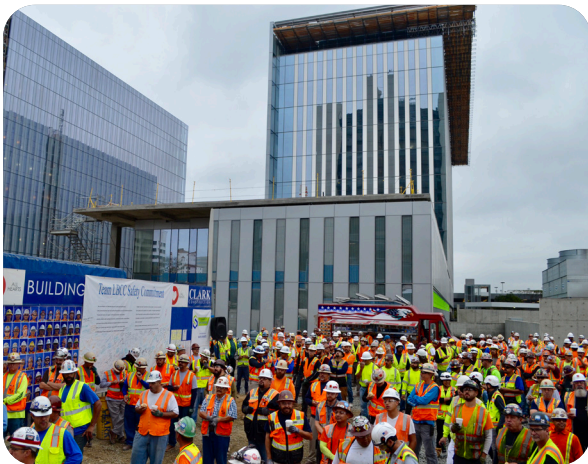
Community Impact at Long Beach Convention Center

An important goal of the Edgemoor and Clark-led Long Beach Civic Center project was to stimulate the local economy through a focus on local hiring. To achieve this, the project team conducted a comprehensive outreach program to engage and train members of the local workforce, fulfilling the City's goal of ensuring Long Beach residents played a meaningful role in the project's construction throughout its three-year duration.

More than 1,200 residents from Long Beach and its immediate surrounding communities helped bring the project to life. To maximize the contribution of residents, Clark embraced the Long Beach Promise and partnered with Pacific Gateway and Long Beach City College to sponsor pre-apprenticeship training programs geared towards producing a pipeline of skilled construction workers.

Following their completion of the program, Clark worked directly with participants to help find placement with local unions and trade partners and provided a week-long life skills workshop for graduates, including seminars on resume building and money management, to ensure a successful transition into the construction industry. Clark exceeded the City's stated local workforce participation goal of 30%, achieving 78% participation from residents in Long Beach, its surrounding communities, and greater Los Angeles County combined.

Clark also continued a long-standing commitment to giving back within the Long Beach community. Extending a relationship that began through Clark's previous work in Long Beach, the project team participated in a bike-building event at Cesar Chavez Elementary School to build over 600 bikes that were donated to the third-grade class as holiday gifts. The team also sponsored six high school students to work at the jobsite over the summer, educating the teens on careers in construction and reinforcing life skills necessary to be successful in the workforce. Several team members also volunteered with Life Rolls On, a non-profit that provides disabled individuals the opportunity to learn to surf.



Clark’s Civic Facility Construction Track Record

Clark has a track record of delivering relevant projects that meet all of the selection criteria of the Garden Grove Civic Center Revitalization project on time and on budget. Several projects of a similar scope, many of which were delivered under the design-build delivery method and/or with Edgemoor or AC Martin, are summarized in this table.

Project	Sq. Ft.	Cost	Location	With Another Team Member (Edgemoor / AC Martin)	\$100M+	Cost Transparency	Design-Build	Value Added Concepts	Stakeholder Community Engagement	Municipal (or Public Project)	DBF (Design-Build Finance)	GMP	Without Latent Defects
Long Beach Civic Center	599K	\$424M	Long Beach, CA	Edgemoor	●	●	●	●	●	●	●	●	●
San Francisco Civic Center Complex	1.03M	\$249.1M	San Francisco, CA		●	●	●	●	○	●	●	○	●
Clark County Courthouse	717K	\$130M	Las Vegas, NV		●	○	○	●	○	●	○	○	●
Governor George Deukmejian Courthouse	543.5K	\$354.6M	Long Beach, CA	Edgemoor	●	●	●	●	●	●	●	○	●
Howard County Circuit Courthouse	224.3K	\$151M	Columbia, MD	Edgemoor	●	○	●	●	●	●	●	○	●
Lake County Courthouse Expansion	255K	\$106.3M	Waukegan, IL		●	○	○	●	●	●	○	●	●
Menifee Justice Center	85K	\$62M	Riverside, CA		○	●	○	●	●	●	○	●	●
New Sacramento Courthouse	543.3K	\$396.1M	Sacramento, CA		●	●	○	●	●	●	○	●	●
New US Courthouse - Los Angeles	632.5K	\$345M	Los Angeles, CA		●	●	●	●	●	●	●	○	●
Roman L. Hruska Courthouse	336K	\$55.7M	Omaha, NE		○	○	○	○	○	●	○	○	●
US Court of Appeals Repair & Alterations	350K	\$56.4M	San Francisco, CA		○	○	○	●	○	●	○	○	●
WMATA - Metro Transit Police Department (MTPD) District II Substation and Training Facility	55K	\$23.8M	Springfield, VA		○	○	●	●	○	○	●	○	●
Solano County Government Center	642K	\$82.2M	Fairfield, CA		○	○	●	●	●	●	●	○	●
Pasadena City Hall Seismic Upgrade and Rehab	170K	\$84.9M	Pasadena, CA		○	○	○	●	○	●	○	○	●
Los Angeles City Hall Seismic Rehabilitation	911K	\$134.9M	Los Angeles, CA	AC Martin	●	○	○	●	○	●	○	○	●
Hillsborough County Public Safety Operations Complex	85K	\$20.1M	Tampa, FL		○	○	●	●	●	●	●	●	●
Hall of Justice Repair and Reuse	731K	\$175.2M	Los Angeles, CA	AC Martin	●	●	●	●	●	●	●	○	●
Central Booking and Intake Facility	279K	\$45.1M	Baltimore, MD		○	○	○	●	○	●	○	○	●
San Francisco Police Department Traffic Company & Forensic Services Division Facility Project	100.5K	\$129.3M	San Francisco, CA		●	●	○	●	●	●	○	●	●
Beverly Hills City Hall Seismic & Historic Renovation	73.5K	\$10.4M	Beverly Hills, CA		○	○	○	●	●	●	○	○	●

c) Design Approach

Our design team, led by AC Martin as Lead Designer and Architect of Record, is excited to lead the design phase using a progressive design-build approach. In fact, it is the design team's delivery method of choice. From our team's experience, compared to other delivery methods, progressive design-build optimizes results for the owner by reducing costs, providing schedule certainty, and delivering an exceptional product that serves the needs of the end users. The success of this approach is reliant on trust, consistent open communication, and a strong, respectful working relationship between parties. In support of this, our approach is anchored by a best-in-class team and a thoughtful collaborative process.

Best-in-Class Team

Delivering on the City and community objectives requires an experienced design team. Edgemoor has thoughtfully assembled a broad team of strategic partners and innovators perfectly tailored to the scope of work and needs of the Project, including:

- **Roth Sheppard Architects (RSA)** is a national leader in law enforcement planning and design. Their vast experience allows them to leverage best practices and first-hand insights to guarantee the highest standards of safety and functionality for the Public Safety Building and parking structure. They ensure an intimate understanding of the police and administrative experience and will guide the design process as the voice of the end users, bringing their concerns and needs to the forefront.
- **Hongjoo Kim Landscape Architects (HKLA)** will orchestrate an integrated design of the new park and adjacent landscape. Their experience and focus on community activation will ensure the new park is revered by the community for generations.
- **Altura** is a firm with deep expertise in deriving value from building energy and commissioning engineering. Their sole focus is on optimizing building performance. Using analytical tools to guide their data-driven approach, Altura will inform design decisions at the front-end to ensure seamless integration during commissioning, with the singular focus to lower O&M and lifecycle costs.

Public Safety Building Design Experience



AC Martin was selected by the LAPD to design the Hollenbeck Replacement Station in Boyle Heights, a welcoming and artistic station that exemplifies the LAPD's efforts to create a more open, community-serving police force. AC Martin strengthened the neighborhood's civic center by reconnecting the station to the surrounding neighborhood. The Boyle Heights community has a rich history, with a distinct tradition of artistic expression. Local murals, brightly colored houses, and lush gardens speak to the area's creative spirit. The new station is composed of three rectangular two-story volumes that include a community multipurpose room, offices, temporary holding cells, a lobby, and support areas, as well as a parking structure for 330 vehicles. The replacement station's internal organization provides a more efficient and enjoyable environment for more than 200 officers and staff. Clear pathways maximize the daylight in the hallways and provide a cohesive sense of space.

O&M & Optimizing Lifecycle Costs



For the State of California's New Labor Agency Building, AC Martin held a series of meetings with the State's decision-maker, facilities managers, and the design-build team as part of the approvals process for interior finishes, including carpeting. The State's decision-maker preferred patterns and colors that were timeless and not trendy to address aesthetic and maintenance concerns. The facilities managers preferred carpet tiles, as stained or damaged areas can easily be replaced without affecting operations or adjacent work areas. AC Martin also evaluated and presented carpet products that met varying needs for durability, maintenance, thickness, moisture control, warranty, and cost to arrive at an approved carpet selection that best addressed stakeholder concerns and optimized lifecycle costs.

Thoughtful, Collaborative Process

Our team is committed to meeting the ENA phase deliverables on schedule. To do this, we will execute the following approach:

- **Program Validation:** Upon ENA execution, the design team will immediately meet and work collaboratively to validate the operational and physical requirements with Garden Grove Police Department staff, other end users, and stakeholders. Additionally, to ensure deep understanding of your space needs, our team along with your stakeholders will jointly tour the existing public safety facility and a new facility, capturing nuanced insights into space and workflow issues as well as desired improvements. RSA's extensive depth of experience designing police headquarters will be key to efficiently validating the program for the Project.
- **O&M Goals and Priorities:** When designing facilities, it is imperative we understand the operational implications of decisions made early in the design phase. Therefore, to reduce ownership risk and costs, the design team will incorporate O&M considerations by collaborating with your facility management teams to establish targets and operating requirements.
- **Continuous Feedback and Iteration:** AC Martin has led multiple progressive design-build projects and understands the need for flexibility and engagement of all stakeholders. Therefore, the design team will utilize an iterative design approach, incorporating feedback and changes as understanding improves to reach consensus on design decisions. Regular sprints, iterative development, and continuous communication will enable us to make real-time adjustments and ensure steady progress toward design signoff.
- **Innovative Solutions:** The design team will be guided by the design requirements and project vision but will continue to strive for innovative and cost-effective design solutions. We will enthusiastically present opportunities to incorporate aesthetic and functional components and communicate any financial tradeoffs such as initial upfront costs, the project budget, and lifecycle costs.
- **Decision-Making Support:** Our team is committed to providing innovation, value, and cost efficiency to our clients. Understanding the importance of timely, sticky decision making, we will provide the data necessary to facilitate organized evaluations to arrive at best value decisions for the City. The selection of the most appropriate structural system, for example, will be informed by a combination of many factors, including but not limited to the building massing, programming layout and circulation needs, construction schedule and material lead times, and cost. Each type of system has its advantages and disadvantages which will be vetted through A3 or Choosing by Advantages exercises to select the best choice.



Los Angeles Police Department
Administration Building, Los Angeles, CA

During our efforts to prepare this proposal, the Edgemoor team met together to review this amazing project opportunity and share ideas and observations from our research and visits to the Garden Grove Civic Center. Our team's Landscape Architect, Hongjoo Kim, even chatted with folks around the neighborhood to glean their perspectives on the Civic Center, perspectives we have documented in an infographic, which can be found in the Appendix (Exhibit D).

The design team acknowledges the expedited timeline to deliver the project and is committed to achieving the City's outlined objectives and milestones within the ENA period. Therefore, we have created a tentative schedule for weekly design meetings— which can be in-person or in a virtual format—for the first three months with the City (Appendix, Exhibit C).

Design Objectives

The new Garden Grove Civic Center provides an opportunity to add new community uses and enhance the central core of the City. We envision a vibrant government campus that inspires visitors, employees, and the community to connect at all times of the day. We will craft innovative and creative solutions that will enhance accessibility and sustainability while incorporating features that ensure security, functionality, and cost stewardship.

Outlined in this section are specific design objectives for each project component. Throughout the design phase, we intend to further refine and reach consensus on these objectives with all stakeholders.

Public Safety Building

"The mission of the Garden Grove Police Department, through a Community Partnership, is to improve the quality of life in the city and provide a sense of safety and security to the community members."

As evidenced through the approval of Measure O on November 6, 2018, the Garden Grove community strongly supports its police department. Thus, the new home of the Garden Grove Police Department (GGPD) should be transformative—a welcoming symbol of transparency, dignity, and pride. The Public Safety Building will exemplify the values of the GGPD and its purpose-driven mission to protect and serve the residents of Garden Grove. The design team will seek to achieve a sense of openness and transparency while balancing the secured and restricted nature of the facility operations. Exterior building materials will be considered for durability and accessibility and detailed for safety and security. Daylight and views will be carefully orchestrated to optimize the workplace environment while safeguarding building occupants. Crime Prevention through Environmental Design principles will be identified and incorporated into the design. The preliminary building design should address several considerations, outlined on the next page.

Public Safety Building Design Experience



Our Law Enforcement Design Consultant, RSA, is providing planning and design services for the new Harris County Sheriff's Office (HSCO) campus in Houston, Texas. As part of this effort, RSA helped conduct a long-range needs assessment and performed architectural programming. Through information-gathering work sessions and tours of the existing facilities, the team was able to refine and tailor the facility's space needs and planning to align with HSCO's vision and needs.

Code Requirements

Building codes designate police stations and key municipal structures as "Essential." They further assign these facilities an importance factor for structural design calculations. Structure and equipment in essential structures must remain operational during and after seismic events, extreme weather, and power failures. The building must include special structural design that withstands and absorbs the dynamic forces of major seismic and or wind events. Backup systems are necessary and provide operational continuity. The new facility must also be planned to be barrier-free consistent with provisions of the Americans with Disabilities Act.

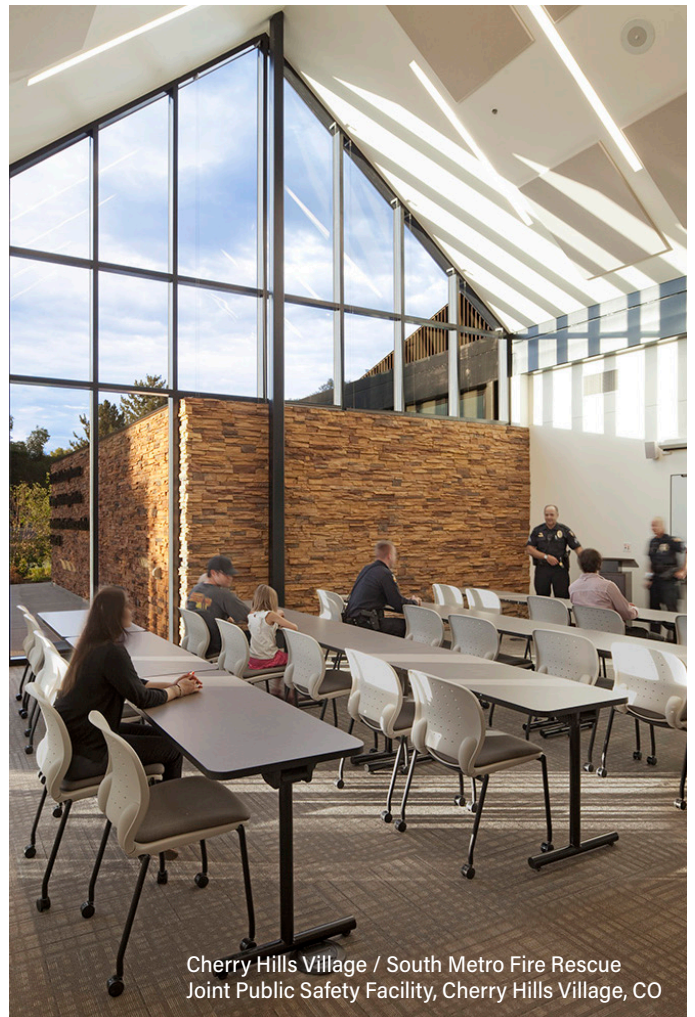
Inviting the Community (Community Rooms)

The community meeting room should be planned as a multi-purpose space that can also be used for in-service training and may be pressed into service to support the emergency operations center in times of activation. In many of our projects, we are finding that community rooms have become so popular that it is frequently difficult to schedule the rooms for in-house police activities. This is a problem most police agencies welcome.

Security/Distinct Circulation Paths

A new facility should be designed to effectively restrict the general public to the main lobby. When the public has an appointment with staff, they will be asked to wait momentarily in the public lobby until the requested staff comes to greet them; a visitor badge may then be issued and they can be escorted to the appropriate destination. The layout of a police building is marked by distinct circulation paths and zones of varying security risk. There are public areas (e.g., community room, ATMs), public and staff areas (e.g., witness interview rooms), staff only areas (e.g., property storage) and secure detainee areas where

access is restricted to a limited number of sworn staff. Card access or key fob access systems with programmable readers are available. Color-coded walls have also been used to define these different areas on past projects. A new police facility should be designed to provide an "escorted only" secure circulation system. Services providing immediate public contact such as Records should be clustered around public lobbies and reception areas.



Cherry Hills Village / South Metro Fire Rescue
Joint Public Safety Facility, Cherry Hills Village, CO



Dickinson Public Safety Center, Dickinson, CO

Enhancing Community Policing

The primary objective of the patrol is to be out in the community serving the citizens. Officers function as 24/7 customer service representatives for the city. They respond to calls for service that can range from helping find a baby duck's mother to highly fluid, life-threatening events. For the new facility to enhance these operations, it needs to get officers safely into the building (via a staff entry that is more than a back door), geared up (locker rooms), briefed (roll call room), and out in the community (out on patrol) as quickly as possible. This patrol triangle of efficiency is a key driver in the operational design of the new Public Safety Building.

More Than Amenities

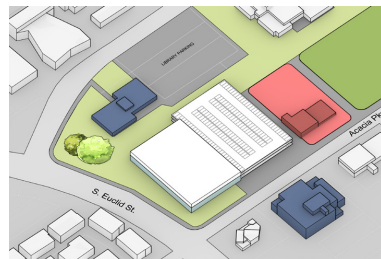
Understaffed, overworked, mentoring, training, recruitment, retention—these are words that often arise as threats to policing across the country. New police facilities must find ways to help alleviate these stresses. Some of the types of spaces that police departments are now requiring include community rooms, safe transaction zones, media rooms, victim services (public and officer support), duty bag lockers, locker room lockers with appropriate drying and power in each locker, fitness rooms, quiet rooms, lactation rooms, training rooms (classroom/simulators/de-escalation), hydration stations, cafe-style break rooms, accommodations for some gender-neutral restrooms, and evidence and bond release that is separated from public entry.

LEED/Sustainability

The creation of a new Public Safety Building for Garden Grove offers a unique opportunity to establish sustainability strategies that conserve energy, save money, and speak to the City's mission and values. When designing Green Buildings That Work, the design team's collaborative approach embraces passive design strategies, efficient active MEP systems, and renewable energy sources. The initial phase involves minimizing building energy needs through passive design strategies such as optimal massing, orientation, and controlled glazing. Investing in passive design elements will reduce external loads on the building and reduce mechanical equipment sizing. After evaluating passive design elements, we work collaboratively to select and design efficient MEP systems that deliver long-term operational energy savings. Finally, the team looks at offsetting operational energy use through renewable energy systems and occupant behavior changes.

AC Martin will explore amenities to incorporate into the new Public Safety Building that will enhance the experience and wellbeing of officers and support staff, including quiet rooms and lactation rooms. AC Martin has long understood how critical these spaces are—in fact, they were incorporating lactation rooms into their designs before they were required by code.

**3-BAY PARKING MASSING
BASIC OPTIONS**



OPTION1: 2-STORY

TOTAL AREA: 87,048 SQFT,
1ST FLOOR LINEAR FOOTAGE: 847 FT,
TOTAL LINEAR FOOTAGE: 1694.3 FT

**2-BAY PARKING MASSING
SHIFTED BLOCKS**



OPTION4: 2-STORY

TOTAL AREA: 87,496 SQFT,
1ST FLOOR LINEAR FOOTAGE: 932 FT,
TOTAL LINEAR FOOTAGE: 1780 FT

**2-BAY PARKING MASSING
TERRACE OPTIONS**



OPTION7: 2-STORY

TOTAL AREA: 87,177 SQFT,
1ST FLOOR LINEAR FOOTAGE: 985.6 FT,
TOTAL LINEAR FOOTAGE: 1842.3 FT

**2-BAY PARKING MASSING
L CONNECTION OPTIONS**



OPTION7: 2-STORY

TOTAL AREA: 87,705 SQFT,
1ST FLOOR LINEAR FOOTAGE: 1137.5 FT,
TOTAL LINEAR FOOTAGE: 2275.1 FT



OPTION2: 3-STORY

TOTAL AREA: 87,720 SQFT,
1ST FLOOR LINEAR FOOTAGE: 906 FT,
TOTAL LINEAR FOOTAGE: 2318 FT



OPTION5: 3-STORY

TOTAL AREA: 87,162 SQFT,
1ST FLOOR LINEAR FOOTAGE: 766 FT,
TOTAL LINEAR FOOTAGE: 2234 FT



OPTION8: 3-STORY

TOTAL AREA: 87,000 SQFT,
1ST FLOOR LINEAR FOOTAGE: 1041 FT,
TOTAL LINEAR FOOTAGE: 2658.6 FT



OPTION8: 3-STORY

TOTAL AREA: 87,868 SQFT,
1ST FLOOR LINEAR FOOTAGE: 1137.5 FT,
TOTAL LINEAR FOOTAGE: 2541.5 FT



OPTION3: 4-STORY

TOTAL AREA: 87,448 SQFT,
1ST FLOOR LINEAR FOOTAGE: 704 FT,
TOTAL LINEAR FOOTAGE: 2744 FT



OPTION6: 4-STORY

TOTAL AREA: 87,398 SQFT,
1ST FLOOR LINEAR FOOTAGE: 823.5 FT,
TOTAL LINEAR FOOTAGE: 2808 FT



OPTION9: 4-STORY

TOTAL AREA: 87,000 SQFT,
1ST FLOOR LINEAR FOOTAGE: 886.2 FT,
TOTAL LINEAR FOOTAGE: 3210.4 FT



OPTION9: 4-STORY

TOTAL AREA: 88,130 SQFT,
1ST FLOOR LINEAR FOOTAGE: 1137.5 FT,
TOTAL LINEAR FOOTAGE: 3111.5 FT

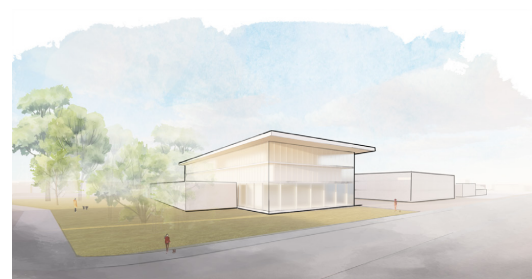
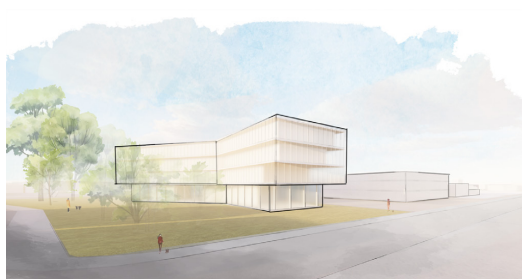
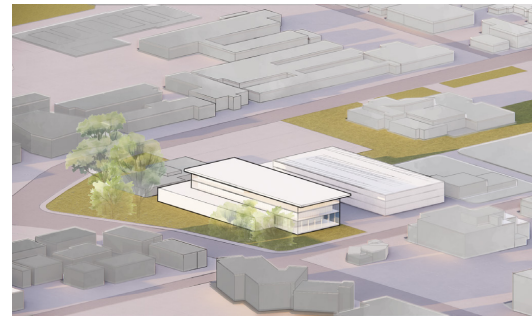
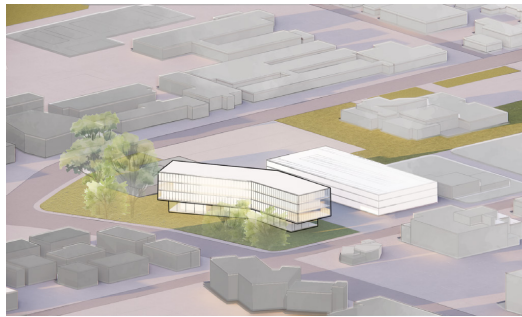
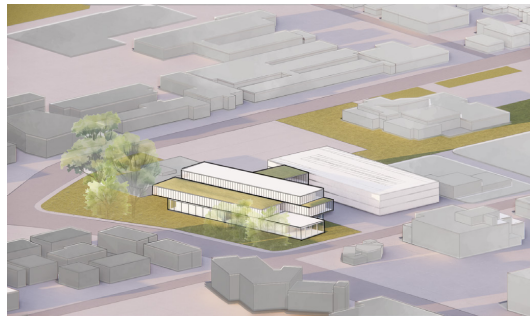
Architectural Design Collaboration

The first design milestone is to deliver and present two design concepts to the City Council with a short turnaround. To do so, we propose a program validation effort on week one—two days of workshops inclusive of command staff-level program verification, visioning, and tours. Given its unique expertise in these facilities, RSA will play a big part in the program validation, led by Herb Roth and Brian Berryhill and in close collaboration with the GGPD. This will be followed, during weeks two and three, by the production of a final draft program, a conceptual design package confirming department-level adjacencies, department-level stacking, site circulation strategies, and conceptual massing designs. AC Martin will use Rhino architectural design software to expeditiously generate building massing options. The above examples of building massing vignettes will help facilitate team discussions, evaluating the pros and cons of the urban plan, building forms and adjacencies and cost implications. Square footages and surface areas are extracted from the Rhino model to provide real-time measured data for cost accountability.

OPTION8: 3-STORY

OPTION8: 3-STORY

OPTION9: 4-STORY



VIEW 1

VIEW 1

VIEW 1



VIEW 2

VIEW 2

VIEW 2

From there, the development team and the City will together review the options that best represent the project objectives. A minimum of two concepts will be presented to the City Council on November 7, 2023.

The images above represent a style of architectural sketches that can be used to further articulate materials, transparency, opacity, and expression.

To ensure inclusive and transparent review during the design process, technical drawings will be generated using Revit modeling software and posted to the cloud on BIM360 to be shared and accessed by all team members. For design review and quality control, Bluebeam Revu session will be created at milestone dates, enabling all team members, including the city and maintenance personnel, to review progress drawings using PDF markups.

NNRH Auditorium Ceiling: A Geometrical Journey



AC Martin's auditorium ceiling design for the New Natural Resources Headquarters was inspired by the rings of a tree, honoring the earth's natural resources, creating a dynamic space with undulating baffles that contribute visually and acoustically to the space. It was a challenge for the millwork contractor, a local small business partner, to grasp non-orthogonal shapes. AC Martin's staff, experienced in complex geometries, jumped in to help, rationalizing the geometries of each ceiling baffle and creating templates and 2D patterns the contractor could use to create shop drawings and build the baffles. The cost premium for the ceiling baffles was a very small percentage of the overall project budget. The completed auditorium features ceiling baffles that are true to their design intent and are a source of pride for the State.

Parking Structure

The parking structure will provide secure and public parking with two distinct gated entrances and exits. Location and size are two of the most important design criteria. At a typical commercial office building, the majority of parking is located in front, with deliveries and very select parking located in the rear of the building. Law enforcement facilities are the opposite. A majority of the parking is located at the rear or side of a building with public parking located at or near the main public entrance. Preliminary site design will address the following:

- **Fleet parking:** The fleet parking area will be enclosed, with a perimeter screen/fence that prohibits views into the parking area. Fleet parking is preferred to be on flat areas and not on slopes or ramps, with a general preference for 10-foot-wide parking stalls. It is important to consider locating the primary incoming connections for utilities in a secure area.
- **Secure special parking:** Space for specialized police equipment and activities. These areas will be out of the public view, offering complete and indisputable chain-of-evidence.
- **Secure staff parking:** Our design will provide secure staff parking. The public will be restricted from entering the secure parking. The secure levels will be accessible from a separate access point that may have gates or rolling grilles to restrict access. License plate recognition, RFID transmitters/receivers, or proximity cards are all acceptable methods to restrict access. As Garden Grove employees approach the secure garage entrance they will provide the proper credentials to access the parking garage.
- **Public parking:** Our design will provide visible public parking that is separated from staff private and fleet vehicles.
- **Charging stations:** We will consider power requirements for charging stations.
- **Accessibility:** Parking for persons with disabilities will be as close to the front entrance as possible and will avoid crossing vehicle circulations lanes.
- **Parking management operations:** We will consider parking management operations and discuss parking access, site circulation, and site entry.



Parks and public space HKLA has designed include, clockwise from bottom left, CSU Dominguez Hills Innovation & Instruction Building North Lawn; Vermont Miracle Park; and Rancho Los Amigos National Rehabilitation Center outdoor space.

Park Design

The project presents an exciting opportunity to enrich the community with a vibrant and inclusive recreational space that caters to the diverse needs and aspirations of Garden Grove’s residents. We envision a park that incorporates the following elements and objectives to ensure it becomes a cherished urban oasis for generations to come.

Needs Assessment and Community Engagement

The cornerstone of our team’s design process is a comprehensive needs assessment and robust community engagement. We will work closely with the City of Garden Grove and its residents to understand the unique requirements, preferences, and aspirations that should shape the park’s design. Public workshops, surveys, and stakeholder meetings will ensure that the park truly reflects the desires of the community.

Site Context and Sustainability

The chosen park site’s natural and urban context will play a significant role in our design. We will conduct a thorough analysis of the site’s topography, vegetation, microclimate, and existing infrastructure. By respecting and integrating these site features, we can create a park that harmonizes with its surroundings, including connections to the existing park. Sustainability will be a core focus, with elements such as native landscaping, water-efficient features, and renewable energy sources incorporated to minimize the park’s environmental footprint.

Inclusive Design and Accessibility

Our design will prioritize inclusivity and accessibility, ensuring that people of all ages and abilities can fully enjoy the park. Thoughtfully designed pathways, seating areas, playgrounds, and recreational facilities will be accessible to everyone, fostering a sense of belonging and community cohesion.

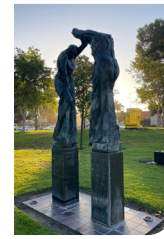
Multi-Functional Spaces

We envision the park as a versatile space that caters to a wide range of activities. From impromptu sporting activities to gatherings of 2,500 to 3,000 people, the park will offer a mix of recreational opportunities and community events that address various interests and preferences within the community.

Public Art and Gathering Spaces

Our design will include public art and gathering spaces that become focal points within the park, serving as recognizable symbols of community identity and pride, providing spaces for events, celebrations, and meaningful interaction. A place of pause and honor will be designed to remember police heroes incorporating the existing memorial.

Voices of the Community



“There are memorials in the Civic Center Park. Kids like them. We need to save them.”

—Joel and Larry, senior members of Garden Grove Methodist Church

d) Project Labor Agreement Approach and Experience

Clark has significant experience promoting and performing work under project labor agreements (PLA). With \$1 billion in annual revenue in its Western Region, Clark is one of the largest regional employers of union trade workers. Clark not only has experience with owner-created PLAs on projects such as PETCO Park in San Diego and Caltrans District 7 Headquarters in Los Angeles, but has also created these agreements itself in collaboration with the Southern California Building Trades and public clients, including for the Long Beach Civic Center P3, completed with Edgemoor, and the US Courthouse Los Angeles project with the GSA.

Clark views the PLA as a valuable tool for stabilizing the project workforce. The “No Strike Provision” guarantees work that is unhindered by slowdowns, disruptions, or lockouts. PLAs also ensure a well-trained workforce stemming from apprenticeship programs that are in place. In the event of a local labor shortage, the craftsmen referral network functions as a tool through which additional labor can be brought onto the project. PLAs can also set forth a dispute resolution process for craft jurisdictional disputes and are a valuable tool for facilitating harmony between labor and management, enabling a smooth flow of work.

The benefits of PLAs include:

- The creation of practices and standards for all the employers of a single project.
- No strikes, slowdowns, or interruption of work at project sites. They specify a specific and generally accelerated grievance resolution process.
- Depending on the PLA's language, it may not require all trades to be union. Many PLAs require some union participation from all subcontractors but do not require them to be signatory. Some participation is in the form of allowing core employees of a non-union subcontractor and a ratio mix of union/non-union field employees.
- If required, unions use their referral system to employ people from a local catchment area.
- Jurisdictional disputes are resolved between the unions and do not flow into the work on the project.
- No Work Stoppages: PLAs have written criteria that prevent work stoppages or strikes. It is illegal for labor to stop work on a PLA project.
- The building trades continually train workers through apprenticeship programs and are tasked with supplying the market with adequate resources to man union projects, ensuring qualified manpower.

PLA Track Record



Nokia Theatre was built under a project labor agreement between Clark and the Los Angeles/Orange Counties Building and Construction Trades

Council. Clark has a longstanding relationship with the Council and has completed many projects in Southern California under these agreements. The benefits of this relationship were realized when the truck crane operators went on strike during the project. Working with the Council and local union leaders, Clark was able to move necessary craning equipment from a subcontractor's facility to the site in time to complete a crucial architectural element. Through Clark's relationship with the subcontracting community and the unions, the project team was able to procure subcontractors at competitive prices and work with skilled, local tradesmen to successfully complete the project.

Clark's extensive track record of delivering projects on time and on budget under a PLA includes:

- Long Beach Civic Center
- Long Beach Courthouse
- US Courthouse Los Angeles
- LAX/RSX Project
- LAX TBIT
- All LAUSD K-12 Projects
- USC Gateway Housing
- PETCO Park
- LA LIVE: Nokia Theater, ESPN Building, Olympic Garage
- Caltrans District 7 Headquarters
- San Jose Airport
- USC Galen Center
- LAC+USC Replacement Hospital
- Seattle Tacoma International Airport
- Solano County Government Center

e) Financing Approach

Edgemoor has financed or helped finance over \$4.6 billion in development projects since our founding in 2001. Financing is one of the core services Edgemoor provides, which benefits public sector owners seeking alternatives to traditional public financing.

Edgemoor employs professionals with extensive backgrounds in real estate and project finance. Plus, throughout our 20+ years, Edgemoor has developed strong relationships with financial advisors, private placement investors/lenders, brokers, credit rating agencies, equity investors, commercial banks, and underwriters.

We will draw upon our internal resources and a deep network of financial relationships to ensure the most efficient sources of capital are deployed for the Garden Grove Civic Center Revitalization Project.

Recognizing that each project is different, Edgemoor takes an agnostic approach to financing solutions. We will deploy a financing strategy that is tailor-made to meet the goals and objectives of the City of Garden Grove. In order to be optimally efficient and cost-effective, Edgemoor will initially leverage our experienced in-house resources to determine the best financing structure for the Project. As necessary, we will bring on external financial consultants to further support the transaction. By remaining flexible in our resource plan, we can also ensure that Garden Grove is not paying for any unnecessary resources while sourcing the solution that will best serve the City's needs.

Thoughtful Approach to Financing

Given the timeframe laid out in the RFQ, Edgemoor understands the need for transparency and expediency. As such, we have tailored our approach to align with project milestones. Prior to sharing the preliminary financing strategy we will perform due diligence; then, we will analyze viable options leading to our recommendation at Milestone #1. Upon approval of our recommendation, we will run a

competition to find the best sources of debt, leading up to our final financing strategy at Milestone 2. Upon approval of Milestone 2 we will proceed toward financial close.

1. Due Diligence

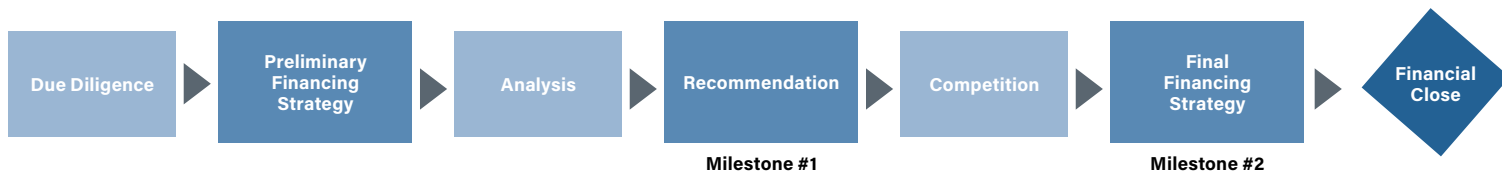
In support of the **preliminary financing strategy** deliverable on October 17th, Edgemoor will schedule a workshop with the City's finance lead and its advisor, PFAL, within a week of signing of the ENA. During this meeting the team will be on a mission to better understand the City's goals, objectives, and priorities.

The RFQ was clear in several key objectives, namely a 30-year debt service period with payments of \$8-9 million annually. We understand that these payments will be made by using general fund money and will be included in the City's biennial budget approval process. The City's lease revenue obligations carry a strong rating of AA from S&P.

However, during our initial meeting, we will work with the City to develop a more precise understanding of preferences for the Project's counterparty along with other nuances associated with any constraints or opportunities concerning the funding of the Project. For instance, in order to determine the optimal financing solution, we require a discussion with the City to gain a better understanding of the following:

- Identity of the Project counterparty
- The timing needs of the financing term
- Leverage or gearing (debt/equity)
- Transaction costs and finance rates
- Balance sheet (on off) and credit implications
- Ability to avoid impact to City debt limitations/capacity
- Operation and maintenance budgets/expense
- Payback mechanisms and associated creditworthiness
- Supplemental contributions
- Appetite for milestone payments

Financing Approach Process



The outcome of this meeting will be a basis of financing that will serve as our guide through financial close. On Day 15, we will share a refreshed perspective of our **preliminary financing strategy**, including a likely financing structure.

2. Analysis and Recommendation

The next phase of the approach is our **analysis**, which will lead to our **recommendation** as part of our Milestone #1 deliverable.

As part of our analysis, we will leverage a robust and flexible financial model to survey the universe of financing options and run various financing scenarios. This model will also serve as an important collaboration tool for the team and the City to ensure efficiency and transparency.

During this phase we will also begin market engagement, which will give us a better understanding of lending interest. To do this, we will rely on early engagement and wide outreach. By targeting a broad lender group and engaging with these institutions as early as possible, we can identify the lenders who are both interested in pursuing these types of opportunities and are capable of meeting the timeline to financial close.

This phase will culminate at Milestone #1 approval. The deliverable for Milestone #1 is a clear and concise recommendation for the most suitable and efficient financing structures for the project, with a baseline comparison to the option for the City to issue its own debt. At this time, we will also offer any support needed to achieve stakeholder buy-in.

3. Lender Competition

Once the recommendation is approved, the Edgemoor team will identify the most efficient providers of capital. In our experience, the best financing execution flows from **competition** among capital providers. We anticipate a collaborative approach to the robust competitive process, particularly as it pertains to evaluation criteria.

The evaluation will be both qualitative (qualifications and experience) and quantitative (fees, margins, expenses, terms), with weightings for each of the evaluated criteria calibrated according to the needs and context of the Project. We will provide recommendations based on our experience, but we will also elicit feedback on areas of importance and appropriate weighting of metrics prior to receipt of proposals.

If the recommended solution is a combination of long-term tax-exempt bonds, then, as the drawings are being developed toward 100% DDs (Milestone #2), we will also conduct a competition for the underwriting and distribution of the bonds.

The feedback from the market will provide context for our Milestone #2 deliverable, **final project financing**. This includes the preferred finance providers along with term sheets detailing the key financing provisions endorsed and authorized by senior management at all of the respective institutions. These documents will be submitted as part of the Milestone #2 submittal, and, upon approval by City Council, will be used to develop detailed financial documentation.

Financial Close

Upon approval of Milestone #2, we will begin a negotiation of financing documents, building on the term sheets provided prior to Milestone #2. This will occur in conjunction with the negotiation of the design-build contract to ensure that the financing is in lockstep with the Project's delivery documents and that any key financing provisions are also integrated into those same documents.

At this time, given the City's expectation for the construction schedule, the full suite of documents can then be executed. This may take the form of a two-step process with the commercial close of the delivery documents preceding the financial close, or these two events may occur on a single day.

The duration of the financial close process will depend on the financing instruments used, with bond financing requiring a couple weeks between pricing and final execution. Taxable notes or bank loans can be executed in a much shorter timeframe. The process to close financing will commence once a firm, fixed price for the construction is agreed upon, documentation is finalized, and the site is fully entitled.



Edgemoor is partnering with the University of Nevada, Reno to deliver a campus gateway project through a P3. In June 2023, the project was approved unanimously

by the 13-member Nevada State Higher Education Board, clearing the way for financial close and construction notice to proceed later that month.

Financing Structures

As described briefly in the analysis phase above, rather than adopting a “one size fits all” approach, Edgemoor recognizes the importance of analyzing a variety of financial structures for the City to consider in the determination of the most suitable and efficient financing solution. Our extensive experience and flexible, agnostic approach support alignment with the City, making certain that goals are achieved and the best value is provided.

After a preliminary analysis, we provide a recommended financing structure, as well as some other potential options. However, the ultimate structure will only be determined after extensive collaboration with the City and a deeper analysis.

Recommended Financing Structure: Lease-Leaseback with 100% Long-Term Tax-Exempt Debt

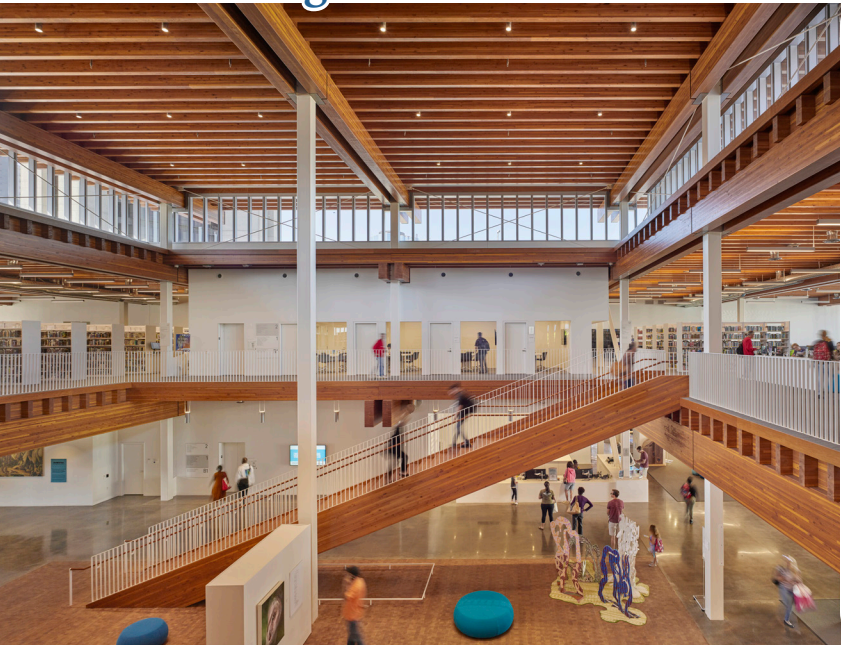
In this structure, the City would lease the land to a non-profit special purpose entity (SPE) to construct and finance the facilities, which the City would “lease back” for its own use. The leaseback payment would be sized to cover the debt service payment and other financing costs. A conduit issuer, other than the City, would likely be selected to issue the bonds, which would be publicly offered to achieve competitive pricing. Depending on the ultimate transaction structure, the bonds may receive a rating comparable to the City’s existing lease revenue obligations. We would aim to avoid more expensive private equity or subordinated debt in this structure.

Financing Track Record: Lease-Leaseback

The \$383M KU Central District Development project was financed using the strategy recommended for this project, lease-leaseback with 100% long-term tax exempt debt. Edgemoor delivered all components of the new Central District within a 2.5-year program under a fixed price, date-certain contract and is currently providing O&M services for 15 years, with renewal options at pre-negotiated fixed prices. The project was 100% financed with long-term tax-exempt debt (30-year lease revenue bonds, inclusive of 2.5 years of construction). The debt was issued by a private conduit issuer, on behalf of a newly formed non-profit. The newly formed non-profit, KU, and an SPE controlled by Edgemoor signed a tri-party agreement for the project. The Edgemoor SPE will remain in the project for the entire operations term, continuing to serve as KU’s single point of contact and asset manager during operations. The Edgemoor SPE provided KU with guarantees for design and construction, as well as long-term O&M and lifecycle costs, and the SPE passed these obligations down to the design-builder (Clark) and the operator through flow-down agreements. The project structure provided KU access to the lowest possible cost of financing, allowed KU to negotiate all aspects of the design and construction with a single entity, and gave KU a high degree of control and flexibility over the O&M period.



Financing Track Record: Construction Financing



The \$513M Long Beach Civic Center project was financed under two different structures. Two separate but related entities are the primary tenants of the new development. The City of Long Beach desired an availability payment contract structure while the Port of Long Beach, with more available funds, desired a short-term commitment with traditional bank construction financing to achieve the Port Administration building's delivery. Long-term debt issued through private placements along with cash equity and monetization of certain public land assets financed the City of Long Beach assets while 100% bank debt financed the delivery of the Port's building until a purchase payment by the Port at substantial completion paid off the debt.

Other Potential Structures

Credit-Tenant Lease

An alternative long-term financing solution that could be used with a potential lease-leaseback transaction would be a long-term credit-tenant lease (CTL). In a CTL structure, the loan is more akin to a bond (and trades like bonds in the capital markets) rather than a traditional real estate loan in that it is underwritten against the credit quality of the tenant.

Lease-Leaseback or CTL with Private Placement Debt

Rather than a bond or bank financing, the debt could be privately placed with an institutional investor/ lender. This approach may not require a credit rating, and, given the size of the Project, the entire debt amount could be placed with one institution, simplifying the process and allowing the borrower to negotiate terms directly with the institution.

Construction Financing

Short-term construction financing could also be used and executed with a commercial bank loan. This could be retired at the completion of the construction phase with a milestone payment. In this approach, the construction financing is a bridge to the long-term debt solution, implemented once the construction activities are completed.

Equity Financing

Although we do not believe it would offer the best value to the City based on our understanding of the City's priorities, should the City be interested in a financing solution that includes private equity and taxable debt, Edgemoor is capable of investing equity, either internally or through third-party partners, and has done so on past projects.

City Issued Bonds

The City could ultimately decide to leverage its strong AA credit rating and issue public debt for the Project. Public financing would likely offer the lowest cost of financing but may not be the best way to meet other City goals and objectives for the Project.

Leveraging the Progressive Model to Benefit Project Financing

It is worth highlighting that the progressive procurement approach the City selected, which includes a qualifications-based selection followed by an ENA period before finalizing the design-build agreement, benefits any potential financing for the Project.

Since this approach does not require committed pricing nor a negotiated development agreement at this early stage of the procurement, ultimately deciding on the financial structure can wait until a later point of the ENA period.

Additionally, postponing this decision until closer to the actual financial close date will allow us to more precisely align the right financing with current financial markets. Another benefit is that the financing process becomes more competitive when investors and lenders know they are providing financing terms and pricing to the selected development team. For the developer, it is easier to attract lenders and achieve competition as the selected developer for the Project, as opposed to one of three or four potential developers soliciting their financing terms.

Similarly, by not requiring the design-builder to provide committed pricing to the developer until a date when the design is further developed, the Project will benefit from more efficient and precise contractor pricing. We anticipate Clark will reduce contingency as design advances and risks are better understood. Additionally, subcontractors, which are competitively bidding on design packages, know they are bidding to the only team that has been selected for the project, and not to one of multiple shortlisted teams.

This bidding dynamic—with subcontractors being one step away from winning the work, rather than two (and closer to putting shovels in the ground)—motivates them to bid more aggressively. They are also not asked to hold their pricing for as lengthy a duration, allowing subcontractors to underwrite and manage their risks under current terms.

In summary, the progressive procurement approach allows us to keep the financing options open for longer and facilitates the best execution in the most efficient markets closer to financial close. Selection of the developer well in advance of selecting the definitive financing structure and signing the final development agreement deploys competitive tension among subcontractors, underwriters, and debt providers when it is most effective.

Proven Success Closing Projects under Similar Procurement Models

Edgemoor has executed multiple projects that have utilized a similar “progressive” approach to that of the Garden Grove Civic Center Revitalization including the Kansas City International Airport New Terminal, University of Kansas Central District Development, Long Beach Civic Center, UCSF Sandler Neurosciences Center, and Fuse at Mason Square. These projects all engendered a high degree of complexity, yet Edgemoor was able to move them forward expeditiously and successfully by working in close partnership with our respective public-sector counter parties to flesh out their design, commercial terms, and financial structure. As we have done on our previous projects, Edgemoor will secure interim financing to support the ENA period and cover pre-development and design costs. We would likely use a commercial bank loan that would be paid by the proceeds from the permanent financing after execution of the design-build agreement.

Edgemoor has an excellent track record reaching commercial/financial close on a project, once selected, whether procured using a progressive model or otherwise.

Hollenbeck Police Station,
Los Angeles, CA (AC Martin)



4) Budget for the ENA Period: Attachment E



5) Required Questionnaire: Attachment G

5) Attachment G

RFP REQUIREMENTS

Per Public Contract Code 22164 (b), all respondents must meet the minimum criteria specified in the Required Questionnaire. Firms that do not meet the criteria specified in the Questionnaire will not be considered.

Please see responses to each question in the Required Questionnaire below. We have enclosed an EMR letter from our team's construction firm, Clark Construction, as evidence of their affirmative response to question (I) on the following page. We are happy to provide evidence to support our responses to any other question at your request.

(A) Please indicate if the proposer's design-build entity is or is intended to be a privately held corporation, limited liability company, partnership, or joint venture.

Clark Construction Group – California, LP is a Limited Partnership company.

(B) Please list the design-build entity's current or intended shareholders, partners, or members.

Partners:

General Partner-Clark Construction Group – California, Inc.

Limited Partner Clark Construction Group, LLC

(C) Does the proposer's construction firm have sufficient bonding capacity for 100% of the potential project value (assume up to \$175 million).

Yes.

(D) Does the proposer (including all personnel and subcontractors included in this statement of qualifications) have the licenses and registrations required to design and construct the project?

Yes.

(E) Have the licenses or registrations of any of the entities considered in the response to question D above been revoked or suspended at any time?

No.

(F) Does the proposer's construction firm have liability insurance (commercial general liability of \$2 million per occurrence and professional liability insurance of at least \$2 million per occurrence) with a Best's Guide A-, Class VII or better insurer?

Yes.

(G) Do all of the firms included in the statement of qualifications have workers' compensation insurance?

Yes.

(H) Does the proposer's construction firm have a workers' safety program in place?

Yes.

(I) Does the proposer's construction firm have an average experience modification rate of 1.00 or less in the most recent three-year period?

Yes. Please see Clark's EMR letter for the last three years on the following page as evidence of our affirmative response.

The responses to the questionnaire must be signed by a representative of the proposer who has authority to contractually bind the Developer team.

I certify under penalty of perjury that the information provided in the foregoing is true and correct.



Brian Dugan, Project Executive

Managing Director

August 28, 2023

Edgemoor Infrastructure & Real Estate LLC



Chubb Construction www.chubb.com
1133 Avenue of Americas
New York, NY 10036

July 1, 2023

RE: Clark Construction Group-California, LP WCIRB California Experience Rating Factors

As of the date of this letter, please allow this letter to serve as confirmation regarding the WCIRB California experience rating factors for Clark Construction Group-California, LP from the renewal period beginning 06/01/2017 to present.

06/01/2023 - 0.79
06/01/2022 - 0.72
06/01/2021 - 0.66
06/01/2020 - 0.58
06/01/2019 - 0.63
06/01/2018 - 0.58
06/01/2017 - 0.70

The information provided in this letter made available to Chubb via an independent rating agency and is subject to change both current and retroactively. Chubb can provide updates to this information upon request.

Sincerely,

A handwritten signature in black ink, appearing to read "Kirby L. Garcia". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Kirby L. Garcia, CRIS
AVP, Chubb Construction
1133 Avenue of Americas, New York, NY 10036
O 212.703.7008
E Kirby.garcia@chubb.com



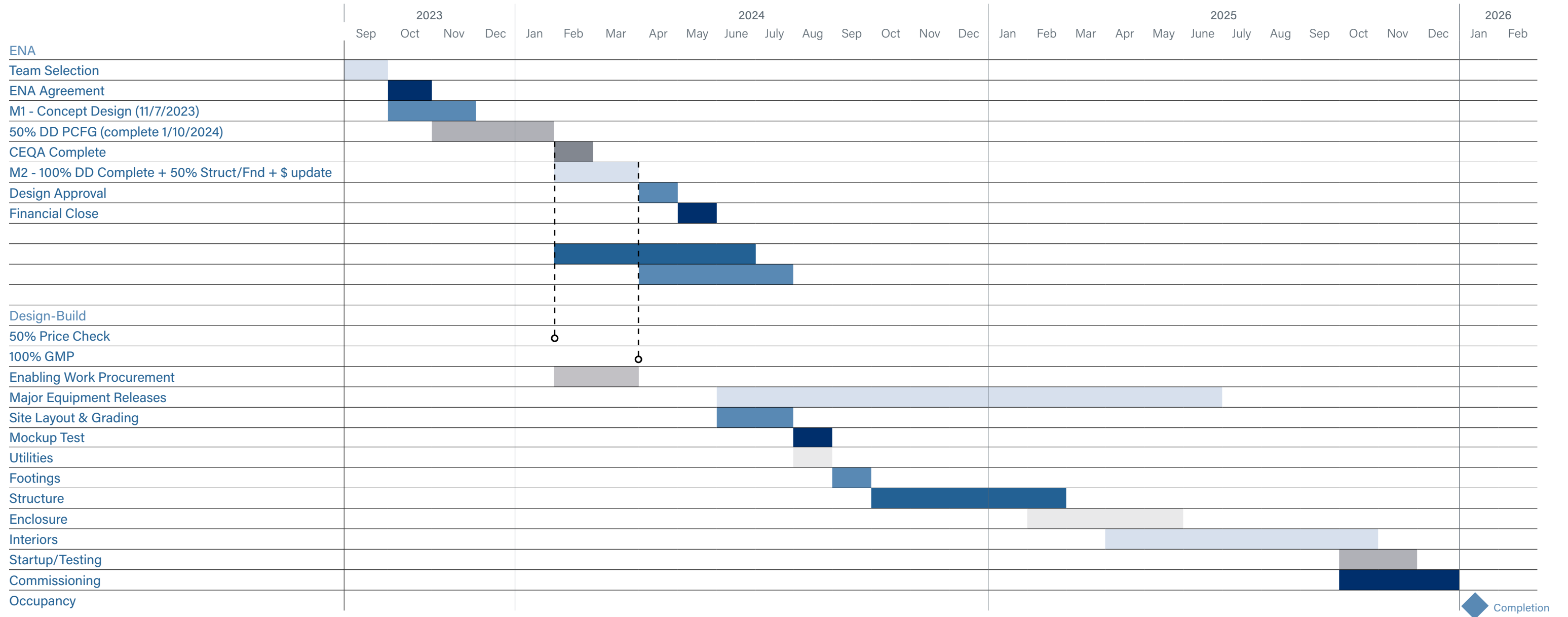
6) Appendix

Appendix

In the following pages, please find:

- Exhibit A: Preliminary schedule for meeting the ENA and design-build milestones and achieving substantial completion and occupancy by January 2026.
- Exhibit B: An ENA workplan, detailing our plan to achieve commercial close in six months.
- Exhibit C: Preliminary agendas for design meetings during the first three months of the Project.
- Exhibit D: Infographic documenting community perspectives on the Project, based on conversations between Hongjoo Kim, our team's Landscape Architect, and community members visiting the site.

Exhibit A: Preliminary Schedule



◆ Completion

Exhibit B: ENA Workplan

	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
DESIGN	<ul style="list-style-type: none"> Design workshops Program validation Design charrette Concept designs (2) Initial risk register 	<ul style="list-style-type: none"> Concept design direction Structural system selection MEPF design strategy Sustainability strategy AV/security requirements LEED and energy modeling 	<ul style="list-style-type: none"> 50% DD inputs O&M workshop Park charrette Public art concepts Exterior and interior model reviews AV/security requirements 	<ul style="list-style-type: none"> 50% DD plot 50% DD design review Milestone #1 approval Feedback incorporation 	<ul style="list-style-type: none"> Interiors work session 	<ul style="list-style-type: none"> 100% DD plot 50% CD superstructure 95% CD foundations 95% CD enabling works
COST MANAGEMENT	<ul style="list-style-type: none"> Draft master project schedule Draft logistics plan Initial risk register 	<ul style="list-style-type: none"> Existing park removal strategy Budget review 	<ul style="list-style-type: none"> Packaging strategy review with Plan Check Preliminary constructability review 	<ul style="list-style-type: none"> Baseline master project schedule 50% DD project budget verification Preliminary procurement strategy 	<ul style="list-style-type: none"> Trade partner engagement Constructability review Commencement of early permitting process 	<ul style="list-style-type: none"> Project budget Project schedule
COMMERCIAL/ LEGAL	<ul style="list-style-type: none"> ENA review/execution support Legal support for ENA funding Initial risk register/gap analysis 	<ul style="list-style-type: none"> Preliminary review of developer agreement Risk register monthly update 	<ul style="list-style-type: none"> Bond counsel and/or underwriter RFP review (if required) Risk register monthly update 	<ul style="list-style-type: none"> Lender due diligence Lender RFP review Financing tax analysis Risk register monthly update 	<ul style="list-style-type: none"> Lender due diligence Trade partner engagement support Risk register monthly update 	<ul style="list-style-type: none"> Term sheet development and negotiation Commitment letter support and negotiation Legal due diligence report Developer agreement negotiation support Final risk register
FINANCING	<ul style="list-style-type: none"> Due diligence Secure ENA funding Preliminary financing strategy 	<ul style="list-style-type: none"> Analysis of financing structures Financial model development Market outreach 	<ul style="list-style-type: none"> Analysis of financing structures Financial model refinement Market outreach 	<ul style="list-style-type: none"> Recommendation of financial structure Approval to proceed with financing 	<ul style="list-style-type: none"> Lending competition Underwriting and bond counsel RFPs as required 	<ul style="list-style-type: none"> Final financing plan Term sheets

Exhibit C: Proposed Design Meeting Schedule

The design team acknowledges the expedited timeline to deliver the Project and is committed to achieving the City's outlined objectives and milestones within the ENA period. Below is our tentative schedule for weekly design meetings with the City —either in-person or virtual—for the first three months of the Project.

Date	Proposed Agenda
October 5, 2023	<ul style="list-style-type: none"> ▪ Kick-Off Meeting with City & Development Team ▪ Programming: Program Workshop 01 – Program Verification (Command Staff Level Program Verification/Visioning/Tours – 2 Days of Workshops) ▪ MEP + Facilities – Interviews + Tours
October 12, 2023	<ul style="list-style-type: none"> ▪ Architectural + Landscape Design Concepts 1 ▪ Parking Structure Concepts 1 ▪ Cost Model Report ▪ Programming: Produce Final Draft Program – Conceptual Design (Department Level Adjacencies/Department Level Stacking/Site Circulation Strategies/ Conceptual Massing Design)
October 19, 2023	<ul style="list-style-type: none"> ▪ Structural + MEP Concepts 1 ▪ Programming: Produce Final Draft Program – Conceptual Design (Department Level Adjacencies/Department Level Stacking/Site Circulation Strategies/ Conceptual Massing Design) ▪ Cost Model Report
October 26, 2023	<ul style="list-style-type: none"> ▪ Architectural + Landscape Design Concepts 2 ▪ Programming: Program Workshop 02 – Charrette (2 Days); Review work to date; Select Strategy ▪ Cost Model Report
November 2, 2023	<ul style="list-style-type: none"> ▪ Structural (Choosing by Advantages) + MEP Concepts 2 ▪ Cost Model Report
November 7, 2023	Completion of Design Concepts
November 14, 2023	Presentation of Design Concepts to City Council
November 21, 2023	City Council Direction to Proceed
<i>November 23, 2023</i>	<i>No Meeting – Thanksgiving Holiday</i>

Date**Proposed Agenda**

November 30, 2023

- MEP Updates
 - Energy Report
 - LEED/Sustainability Report
-

December 7, 2023

- Park Charrette
 - Public Art + Monuments Concepts
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December 14, 2023

- Architectural Design – Exterior + Interior Materials
 - Architectural Design – Plan Development
 - Structural Design Update
-

December 21, 2023

- Operations + Maintenance Workshop
 - Trash + Recycling Standards
 - Plumbing Fixtures – Public, Staff, Holding
 - Toilet Accessories – Public, Staff, Holding
 - Door Hardware Standards
 - Lighting Standards
 - Signage Standards
 - Vertical Transportation Standards
- Landscape Planting Concepts
- City's Irrigation + Metering Standards

Exhibit D: Infographic



“THIS IS THE PARK”

Frank is a resident who pays regular visits to the library. During the interview, when we asked him what’s his idea about re-designing “the park”, he replied: “This is the city hall, and that (Village Green Park) is ‘the park.’”

SENIOR FRIENDLY WALKING TRAIL

DOG FRIENDLY ZONE

STANFORD AVE

FAMILY/ CHILDREN’S SPACE

BRINGING PEOPLE TO THE “NEW PARK”

LUNAR NEW YEAR CELEBRATION

HISTORICAL MAIN STREET

POP-UP MARKET/ FLOWER MARKET

TAICHI/ YOGA SPACE

GROUP GATHERING SPACE

BRINGING THE COMMUNITY TOGETHER

The 1970s and 1980s saw an influx of Korean immigrants to the United States. Orange County, including Garden Grove, became a destination for Korean immigrants seeking new lives in America.

1970s-1980s

Korean-owned businesses, churches, and cultural organizations started to establish a presence in the city.

1990s

TODAY:



Garden Grove is an Asian majority city and it’s 7th among top cities of at least 100,000 people with the highest percentage of Asian-Americans.

Mid-20th Century:

1950s-1960s: The Vietnam War (1955-1975) and political instability in Vietnam led to significant immigration. Some Vietnamese people began to flee their country, often as refugees due to the conflict’s impact. The first waves of Vietnamese immigrants arrived in the United States during this period.

1980s:

Early 1980s: The city of Garden Grove in Orange County became a focal point for Vietnamese immigrants. Affordable housing and job opportunities attracted many refugees, particularly those of Vietnamese descent, to the area.

1990s:

Little Saigon was formed and grew as a cultural and commercial hub for the Vietnamese community. Its heart can be found around the perimeter of a mile square block straddling the cities of Garden Grove and Westminster.