



CITY OF GARDEN GROVE

Civic Center Public Safety Building, Park & Parking Structure

+ Public-Private-Partnership to Design, Build, and Finance + August 28, 2023

CFP3

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Section 01

Introduction Letter

August 28, 2023

City of Garden Grove
11222 Acacia Parkway
Garden Grove, CA 92840

Attn: City of Garden Grove

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

To Whom It May Concern:

On behalf of our entire Design-Build-Finance Team, we are pleased to provide the City with our response to the Garden Grove Civic Center Revitalization Project. We acknowledge Addenda No. 1 and No. 2 both received on August 16, 2023. We are extremely excited to help the City accomplish its vision of creating high quality public safety facilities and pedestrian friendly public spaces and amenities.

This project is special because, for a large part, it provides high quality, safe and secure facilities for those who keep the citizens of Garden Grove safe and secure – the police force, emergency, and vital services groups. Understanding their needs and translating them to an outstanding design that can be built and executed on time and on budget is our collective goal. We pledge to apply our team’s extensive knowledge and experience to design, build and finance a project the City and its citizens feel excited to use and proud to call their own.

To accomplish a successful project and working collaboratively with the City, we will create distinctive value in the following ways:

- » Reduce financing and construction cost risk.
- » Provide accelerated delivery of new, high-quality facilities.
- » Apply superior building design that will include the best sustainable elements.
- » Design facilities that will minimize long term operation and maintenance costs.
- » Keep financing costs low by using long-term, fixed-rate, tax-exempt bonds.
- » Give the City control and transparency.
- » Donate ownership at end of the finance term or earlier with City option to retire bonds early.
- » Guarantee maximum price and schedule, which will eliminate cost overrun risk.
- » Utilize local teams with decades of experience.

We appreciate the opportunity to submit for this RFQ and look forward to discussing the project further with you.

Sincerely,

Steve Collins
President
CFP3

Kip Dubbs
Principal
Omni West Real Estate

Richard M. Ward
Senior Vice President
Colliers Securities LLC

James D. Madrid
Executive Vice President
McCarthy Building Companies, Inc.

Brandon Dekker
Principal
CannonDesign

Project Highlights

We stand out as the best team for The Civic Center Revitalization Project due to our extensive track record of successful collaborative projects, showcasing our ability to seamlessly integrate design, construction, and financial expertise.

Our unwavering commitment to open communication and a results-driven approach further solidifies our position as the optimal choice for delivering outstanding outcomes. The following highlights three distinguishing components that make this team the preferred choice for the City of Garden Grove:



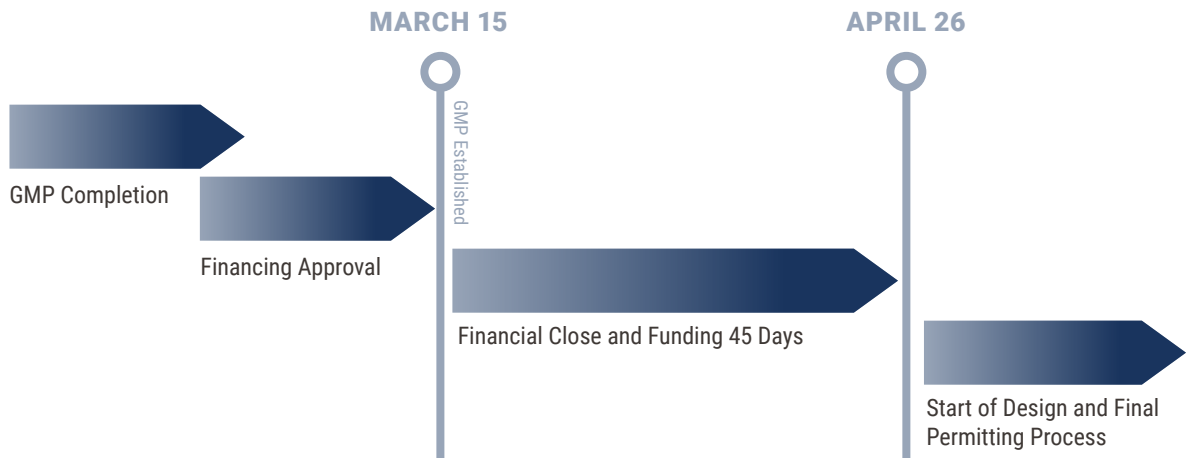
Our team of collaborative Design-Build Finance experts offers The City of Garden Grove a local group dedicated to working closely with you to finally bring this long-awaited project to fruition. With a foundation of trust and transparency, our team assures you that you'll attain the utmost value in this Public-Private-Partnership.



The projects highlighted on this page represent the depth of Police Station, Public Safety, Parking Structure and Park experience and expertise our team brings to the table.



Our team's financial solution can have the project funded within 45 days of the establishment of a Guaranteed Maximum Price Contract and Financing Approval. The usage of tax-exempt bonds from a nonprofit allows the City to transfer risk, lockdown financing and construction prices, and deliver the project more quickly than other options.





Section 02

Project and Team Experience

a. Firm Profiles and Team Organization

About Community Facility Public Private Partnership (CFP3)

CFP3's nonprofit mission is to lessen the burden on Garden Grove by accepting risk and delivering the project more quickly at less cost through a combined use of long term, tax-exempt debt financing and turnkey private development.

CFP3, founded in 2006 and headquartered in Minneapolis, Minnesota, is a Minnesota nonprofit corporation and a tax-exempt 501(c)(3) charitable organization. CFP3 was incorporated on September 20, 2006, and is exempt from taxation per the Internal Revenue Service. The charitable purpose of CFP3 is to acquire, construct, develop, own, improve, operate, manage, lease, sell, convey, mortgage, encumber, finance and/or refinance public facilities to be used for the benefit of governmental entities. CFP3 has worked on projects across the country with the most recent projects located in California, Minnesota, Michigan, Indiana, Florida and Texas.

During its existence, CFP3 has developed a wide range of projects ranging from Ice Arenas, City Halls, Libraries, Sports Facilities, Police and Fire Stations and Medical Facilities. These facilities exist because CFP3 used a new paradigm for the financing, construction and management of social infrastructure P3 projects. Working in Public Private Partnerships with CFP3, communities throughout the country are provided the opportunity to create and complete projects through collaborations with local business and civic partners using a nonprofit framework which delivers the project more quickly at the lowest cost possible.

In most cases, CFP3 first creates a single purpose, sole asset, limited liability company to undertake a project. That LLC becomes an affiliate of CFP3 and serves as the borrower of tax-exempt Lease Revenue bonds to fund that project-and only that project. CFP3 then leases the project to the local governmental user at a rate equal to the required bond payments and when the bonds have been repaid CFP3 donates the project to the local governmental user.

Sometimes the City would like to be more involved in the governance of the nonprofit entity and be able to accomplish this approach and still deliver the same benefits of speed of delivery and cost savings of the project. Since both the 501(c)(3) and 63-20 approaches rely on the security of a long-term capital lease, there should be no difference in the credit rating or interest rate obtained for the transaction. Debt Service requirements, if needed, would pertain to both approaches. The main consideration is with the desire of the City to feel a greater sense of control by recruiting and approving its own Board members of the nonprofit or to have an experienced independent nonprofit owner involved to help shield it from potential issues and litigation down the road. With a Lease Revenue transaction, the City needs to enter a Facility Lease and Ground Lease with the nonprofit. All other contracts are between CFP3 and the Developer/Project Manager and Design Builder to design and build the facilities at a guaranteed price to a guaranteed schedule on behalf of the City. There would be no recourse toward the City by any of the entities designing or constructing the facilities, since the contracts are with the nonprofit.

Having an experienced nonprofit Board can also help in the ongoing task of compliance administration.

CFP3's Board has a long history with projects across the country in managing compliance with the IRS and other investment regulatory bodies. Whenever CFP3 builds a structure or agrees to buy a building, it consciously works within that specific community's construction and workforce regulatory guidelines. CFP3 is designed to be flexible and seeks to establish close working relationships with all partners.

CFP3 is a nonprofit and charitable organization, and therefore it does not have a motive to build profit incentives into the project economics. CFP3's general policy is to charge each project only a small closing fee based on the size of the project, an annual administrative fee to cover overhead and actual out-of-pocket fees to CFP3's attorneys, accountants, auditors, and other third-party professionals whose services are required to develop and operate the project and keep the project in compliance.

About Omni West

Omni West Group, dba Omni West Real Estate, is a privately held commercial real estate services firm that specializes in the development and management of public facilities and commercial properties throughout Southern California.

Properties include City and County public facilities, office, and healthcare projects throughout Orange, San Diego, and Riverside Counties. Located in Irvine, California, Omni West Group's real estate experience encompasses land entitlement, development and investment management.

In addition, the organization's full-service property management division is dedicated exclusively to managing its properties and maintaining a reputation of quality. The company's in-depth knowledge of local markets enables them to respond quickly and decisively.

Omni West Group's mission statement is to develop and manage public facilities and commercial properties adhering to the standards of the community and the neighborhoods. As a company, Omni West's core belief is to be good stewards, good partners, and good neighbors to the communities it serves. Omni West Group is committed to the revitalization of cities by partnering with various government agencies to develop new properties that invigorate local neighborhoods and communities. Omni West Group is proud to provide quality developments that stimulate the local economy through increased spending, job growth and a renewed vitality, encouraging more visitors as well as individuals, families and businesses to establish a new residence.

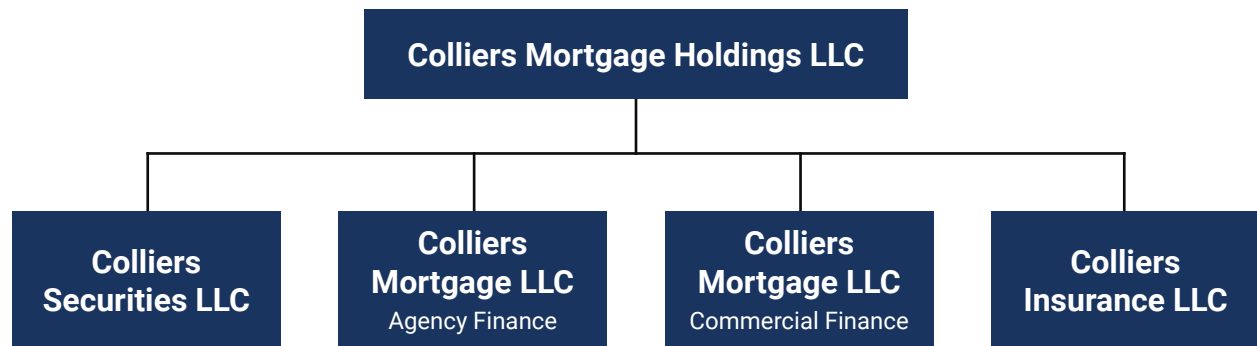
Through participation in local Chambers of Commerce, Omni West Group remains active in the communities in which it develops. In addition, the company sponsors a variety of local youth groups, charities and schools to further advance the growth and goals of the area.



County of Riverside Self Sufficiency Services Facility

About Colliers

Colliers Mortgage Holdings LLC is a diversified financial services firm that was founded in 1977 and consists of four operating units. Colliers Securities LLC is a full-service investment banking firm that has originated more than \$60 billion in financings. Colliers Mortgage LLC – Commercial Finance, a leading bank loan syndicator, and Colliers Mortgage LLC – Agency Finance, both an approved Fannie Mae DUS® Lender and an FHA/HUD Lender and GNMA issuer, provides our clients with unparalleled expertise and access to today’s capital markets.



Colliers Securities is a Minneapolis-based investment bank, registered broker-dealer and investment services firm incorporated in 1977. Our firm operates on a national level and provides investment banking, underwriting and financial advisory services to more than 300 state and local governmental, non-profit, and corporate clients in 39 states. The firm’s salespeople and ten traders serve thousands of active retail and institutional investor accounts. With our headquarters in Minneapolis, our firm also has regional and sales offices in Arizona, California, Colorado, Massachusetts, New Jersey, North Dakota, South Dakota, and Texas, providing our clients with rapid and personal service.

Colliers Securities continually reinvests to make the company a leader in providing underwriting, investment banking and mortgage banking to P3 development, higher education, long-term healthcare and acute care, senior housing and multifamily housing, local government borrowers and the Charter School sector across the country. This has enabled Colliers to consistently maneuver our clients quickly through various lending channels. Colliers maintains a rock-solid reputation and financial capital base which provides our clients with the financial surety to be successful.

With an experienced team of public finance investment bankers, Colliers Securities has originated more than \$60 billion in financings as managing/co-managing underwriter or placement agent since 1977. According to the Thomson Reuters’ annual assessment of more than 400 firms engaged in municipal securities underwriting, Colliers Securities has regularly ranked among the top 50 nationwide in volume of managed municipal underwritings each year since 1979. In recent years, the firm has ranked in the top 25 in volume of underwriting specific categories of tax-exempt financing including top 20 rankings in multifamily housing revenue bonds, and top ten rankings in long-term health care and senior housing; Within the last 10 years, our focus has increased equally into the growing P3 sector, particularly assisting our CFP3 non-profit development model for local government projects.

About McCarthy

Established in 1864, McCarthy Building Companies, Inc. has a long history of building facilities that drive value. With exceptional levels of quality and safety, we are firmly committed to helping our clients and partners achieve their short and long-term strategic goals in every project we complete.

While we provide a full range of services, we believe what truly sets us apart is our binding commitment to go above and beyond your expectations. We strive to continuously improve our methods and quality of services for the clients and communities that our projects serve.

Let's Build Together

McCarthy's more than 159 year heritage is built on strong leadership and accountability. As a 100% employee-owned company, we take our work personally. Each employee owner has pride in their contribution to the McCarthy story, as we continue a century-long mission to be the best builder in America.

The requirements of healthcare facilities nationwide continue to get more complex, requiring deeper levels of specific expertise. We provide an even greater commitment to collaboration and teamwork in our healthcare construction projects. The result? Superior healthcare facilities that reflect the ever-growing expectations of a more informed patient.

159 YEARS IN BUSINESS

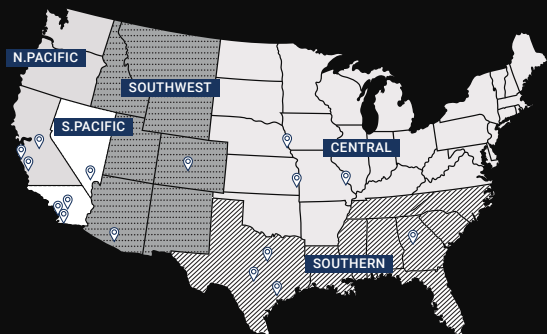
80% REPEAT CLIENTS

\$6.5B BONDING CAPACITY

660+ SALARIED PROFESSIONALS IN SOUTHERN PACIFIC REGION

40+ YEARS IN SOCIAL

IN-HOUSE TECHNICAL EXPERTISE



WHERE TO FIND US

Headquartered in St. Louis, McCarthy has community-based offices strategically located to meet our clients' needs.

As a community builder for over 159 years, we also offer the financial strength, best practices and expertise of one of the nation's premier commercial construction contractors. Our true difference is being both local and national. This is how we serve the communities we are proud to call home.

About CannonDesign

CannonDesign is an integrated global design firm focused on designing solutions to the greatest challenges facing our clients and society.

We've done this for more than a century — helping organizations around the world achieve performance goals, drive innovation, strengthen their identities and profoundly impact the human experience. Above all, our purpose is to help people and communities to continuously flourish.

Our Southern California Team is a dynamic group of architects, designers, planners, and construction experts working in Irvine, Los Angeles, San Diego and Riverside. We leverage our collective expertise to design and deliver state-of-the-art civic, education, science, healthcare, and commercial projects throughout Southern California and beyond. Our ability to use design to solve complex challenges has helped us grow into one of the largest integrated design firms in Southern California.

We harness the heart, passion and intelligence of not only our local team, but our more than 1200+ creative thinkers company-wide to develop solutions for some of the greatest challenges facing our clients and society. Whether designing for equity in education, accessible healthcare, inclusive communities, new scientific discoveries or the “next big idea” in business, we leverage our full suite of end-to-end services to help organizations improve human life.



150+

Design Build Projects Completed

2020

California Design Firm of the Year --
ENR 2020

#2

Most Innovative Architecture Firm
— Fast Company, World's Most
Innovative Companies

600+

Awards in the past 15 years

300+

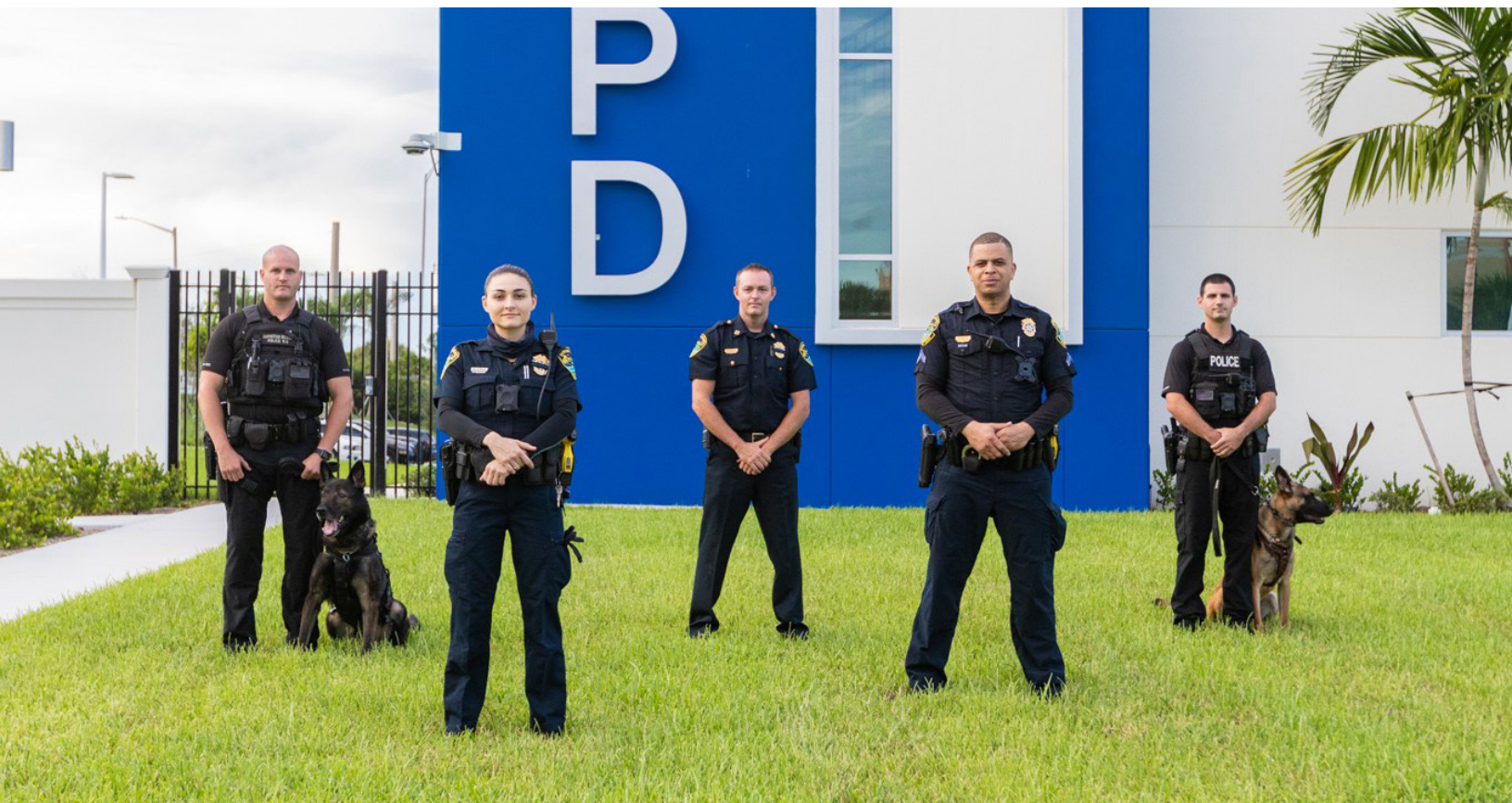
LEED Certified Professionals

Relevant Experience

Our design-build-finance team is experienced at delivering both large- and small-scale projects throughout Southern California and has successfully delivered them on time and under budget. The combined efforts of this team has delivered hundreds of successful public projects in California, including many of similar size and scope as the Civic Center Public Safety Building, Park, and Parking Structure project, we strive to provide the City of Garden Grove with the best in professional expertise. The team's experience gives our leaders a deeper understanding of local permitting, regulations, and engineering issues.

Through it all, we have had the privilege of working with a variety of stakeholders and peers in developing long-standing relationships, strengthened by communication, transparency, and innovation.

On the following pages we have provided an overview of the relevant projects that we feel showcase our most comparable experience.





Boynton Beach City Hall, Library, Police & Fire Station

Boynton Beach, FL

Overview

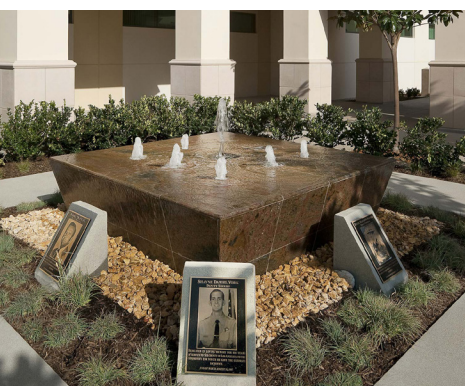
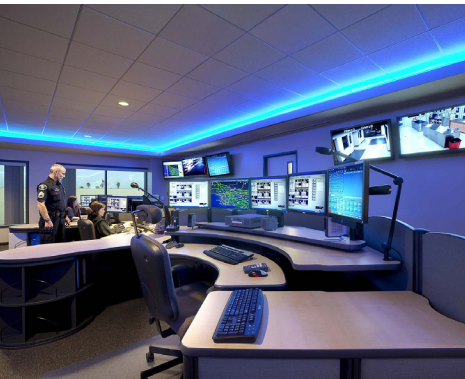
§ **Cost**
\$125 Million
\$78 Million in Tax-Exempt Financing

✓ **Team Members**
CFP3
Colliers

Project Description

CFP and its Florida-based development team have provided a full complement of development services including site evaluation, site planning, programming of proposed facilities, architectural and engineering services for four Guaranteed Maximum Price Design-Build construction contracts for the City's new City Hall/Library, Police Station, Fire Station and general site infrastructure improvements.





Buena Park Police Department

Buena Park, CA

Overview

§ **Cost**
\$31.3 Million

✓ **Team Members**
McCarthy Building
Companies

Project Description

62,064 sf, two-story tilt-up **police facility** that includes 7,500 sf detention space and separate 5,600 sf axillary facility housing shooting range. The building features an expanded dispatch center, a crime lab, a fully-stocked workout room, and more than twice the space for training and briefings. A walk-in freezer preserves DNA evidence at zero-degree temperatures. Officers can sharpen their aim at a state-of-the-art shooting range that collects the bullets for easy disposal. The new jail holds up to 36 prisoners.



Westminster Police Department Building

Westminster, CA

Overview

- 💰 **Cost**
\$50.8 Million
- ✓ **Team Members**
McCarthy Building Companies

Project Description

This project is a 88,901 sf, three-story **police station** that includes administration, dispatch, office, and jail functions. The scope of construction included demolition of the existing police station and the construction of a new parking structure.



City of Hesperia Police Station

Hesperia, CA



Overview

§ **Cost**
\$13.3 Million

✓ **Team Members**
McCarthy Building
Companies

Project Description

55,000 sf new police facility with medium level security services, with daily holding quarters for detainees. The **police facility** serves as a dispatch for the County sheriff's department. The project includes a complete build out with landscaping and surface parking area for 148 cars. The perimeter includes new off-site street improvements and landscaping.



Chambers County Justice Center and Jail

Anahuac, TX

Overview

§ **Cost**
\$170 Million

✓ **Team Members**
CFP3

Project Description

The Chambers County Justice Center Project is an approximately 240,000 square foot justice center campus that includes a new 336 bed county jail, a new county court facility with six courtrooms, a new county law enforcement center with a 911 / public safety answer point and emergency operations spaces, and 450 parking spaces. This project is scheduled to close in mid-September 2023.



Palomar College Parking Structure & College Police Substation

San Marcos, CA

Overview

§ **Cost**
\$29.7 Million

✓ **Team Members**
McCarthy Building
Companies

Project Description

This project includes a 1615 stall **parking structure** and a 7,400 sf police station to accommodate the continued growth of Palomar College and the police force on campus. A total of 16 vehicle charging stations were incorporated into the design. Parking Lot 12 was repaved and restriped to accommodate the parking structure and to enhance vehicular circulation. The College **police building** achieved LEED Silver certification and connects with the adjacent parking structure through a sally port with secure parking for college police vehicles and District-owned vans. The College police substation also serves as the primary **Emergency Operations Center**.



Northeast Police Station Parking Structure

Los Angeles, CA

Overview

§ **Cost**
\$11.5 Million

✓ **Team Members**
McCarthy Building
Companies

Project Description

Four-level, 231-stall, cast-in-place concrete structure with 27' tall split faced CMU facade walls as well as a pre-engineered car wash and pre-engineered steel pedestrian bridge with tie-in to serve existing **police station**.



Riverside County Libraries

Desert Hot Springs, French Valley, and Menifee, CA

Overview

- § **Cost**
\$42 Million
- ✓ **Team Members**
Omni West
CFP3
McCarthy Building Companies
CannonDesign

Project Description

The project comprised three single story build-to-suit facilities located in Desert Hot Springs, French Valley, and Menifee. The libraries were designed as LEED Silver and consist of non-combustible construction, steel frame building with single ply PVC roofing. The libraries range in size between 15,000 and 25,000 square feet with a construction completed in May of 2021.

The challenge was to provide turnkey design and construction for all three libraries at once, and finance the project using CFP3, a 501(c)(3) charitable organization to access the tax-exempt funding while allowing the County to maintain control. The libraries were completed on-time and under budget.



County of Riverside Self Sufficiency Services Facility

Norco, CA

Overview

§ **Cost**
\$17 Million

✓ **Team Members**
Omni West
McCarthy Building Companies

Project Description

The Norco DPSS project is a 50,000-square-foot, single story, build-to-suit facility for the County of Riverside Self Sufficiency Services Facilities. The project is located at 517 Parkridge Avenue, Norco, CA.

The site is mostly rectangular and consists of approximately 4.64 acres. The project consists of concrete tilt-up construction with a panelized roof system, landscaping and surface parking. The parking includes 100 spaces for public and 200 secured spaces to the rear for employee use totaling 300 spaces.

The project meets the zoning criteria for the Commercial District of the Gateway Specific Plan and zoned for Professional office use.



Eastern Michigan University Student Housing

Ypsilanti, MI

Overview

§ **Cost**
\$212 Million

✓ **Team Members**
CFP3

Project Description

This project transformed the entire housing inventory and included 17 different facilities: two new buildings, eight renovated facilities and seven demolished dormitories. Involvement included Design, Build, Finance, Operate and Maintain delivery method.

This project was financed in November of 2022 and will transform the entire housing inventory at Eastern Michigan University to apartment style living. It includes 17 different facilities: two new buildings, eight renovated facilities and seven demolished dormitories.



City of Hesperia Public Safety Operations Center

Hesperia, CA



Overview

§ **Cost**
\$8.1 Million

✓ **Team Members**
McCarthy Building
Companies

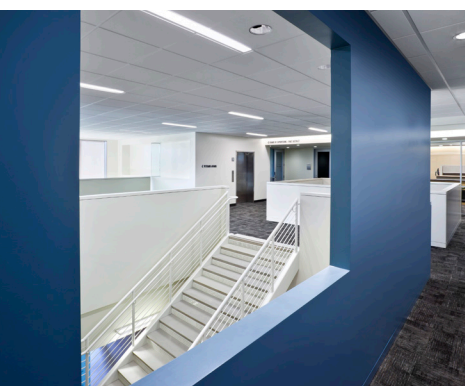
Project Description

New **public safety operations center** that includes the addition of a Sheriff & County Fire 911 Call Intake and Dispatch department and an Emergency Operations Center. A new MDF and IDF was added to support these functions. The site package includes a 175 ft communication tower and a 1 MW generator.



High Desert Government Center

Hesperia, CA



Overview

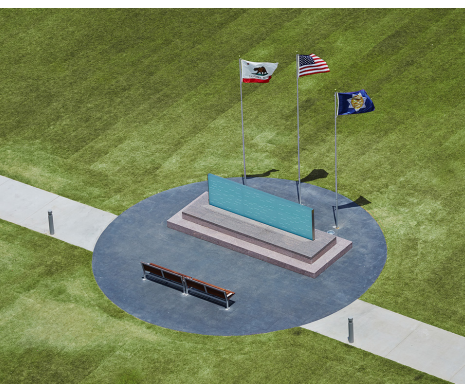
§ **Cost**
\$8.1 Million

✓ **Team Members**
McCarthy Building
Companies

Project Description

This 66,800-sf, two-story County office building is located within Hesperia's Civic Plaza, and houses multiple county departments including the First District Board of Supervisor's Office, Agriculture, Assessor, Recorder, Land Use, Fire, Human Resources, Environmental Services, Public Works, Registrar of Voters and Veterans Affairs. Built as an Essential Service Facility, the structure of the building was seismically upgraded to withstand a catastrophic event, which was achieved using a very cost effective, tilt-up concrete construction method.

Additionally, this facility was awarded the Gold Level LEED Certification for its design, construction, and operation.



San Diego Administration Center, Waterfront Park, and Parking Structure

San Diego, CA

Overview

§ **Cost**
\$45.5 Million

✓ **Team Members**
McCarthy Building
Companies

Project Description

This new, 105,000 sf, design-build project featured an underground, **254-car parking garage, surface parking, and an above ground park** highlighted by a terrace plaza with plants, hardscape, an interactive fountain, playground equipment, miscellaneous park elements, and event/park lighting. The project also included an addition to the historical County Administration Center, central plant/cooling tower renovation and relocation, rest rooms, park support structures, and a loading dock to the historical County Administration Center.



DGS Gregory Bateson Building Renovation

Sacramento, CA

Overview

§ **Cost**
\$140 Million

✓ **Team Members**
McCarthy Building
Companies
CannonDesign

Project Description

The historic, four-story, approximately 308,000 sf Gregory Bateson Building occupies a full city block in downtown Sacramento. The project addresses building-wide mechanical, electrical and plumbing (MEP) infrastructure, fire/life safety, accessibility, exterior façade, water intrusion and vertical transportation deficiencies; remove hazardous materials; repair water-damaged building components; replace interior finishes that are at the end of their useful life; provide a modern working environment; and refresh the building exterior and landscaping. Building amenities include lobbies, balconies, a central atrium, training and conference rooms, break rooms and bicycle storage.



County of San Bernardino Public Defenders Administration Building

San Bernardino, CA

Overview

§ **Cost**
\$27.5 Million

✓ **Team Members**
McCarthy Building Companies
CannonDesign

Project Description

Demolition and replacement of an existing 40,000 sf office building with the construction of a new four-story office building for the County of San Bernardino Public Defenders. Construction includes a partially subterranean two-level, 100-stall secured parking garage and two-story concrete frame 37,000 sf office space. The exterior enclosure consists of EIFS, metal panel and glazing.



San Bernardino Valley College Instructional Student Services Building

San Bernardino, CA

Overview

§ **Cost**
\$106 Million

✓ **Team Members**
McCarthy Building
Companies
CannonDesign

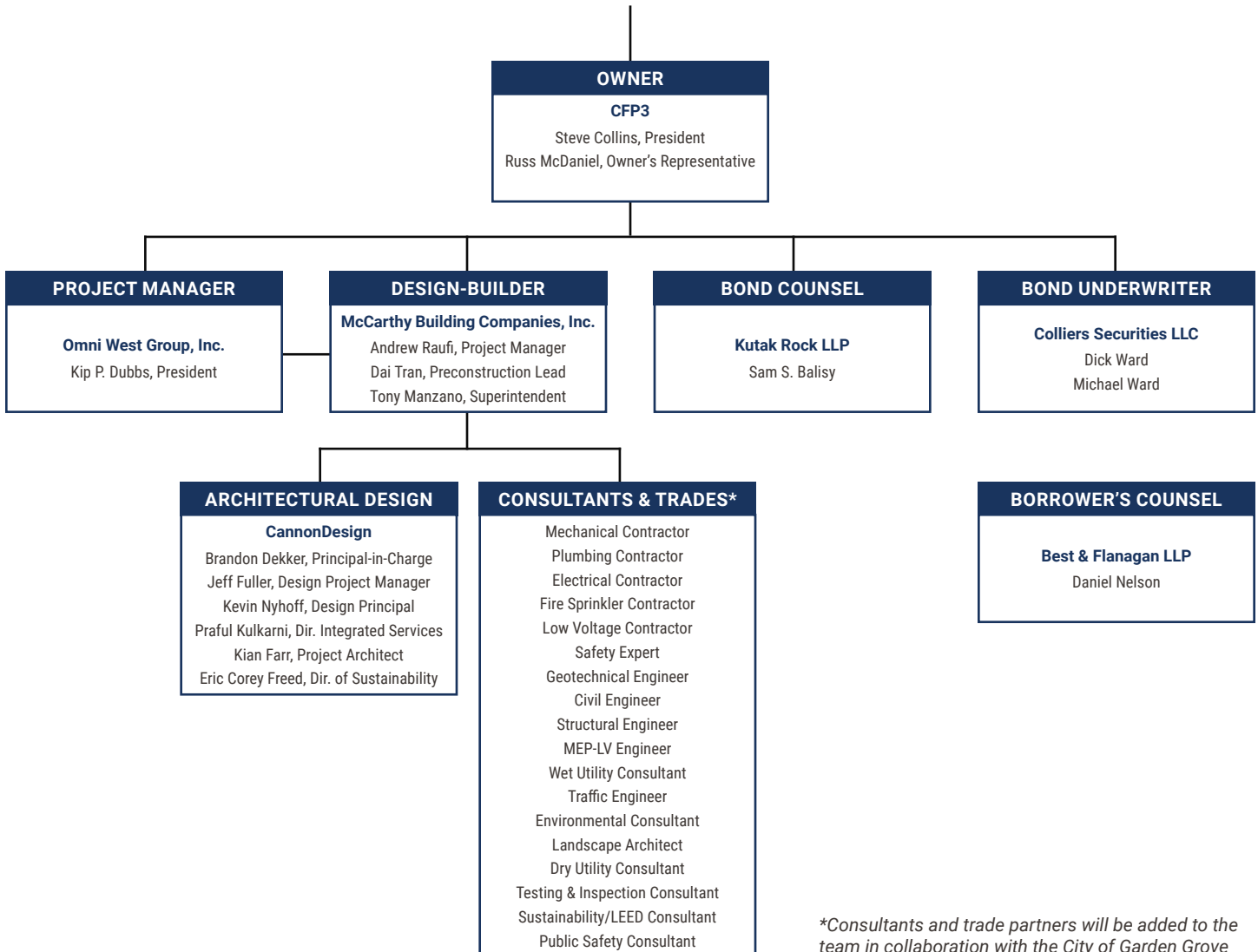
Project Description

The Instructional Student Services Building (ISSB) will be a new “one-stop” hub for essential student support services such as financial aid, registration, tutoring, counseling, career services and more.

The building’s location serves as a gateway to the campus, which allows our team to infuse iconic architectural design from the inside out. Planning and programming will be informed by the evolved values and expectations of students who will engage with the building on the heels of a pandemic. And, to comply with a statewide mandate for all community college buildings to be carbon neutral by 2030, sustainable design will be a key driver. McCarthy and CannonDesign are currently working together on this progressive design-build project.

Team Organization

The experts from the design-build finance team are proud to have established national reputations for leading complex design-build teams. Their specific areas of expertise provide a foundation for an orderly and efficient process. The team organization is designed to create clear lines of communication, with a single point of contact who is available to answer questions and field issues for stakeholders. As a unit, we share values, a common language, and an understanding of what constitutes great service. Each of the principal partners have built their business on returning clients and personal referrals. The design-build finance team has a reputation for creating long lasting work relationships that extend beyond the completion of construction.



**Consultants and trade partners will be added to the team in collaboration with the City of Garden Grove*

- b. Experience of Key Personnel within the last 5 years, describing the relevant duties and responsibilities for each individual.
- c. One relevant reference for each Key Person

The Right Team

Our design-build finance team is excited to propose a team of highly experienced design and construction professionals who are skilled and focused on building public buildings and parking structures. Coupled with our team's investment in systems development and strong industry relationships, we can deliver efficient, cost-effective, and long-lasting solutions to the City of Garden Grove. These individuals have the experience to properly identify, scope, and manage select trade partners to bring the best value to the project.

Integrated teams work most effectively when communication is not impaired by strictly defined lines based on contractual responsibility. Our approach is to set up a team that will be involved throughout the entire process. This organization will provide a logical division of responsibility, while still allowing for collaborative interaction within the team and a structured decision-making process.

The personnel found on the following pages reflect our recommended team to provide the services needed to successfully deliver the Civic Center Public Safety Building, Park, and Parking Structure project.





Steve Collins

President

Steve was elected as one of the original board members of CFP3 in 2006 and worked in that capacity for 12 years before becoming President of the organization in August 2018. He brings extensive experience with non-profit and for-profit organizations in the area of new business development, management, marketing and finance. He is the former Chairman of the Board for the National Institute for Media and the Family and past President and CEO of Martin/Williams, a 300-person marketing and advertising agency serving Fortune 500 Companies.

As the head of the 501(c)(3) Special Purpose Entity, Steve is responsible for client relations, financial oversight, and compliance execution of the Limited Liability Company formed to own the project on behalf of the City.

Career Summary

17 Years with CFP3
43 Years of Experience

Education

Master of Business Administration
University of St. Thomas
Bachelor of Science Business Administration
Iowa State University

Reference

Suzanne Holland, Director,
Economic Development
Riverside County
(951) 955-1219
sholland@rivco.org

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **Boynton Beach City Hall, Library, Police and Fire Stations**
■ ■ Boynton Beach, FL | \$125 million; \$78 million in tax-exempt financing
- ■ Redevelopment of city blocks in downtown Boynton Beach including all new utilities, roads, parks, playgrounds, amphitheater and associated amenities. The project included the financing and construction of a 107,000-sf city hall/library, a 56,000-sf police headquarters and a 10,000-sf fire station.
- ■ **Riverside County Libraries**
■ ■ Menifee, French Valley, and Desert Hot Springs, CA | \$42 million
- ■ CFP3 was involved in the financing, design and construction, and continues to be involved in the operation and maintenance for this project which leveraged buying efficiencies and development expertise to get all three libraries completed at once, in 18 months.
- ■ **Eastern Michigan University Student Housing**
■ ■ Ypsilanti, MI | \$212 million
- ■ This project transformed the entire housing inventory and included 17 different facilities: two new buildings, eight renovated facilities and seven demolished dormitories. Involvement included Design, Build, Finance, Operate and Maintain delivery method.
- ■ **Chambers County Justice Center and Jail**
■ ■ Location, CA | \$170 million
- ■ The Chambers County Justice Center project is an approximately 240,000 sf justice center campus that includes a new 336 bed county jail, a new county court facility, a new county law enforcement center, and 450 parking spaces.



Dan Nelson

General Counsel

Daniel provides legal advice to CFP3 as their outside General Counsel and is also a Partner and member of Best & Flanagan's Public Finance Law practice area. Daniel's main areas of concentration are in the development and financing of senior housing, multifamily housing, low and moderate housing, public charter school developments, community sports and recreational facilities, alternative energy facilities and real estate funding and development. Since 2007, Daniel has been at the forefront of the tax-exempt Public Private Partnerships, utilizing non-profit conduit financings. Under this innovative financing structure, Dan has acted as counsel for a 501(c)(3) charitable organization which serves as the borrower for the long-term, tax-exempt financings to assist cities, counties, schools, and other non-profit organizations in providing public facilities.

Career Summary

25 Years with CFP3
40 Years of Experience

Education

Juris Doctor
University of Minnesota
Bachelor of Arts
St. Loaf College

Licenses & Certificates

Bar Admission: MN, US
District Court MN

Reference

Suzanne Holland, Director,
Economic Development
Riverside County
(951) 955-1219
sholland@rivco.org

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **Boynton Beach City Hall, Library, Police and Fire Stations**
■ ■ Boynton Beach, FL | \$125 million; \$78 million in tax-exempt financing
- ■ **Redevelopment of city blocks in downtown Boynton Beach**
■ ■ including all new utilities, roads, parks, playgrounds, amphitheater and associated amenities. The project included the financing and construction of a 107,000-sf city hall/library, a 56,000-sf police headquarters and a 10,000-sf fire station.
- ■ **Eastern Michigan University Student Housing**
■ ■ Ypsilanti, MI | \$212 million
- ■ This project transformed the entire housing inventory and included 17 different facilities: two new buildings, eight renovated facilities and seven demolished dormitories. Involvement included Design, Build, Finance, Operate and Maintain delivery method.
- ■ **Chambers County Justice Center and Jail**
■ ■ Location, CA | \$170 million
- ■ The Chambers County Justice Center project is an approximately 240,000 sf justice center campus that includes a new 336 bed county jail, a new county court facility, a new county law enforcement center, and 450 parking spaces.
- ■ **Riverside County Libraries**
■ ■ Menifee, French Valley, and Desert Hot Springs, CA | \$42 million
- ■ The project comprised three single story build-to-suit facilities located in Desert Hot Springs, French Valley, and Menifee. The libraries were designed as LEED Silver and consist of non-combustible construction, steel frame building with single ply PVC roofing. The libraries range in size between 15,000 and 25,000 sf.



Career Summary

22 Years with CFP3
30 Years of Experience

Education

Bachelor of Science
Construction Management
Colorado State University

Licenses & Certificates

Licensed General
Contractor, California,
Nevada, Arizona

Reference

Suzanne Holland, Director,
Economic Development
Riverside County
(951) 955-1219
sholland@rivco.org

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Russ McDaniel

Owner's Representative

Russ delivers extensive knowledge and experience in design-build and construction with more than 30 years of solutions-driven, turn-key project management and construction services in a wide range of industries for a variety of clients. His expertise promises value in securing projects and augmenting specialties including entitlements, due diligence, site inspection, city and municipality interface, value engineering, design-build innovation, and pioneering construction solutions. Russ is hands-on, offering a focused, customized approach for each of his clients. In addition, his estimating background is invaluable in the development and maintenance of precise program budgets.

Relevant Project Experience

- ■ **Monterey Park Towne Centre**
■ ■ Monterey Park, CA | \$180 million
■ ■ 235,000 sq ft mixed-use that project consists of three levels of below grade parking, two levels of podium construction, and five levels of residential construction. The project is slated to begin in the first quarter of 2022, with completion in 2024.

- ■ **NeueHouse**
■ ■ Worldwide | \$250 million
■ ■ Russ was responsible for locating, interviewing, and negotiating contracts with local Architects, Engineers, Consultants, and General Contractors in Los Angeles, New York, Washington, DC, London, Hong Kong, and Milan. During his tenure consulting with NeueHouse, he functioned as in-house Development and Project Manager for NeueHouse expansion around the globe.

- ■ **Riverside County Libraries**
■ ■ Menifee, French Valley, and Desert Hot Springs, CA | \$42 million
■ ■ CFP3 was involved in the financing, design and construction, and continues to be involved in the operation and maintenance for this project which leveraged buying efficiencies and development expertise to get all three libraries completed at once, in 18 months.



Sam S. Balisy

Bond Counsel

Sam has served as bond counsel, disclosure counsel, issuer's counsel and underwriter's counsel for a variety of municipal obligations, including certificates of participation, lease revenue bonds, industrial development revenue bonds, tax and revenue anticipation notes, general obligation bonds, water, power and transportation revenue bonds and special tax bonds. Sam has worked with numerous issuers during his 35 year career in public finance. He earned his bachelor's degree, magna cum laude, from California State University, Northridge, in 1982, and his law degree from the University of Southern California in 1986, where he was Articles Editor for the Southern California Law Review in 1985-86.

Career Summary

29 Years with Kutak Rock
35 Years of Experience

Education

Juris Doctor
University of Southern California
Bachelor of Science
California State University, Northridge

Reference

Don Kent, Director of Finance
County of Riverside
(951) 955-1110
drkent@rivco.org

Relevancy

- Completed in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **Riverside County Libraries**
 - ■ Menifee, French Valley, and Desert Hot Springs, CA | \$42 million
 - ■ CFP3 was involved in the financing, design and construction, and continues to be involved in the operation and maintenance for this project which leveraged buying efficiencies and development expertise to get all three libraries completed at once, in 18 months.
- ■ **Vermont Manchester Social Services Project**
 - ■ Los Angeles, CA | \$100 million
 - ■ Served as bond counsel in connection with The Community Redevelopment Agency of the City of Los Angeles Lease Revenue Bonds, Series 2005 (Vermont Manchester Social Services Project). The Bonds were publicly offered. The proceeds of the bonds financed the acquisition, construction, installation and equipping of a 210,000 square foot office building and 908 space parking structure that was leased to the County of Los Angeles in connection with the County's Department of Public Social Services operations. The lease to the County of Los Angeles was structured as a capital lease with the County acquiring title to the project.
- ■ **San Bernardino County Fire Protection District Project**
 - ■ San Bernardino, CA | \$25.8 million
 - ■ Served as bond and structuring counsel in connection with the issuance of California Enterprise Development Authority Lease Revenue Bonds, Series 2022. The Bonds were privately placed with a financial institution. The proceeds of the Bonds were used to acquire an existing 4.86 acre parcel of land with an approximately 79,834 square foot building and construct, install and equip a new headquarters facility for the San Bernardino County Fire Protection District.



Kip Dubbs

Principal, Omni West Group

Kip is the founder and president of Omni West Group, Inc. and directs the full scope of acquisition, development, and management services. His experience includes land acquisition, governmental entitlement and compliance, development and property management. In addition to overseeing the day-to-day operations of the company, Kip directs all aspects of the development process from architectural design and construction to project completion. Kip has successfully managed over \$800 Million in development and value-add projects including public facilities, office and healthcare properties. Kip has participated in numerous speaking panels including national and regional DBIA conferences and the national P3 Conference & Expo.

Career Summary

17 Years with Omni West
23 Years of Experience

Education

Bachelor of Arts
Communications
Azusa Pacific University

Licenses & Certificates

California Brokers License
No. 01870119

Reference

Suzanne Holland, Director,
Economic Development
Riverside County
(951) 955-1219
sholland@rivco.org

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **Riverside County Libraries**
 - ■ Menifee, French Valley, and Desert Hot Springs, CA | \$42 million
 - ■ The project comprised three single story build-to-suit facilities located in Desert Hot Springs, French Valley, and Menifee. The libraries were designed as LEED Silver and consist of non-combustible construction, steel frame building with single ply PVC roofing. The libraries range in size between 15,000 and 25,000 square feet.
- ■ **County of Riverside Self Sufficiency Services and Child Protective Services Facilities**
 - ■ Temecula, CA | \$40 million
 - ■ Two 50,000-sf, single story, build-to-suit facilities totaling 100,000 sf. The project consists of concrete tilt-up construction with a panelized roof system, landscaping, and surface parking. The parking includes 200 spaces for public and 400 secured spaces to the rear for employee use totaling 600 spaces.
- ■ **County of Riverside Self Sufficiency Services**
 - ■ Norco, CA | \$17 million
 - ■ 50,000-square-foot, single story, build-to-suit facility. The project consists of concrete tilt-up construction with a panelized roof system, landscaping and surface parking. The parking includes 100 spaces for public and 200 secured spaces to the rear for employee use totaling 300 spaces.



Dick Ward

Financial Consultant

Dick has over 34 years of experience in bond issuance and finance as an investment backer and financial advisor to governments, non-profits, developers, and charter schools. His experience includes tax supported and revenue based financing for municipal projects, utilities, education, housing, and specialized project financing. Dick gives CFP3 a critical resources as a key financial consultant offering the non-profit and its clients a keen understanding of the various revenue streams and security options available to access the capital market.

Career Summary

20 Years with Colliers
34 Years of Experience

Education

Master of Business Administration
University of Minnesota
Bachelor of Science
Business Administration
Drake University

Licenses & Certificates

Series 7
Series 50

Reference

Lori Laverriere, Deputy City Manager
City of Palm Beach Gardens
(561) 876-7150
llaverriere@pbgfl.com

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **Boynton Beach City Hall, Library, Police and Fire Stations**
■ ■ Boynton Beach, FL | \$125 million; \$78 million in tax-exempt financing
- ■ Redevelopment of city blocks in downtown Boynton Beach including all new utilities, roads, parks, playgrounds, amphitheater and associated amenities. The project included the financing and construction of a 107,000-sf city hall/library, a 56,000-sf police headquarters and a 10,000-sf fire station.
- ■ **City of Minneapolis Convention Center**
■ ■ Minneapolis, MN | \$200 million
- ■ Colliers Securities served as co-manager for a \$200,000,000 Sales Tax Revenue bond to finance the Minneapolis Minnesota Convention Center. This project serves as the only business convention and largest civic center space in the Minneapolis/St. Paul metropolitan area, 16th largest in the country.
- ■ **South Dakota Housing Development Authority**
■ ■ Pierre, SD | \$100 million
- ■ Co Manager/ Underwriter for the delivery of Homeownership Mortgage Bond, Series 2023A financing.
- ■ **Cass County Joint Water Resource District**
■ ■ Cass County, ND | \$180 million
- ■ Sole Manager/Underwriter for the delivery of Temporary Refunding Improvement Bonds, Series 2021A financing.
- ■ **City of Rapid City**
■ ■ Rapid City, SD | \$102.3 million
- ■ Co-Manager/Underwriter for the delivery of Taxable Sales Tax Revenue Bonds, Series 2021 financing.



Andrew Raufi

Construction Project Manager

Andrew functions as McCarthy's on-site team leader. He is on-site full-time and is the primary point of interface for the architect and the owner throughout construction and project close-out. He assists in negotiation and buy-out of contracts and purchase orders, finalizes the master construction schedule and coordinates contractor activities and manpower requirements. Andrew has responsibility for final review and approval of the schedule of values and monthly pay requests. He chairs construction meetings and coordinates equipment start-up, final inspections, owner instructions and building occupancy.

Career Summary

21 Years with McCarthy
29 Years of Experience

Education

Bachelor of Science
Civil Engineering
California State University,
Long Beach

Licenses & Certificates

Associate Design-Build
Professional, DBIA
LEED AP BD+C, U.S. Green
Building Council

Reference

Steve Massetti, President
Massetti Consulting, Inc.
(310) 923-3216
smassetti@smmusd.com

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

■ ■ Palomar College Parking Structure and College Police

■ ■ Substation

■ ■ San Marcos, CA | \$29.7 million

■ The project includes a 1,615-stall parking structure and a 7,400 gsf police station to accommodate the continued growth of Palomar College and the Police force on campus.

■ ■ Northeast Police Station Parking Structure

■ ■ Los Angeles, CA | \$11.5 million

■ ■ Four-level, 231-stall, cast-in-place concrete structure with 27' tall split faced CMU facade walls as well as a pre-engineered car wash and pre-engineered steel pedestrian bridge with tie-in to serve existing police station.

■ ■ Santa Monica High School Exploration Building

■ ■ Santa Monica, CA | \$105.6 million

■ ■ The project consists of the abatement and demolition of the existing history building and adjacent buildings; cafeteria; construction of a new building; gymnasium and associated spaces; construction of an adjacent, new academic building; extensive grading; landscape and hardscape; demolition of existing South Gym and Drake Pool after the occupation of the new building.

■ ■ Malibu Middle High School

■ ■ Malibu, CA | \$70.8 million

■ ■ Construction of Buildings A and B, consisting of construction of a new 47,000 sf, two-story library and administrative offices including miscellaneous upgrades/renovation to the existing campus. New Building E - two-story, 19,400 sf 12 classroom/toilet rooms modular building. Also includes Building D modernizations.



Dai Tran

Construction Preconstruction Lead

Dai works closely with the Andrew Raufi and the estimating team to generate all estimates and alternative systems analysis. He coordinates design development and GMP quantity survey and pricing, along with preconstruction scheduling requirements. He assists the project team in prequalifying subcontractors and suppliers, and coordinates all drawing reviews. He remains involved, as needed throughout construction, to provide costing support for change order analysis and subcontract negotiation.

Career Summary

23 Years with McCarthy

27 Years of Experience

Education

Bachelor of Science
Construction Management/
Engineering
California State Polytechnic
University, Pomona

Reference

Virginia Brown, Vice President
Murray Company
(310) 991-2330
vbrown@murraycompany.
com

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **Palomar College Parking Structure and College Police Substation**
■ ■ San Marcos, CA | \$29.7 million
■ The project includes a 1,615-stall parking structure and a 7,400 gsf police station to accommodate the continued growth of Palomar College and the Police force on campus.

- ■ **Northeast Police Station Parking Structure**
■ ■ Los Angeles, CA | \$11.5 million
■ ■ Four-level, 231-stall, cast-in-place concrete structure with 27' tall split faced CMU facade walls as well as a pre-engineered car wash and pre-engineered steel pedestrian bridge with tie-in to serve existing police station.

- ■ **UCLA Neuropsychiatric Replacement Hospital**
■ ■ Los Angeles, CA | \$229 million
■ ■ The project will alter and renovate the current site and buildings, including interiors, systems, exterior envelope, and equipment, for use as an acute psychiatric care facility. The renovated facility will accommodate the 74-bed critical psychiatric care program and expand the program to the maximum bed capacity the facility can accommodate, with goal of achieving no fewer than 100 beds.

- ■ **LACCD Pierce College Academic East Building**
■ ■ Woodland Hills, CA | \$53.4 million
■ ■ LEED certified Academic East Building approximately 57,000 GSF and associated site improvements. The building contains twenty classrooms, lab space; departmental offices; meeting rooms; and support spaces. Site improvements include fire and emergency access, site lighting, accessible path of travel, landscaping and irrigation, site security, and replacement of existing soccer fields and golf putting areas.



Tony Manzano

Construction Project Superintendent

Tony is responsible for overall coordination, supervision and inspection of all field installations. He coordinates and provides temporary jobsite facilities. He participates in finalizing the master construction schedule and monthly schedule updates, develops short term schedule activities and provides field construction coordination, supervision and inspection. He reviews and adjusts manpower requirements, coordinates and interfaces with independent and public inspection agencies, and monitors quality of all construction activities on a continuous basis. He attends quality control pre-installation meetings for all subcontractors and is directly responsible for safety of all field personnel.

Career Summary

33 Years with McCarthy
36 Years of Experience

Education

Associate of Arts
University of Phoenix

Licenses & Certificates

OSHA 30-Hour Construction
Safety & Health

Reference

Matt Schoeneman, Sr. Project
Manager
Linik Corp
(562) 980-2849
mschoeneman@linikcorp.com

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **Palomar College Parking Structure and College Police Substation**
■ ■ San Marcos, CA | \$29.7 million
■ The project includes a 1,615-stall parking structure and a 7,400 gsf police station to accommodate the continued growth of Palomar College and the Police force on campus.
- ■ **Northeast Police Station Parking Structure**
■ ■ Los Angeles, CA | \$11.5 million
■ ■ Four-level, 231-stall, cast-in-place concrete structure with 27' tall split faced CMU facade walls as well as a pre-engineered car wash and pre-engineered steel pedestrian bridge with tie-in to serve existing police station.
- ■ **California State University, Long Beach Housing Expansion**
■ ■ Long Beach, CA | \$82.5 million
■ ■ The 90,000 sf, four-story housing building includes 472 beds, pod study rooms, kitchens, and community space. The dormitory is a figure-eight shape, which allows for courtyards with benches, seating, and hammocks. The 15,000 sf Administration Building features common spaces, open kitchen areas, music practice rooms, and office space.
- ■ **UCI Center for Advanced Care Medical Office Building**
■ ■ Irvine, CA | \$143.6 million
■ ■ The Center for Advanced Care will be a five-story medical office building and an 800-space parking structure. The new building will provide clinical and medical office space for comprehensive pediatric outpatient services, adult primary and secondary care activities, urgent care, laboratory, and radiology facilities.



Brandon Dekker

Design Principal-in-Charge

Brandon has more than 20 years of management experience including 19 years in the field of design and construction. His responsibilities include building relationships with clients while collaborating with the operations team to deliver “best in class” professional services and quality projects. With a focus on the overall success of the project, Brandon is an expert in the development of customized solutions for clients that satisfy their unique concerns and needs.

Career Summary

16 Years with CannonDesign
22 Years of Experience

Education

Bachelor of Arts, Business,
Vanguard University
Master of Science,
Construction Management,
Drexel University
Stanford University,
Leadership in Innovation and
Entrepreneurship Program

Licenses & Certificates

Design-Build Institute of
America (DBIA)
LEED Green Associate
Lean Six Sigma Yellow Belt

Reference

Suzanne Holland, Director,
Business and Community Services
County of Riverside
(951) 955-1219
sholland@rivco.org

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **County of San Bernardino, Valley Communications Center**
■ ■ San Bernardino, CA | \$128 million | In progress
■ ■ The new Valley Communications Center will be a mission-critical facility that must be operational 365/24/7, under extreme conditions as the primary Emergency Operations Center (EOC) and Emergency Communications Center (ECC) in the San Bernardino Valley. The project is utilizing design-build delivery.
- ■ **San Bernardino Community College District, Valley College Instructional Student Services Building**
■ ■ San Bernardino, CA | \$106 million | In progress
■ The ISSB will be a new “one-stop” hub for essential student support services such as financial aid, registration, tutoring, counseling, career services and more. The building’s location serves as a gateway to the campus, which will allow our team to infuse iconic architectural design from the inside out.
- ■ **Riverside County Libraries**
■ ■ Menifee, French Valley, and Desert Hot Springs, CA | \$42 million
■ ■ CFP3 was involved in the financing, design and construction, and continues to be involved in the operation and maintenance for this project which leveraged buying efficiencies and development expertise to get all three libraries completed at once, in 18 months.
- ■ **Riverside University Health System, Master Plan, Behavioral Health Hospital, Emergency Department, and MOB**
■ ■ Riverside, CA | \$800 million || In progress
■ Site master plan, 100-bed mental health hospital, emergency department replacement, and medical office building. P3 delivery.



Jeff Fuller

Design Project Manager

Jeff has over 30 years of experience in architecture. His experience includes educational, commercial, industrial, food service and interiors. With knowledge in many types of construction, structural detailing, HVAC design, Title 24 compliance, custom light fixture and furniture design, he brings a well-rounded wealth of abilities to a project. Jeff's abilities support CannonDesign's goal of completing successful educational projects within budget and on schedule.

Career Summary

25 Years with CannonDesign
34 Years of Experience

Education

Bachelor of Fine Arts
Interior Architectural Design
California State University,
Long Beach

Licenses & Certificates

Registered Architect: CA
LEED Green Associate
American Institute of
Architects (AIA)

Reference

Robert Shue, Project Manager
Judicial Council of California
(415) 865-4038
Robert.Shue@jud.ca.gov

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **County of San Bernardino, Valley Communications Center**
 - ■ San Bernardino, CA | \$128 million | In progress
 - ■ The new Valley Communications Center will be a mission-critical facility that must be operational 365/24/7, under extreme conditions as the primary Emergency Operations Center (EOC) and Emergency Communications Center (ECC) in the San Bernardino Valley. The project is utilizing design-build delivery.

- ■ **San Bernardino Community College District, Valley College Instructional Student Services Building**
 - ■ San Bernardino, CA | \$106 million | In progress
 - The ISSB will be a new "one-stop" hub for essential student support services such as financial aid, registration, tutoring, counseling, career services and more. The building's location serves as a gateway to the campus, which will allow our team to infuse iconic architectural design from the inside out.

- ■ **Judicial Council of California, New Ukiah Courthouse Criteria Documents**
 - ■ Ukiah, CA | \$109 million | In progress
 - Criteria architect services for a new 82,000 sf, seven-courtroom courthouse. The project includes seven (7) judge's chambers, jury deliberation rooms, administrative and clerical areas and 160 parking spaces with solar power generation capability.

- ■ **County of San Bernardino, Public Defender's Office**
 - ■ San Bernardino, CA | \$27.5 million
 - ■ Demolition of the existing 4-story office building and design a new facility that is inclusive of subterranean parking, a new 3-story office building and associated site work.



Kevin Nyhoff

Design Principal

A remarkable design leader, Kevin has consistently shaped dynamic, meaningful, sustainable and award-winning projects across essentially every market typology in his 30+ years in practice. As a Design Principal based in our San Diego office, Kevin will work to nourish our Living-Centered approach as he guides projects and teams in San Diego, across California and nationally. Kevin has a proven record of delivering signature projects for leading-edge organizations including Adidas, Stanford University, Virginia Tech, Sidewalk Labs to name just a few.

Career Summary

2 Years with CannonDesign
30 Years of Experience

Education

Bachelor, Environmental Design/Architecture, Dalhousie University
Master of Architecture, Dalhousie University

Licenses & Certificates

Alberta Association of Architects (AAA)
International AIA

Reference

Farrah Farzaneh, Director of facilities, Planning & Construction
San Bernardino Community College District
(909) 382-4000
ffarzaneh@sbccd.cc.ca.us

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **County of San Bernardino, Valley Communications Center**
■ ■ San Bernardino, CA | \$128 million | In progress
■ ■ The new Valley Communications Center will be a mission-critical facility that must be operational 365/24/7, under extreme conditions as the primary Emergency Operations Center (EOC) and Emergency Communications Center (ECC) in the San Bernardino Valley. The project is utilizing design-build delivery.
- ■ **San Bernardino Community College District, Valley College Instructional Student Services Building**
■ ■ San Bernardino, CA | \$106 million | In progress
■ The ISSB will be a new “one-stop” hub for essential student support services such as financial aid, registration, tutoring, counseling, career services and more. The building’s location serves as a gateway to the campus, which will allow our team to infuse iconic architectural design from the inside out.
- ■ **California State University, Long Beach, PH1 Replacement College of Health & Human Services**
■ Long Beach, CA | \$104.5 million | In progress
The new Peterson Hall Replacement (PH1) building is a transformative project for the College of Health and Human Services (CHHS), creating a 137,000 sf centralized hub of cross-discipline learning and engagement.
- ■ **Riverside University Health System, Master Plan, Behavioral Health Hospital, Emergency Department, and MOB**
■ ■ Riverside, CA | \$800 million | In progress
■ Site master plan, 100-bed mental health hospital, emergency department replacement, and medical office building. P3 delivery.



Praful Kulkarni

Director of Integrated Services

Bringing more than three decades of industry experience to our clients, Praful leads our integrated design and construction practice. In this role, he focuses on advancing single-source design and delivery methods that enhance value to clients and help ensure certainty in project cost, schedule and quality outcomes in collaboration with our industry partners.

As a past national chair of the Design-Build Institute of America in 2017, Praful has a proven record of project delivery success. He has well over 20 years of experience providing senior leadership and design oversight for numerous public works projects including fire stations, libraries, transportation facilities and community centers for the County of Los Angeles and other public agencies within California.

Career Summary

32 Years with CannonDesign
35 Years of Experience

Education

Bachelor of Architecture,
Indian Institute of Technology
Master of Architecture,
Illinois Institute of Technology
MBA, Pepperdine University
Ph.D, Honoris Causa,
Anaheim University

Licenses & Certificates

Registered Architect: CA
Design-Build Institute of
America (DBIA)
American Institute of
Architects (AIA)

Reference

Mike Meredith, Former
Program Director
California Department of
General Services
(916) 802-0066
mike.meredith@vanir.com

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

■ ■ Department of General Services, Gregory Bateson Building

■ ■ Renovation

■ ■ Sacramento, CA | \$159 million | In progress

Comprehensive progressive design-build delivered renovation of the historically significant, 294,000 sf Gregory Bateson Building. This project targets Zero Net Energy and LEED Silver.

■ ■ Department of General Services, Veterans Home of California-Yountville, Skilled Nursing and Memory Care Facility

■ ■ Yountville, CA | \$268 million | In progress

■ ■ Design-build project delivery of new 240-bed, 320,000 sf, OSHPD 2 skilled nursing and memory care facility. Located in a recognized historic district, the new building's design reflects the campus's architectural language as well as the project's LEED Gold target.

■ ■ Judicial Council of California, New Ukiah Courthouse Criteria Documents

■ ■ Ukiah, CA | \$109 million | In progress

Criteria architect services for a new 82,000 sf, seven-courtroom courthouse. The project includes seven (7) judge's chambers, jury deliberation rooms, administrative and clerical areas and 160 parking spaces with solar power generation capability.

■ ■ Riverside University Health System, Master Plan, Behavioral Health Hospital, Emergency Department, and MOB

■ ■ Riverside, CA | \$800 million || In progress

■ ■ Site master plan, 100-bed mental health hospital, emergency department replacement, and medical office building. P3 delivery.



Kian Farr

Project Architect

Kian has 20 years of experience in urban design and architecture for civic, education, healthcare, office buildings and mixed use facilities overseeing all phases of projects. Kian offers unique skills in integrated design, management and delivery of projects in the BIM environment and uses innovative thinking and new technologies to optimize the long-term performance of our client's assets.

Career Summary

6 Years with CannonDesign
22 Years of Experience

Education

Master of Architecture,
Azad University of Tehran
Master of Architecture
New School of Architecture
& Design

Licenses & Certificates

Registered Architect: CA
LEED Accredited
Professional
American Institute of
Architects (AIA)

Reference

Suzanne Holland, Director,
Business and Community
Services
County of Riverside
(951) 955-1219
sholland@rivco.org

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

- ■ **City of Menifee, Fire Station No. 5**
 - ■ Menifee, CA | \$4.2 million | In progress
 - Architectural design, engineering, and sustainability services for this new fire station, to be constructed on a 1.41 acre lot. This LEED Silver building will include an apparatus bay designed for three fire engines, a gym facility, office spaces and other required amenities.

- ■ **San Bernardino Community College District, Valley College Instructional Student Services Building**
 - ■ San Bernardino, CA | \$106 million | In progress
 - The ISSB will be a new "one-stop" hub for essential student support services such as financial aid, registration, tutoring, counseling, career services and more. The building's location serves as a gateway to the campus, which will allow our team to infuse iconic architectural design from the inside out.

- ■ **Riverside County Libraries**
 - ■ Menifee, French Valley, and Desert Hot Springs, CA | \$42 million
 - ■ CFP3 was involved in the financing, design and construction, and continues to be involved in the operation and maintenance for this project which leveraged buying efficiencies and development expertise to get all three libraries completed at once, in 18 months.

- ■ **Sunline Transit Agency, Operations Facility**
 - ■ New, 9,300 sf operations facility at SunLine's main headquarters in Thousand Palms. The building houses Fixed Route operations, Paratransit/ADA operations, operations management, paratransit management, paratransit reservationist call center, and the agency operator training program. The project has characteristics that are equivalent to a LEED Silver rating.



Eric Corey Freed

Director of Sustainability

Eric is a nationally known thought-leader in sustainable design. He leads the discussions on sustainability and brings a broad depth of knowledge in net zero energy, resiliency, health and wellness along with comprehensive experience with the various green rating systems that track sustainability for buildings and campuses. Eric oversees and develops CannonDesign's sustainability strategy to achieve high-performance buildings. Named one of the "10 Most Influential Green Architects", Eric brings a unique combination of practical experience, academic research, and thought leadership.

Career Summary

3 Years with CannonDesign
30 Years of Experience

Education

Bachelor, Architecture,
Temple University
Master, Ecological Design,
San Francisco Institute of
Architecture

Licenses & Certificates

LEED Fellow
Registered Architect: CA, AZ,
NM, OR
Ecodistricts Accredited
Professional
Living Future Ambassador

Reference

Farrah Farzaneh, Director
of facilities, Planning &
Construction
San Bernardino Community
College District
(909) 382-4000
ffarzaneh@sbccd.cc.ca.us

Relevancy

- Experience in the Last 5 Years
- Over \$100 Million
- Public Project
- Open-Book Pricing
- Design-Build or Design-Build-Finance
- GMP Contract
- Value-Added Concepts
- Stakeholder and Community Engagement

Relevant Project Experience

■ ■ Department of General Services, Gregory Bateson Building Renovation

■ ■ Sacramento, CA | \$159 million | In progress

Comprehensive progressive design-build delivered renovation of the historically significant, 294,000 sf Gregory Bateson Building. This project targets Zero Net Energy and LEED Silver.

■ ■ Department of General Services, Veterans Home of California-Yountville, Skilled Nursing and Memory Care Facility

■ ■ Yountville, CA | \$268 million | In progress

■ ■ Design-build project delivery of new 240-bed, 320,000 sf, OSHPD 2 skilled nursing and memory care facility. Located in a recognized historic district, the new building's design reflects the campus's architectural language as well as the project's LEED Gold target.

■ ■ San Bernardino Community College District, Valley College Instructional Student Services Building

■ ■ San Bernardino, CA | \$106 million | In progress

■ ■ The ISSB will be a new "one-stop" hub for essential student support services such as financial aid, registration, tutoring, counseling, career services and more. The building's location serves as a gateway to the campus, which will allow our team to infuse iconic architectural design from the inside out.

■ ■ California State University, Long Beach, PH1 Replacement College of Health & Human Services

■ ■ Long Beach, CA | \$104.5 million | In progress

The new Peterson Hall Replacement (PH1) building is a transformative project for the College of Health and Human Services (CHHS), creating a 137,000 sf centralized hub of cross-discipline learning and engagement.



Section 03

Approach

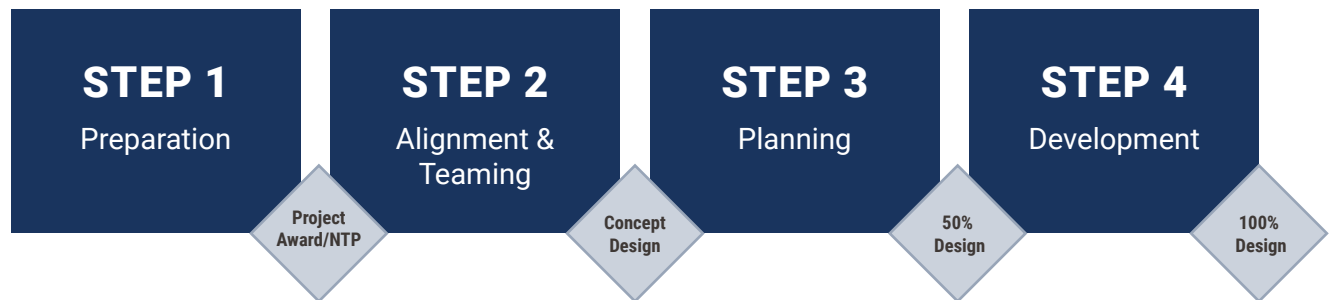


- a. Development and Management Plan for meeting the ENA milestones.

Development and Management Plan

Sprint Start Plan

Our sprint start plan approach for meeting the ENA Milestones has been developed through proven experience working in cooperation with and support of clients, designers, and trade partners across various integrated delivery types. With our understanding of how impactful and important the ENA period is to the overall success of the project, we have provided a detailed overview illustrating how we can achieve effective collaboration and results immediately to ensure potential obstacles or delays are mitigated early in a positive and productive manner. We have successfully implemented this approach on multiple projects of similar scale and complexity and look forward to working with the City of Garden Grove and its stakeholders to obtain your input and tailor this plan to ensure it incorporates your specific requirements and needs.



City of Garden Grove Civic Center Public Safety Building, Park, and Parking Structure

Step 1: Preparation

Upon selection, we will confirm project understanding, customize the work plan, and validate we are bringing the right resources to the effort.

KEY ACTIVITIES

- » Outline Project Start-up Activities
- » In-depth review of RFP information with Client team
- » Understand the specific project challenges
- » Conduct preliminary site investigations
- » Share evaluation of cost
- » Define communication plan and meeting cadence
- » Develop a master organization chart
- » Produce a preliminary phasing and logistics plan
- » Develop Design Phase Management Plan addressing:
 - Scope & Agreements
 - Schedule
 - Cost Process
 - Document Delivery
 - Communication, Collaboration & Team Alignment
 - Stakeholder Expectations & Owner/User/AHJ Approvals
 - Design Quality
 - Innovation & Improvement

DELIVERABLES

- » Conceptual Project Approach
- » Designer & consultant agreements
- » Project organization chart
- » Design Phase Management Plan

Step 2: Alignment & Teaming

Upon Award we will quickly onboard the entire project team including the City of Garden Grove and its Stakeholders.

KEY ACTIVITIES

- » Teaming Building & Partnering
- » Alignment of Goals
- » Compile Conditions of Satisfaction with project stakeholders
- » Project Visioning
- » Communications, Collaboration & Cost (Revisto, Procore, Join, etc.)
- » Establish decision making and issue resolution process
- » Initiate pull planning to ensure timely deliverables and decision making
- » Review and refine scope

DELIVERABLES

- » Document Conditions of Satisfaction
- » Project Goals and Vision definition
- » Stakeholder, User & Community Engagement Plan
- » Project Tools & Technology Plan
- » Decision Making/Issue Resolution Plan
- » Create the early Pull Plan
- » Update Design Phase Management Plan

Step 3: Planning

We will engage the entire project team in understanding the project goals, opportunities, and constraints, and develop Conceptual Approach alternatives for the project.

KEY ACTIVITIES

- » Program Verification (including adjacencies and functional/operational requirements)
- » Review of Owners Program Requirements and Development of Basis of Design
- » Develop BIM Execution Plan
- » Detailed site analysis
- » Physical and electronic security analysis
- » Design & Sustainability/LEED Charettes
- » Develop range of preliminary design alternatives
- » Further development of two Conceptual Design alternatives
- » Budget Validation with City and Review of Value Optimization/Cost Savings Opportunities & Enhancement Alternatives
- » Presentation of Design Concepts to City Council

DELIVERABLES

- » Validated Program
- » Basis of Design
- » BIM Execution Plan
- » Preliminary Design Alternatives
- » Conceptual Design (2 Alternatives)
- » Preliminary Design & Sustainability/LEED approach
- » Project Pricing with Value Optimization opportunities and Enhancement alternatives
- » Project Schedule

Step 4: Development

Upon approval of a Conceptual Design direction, we will proceed with further development of the design, price, and schedule to meet the 50% and 100% Design completion milestones.

KEY ACTIVITIES

- » Initiate collaborative Cluster Group coordination meetings
- » Preliminary AHJ reviews
- » Preliminary reviews with Utility providers
- » Evaluate prefabrication and innovation opportunities
- » Schematic Design development
- » CEQA Requirements & Mitigation Measures confirmation
- » Design development and documentation
- » Milestone design quality and constructability reviews
- » Confirmation of compliance with RFP, Proposal and Agreement

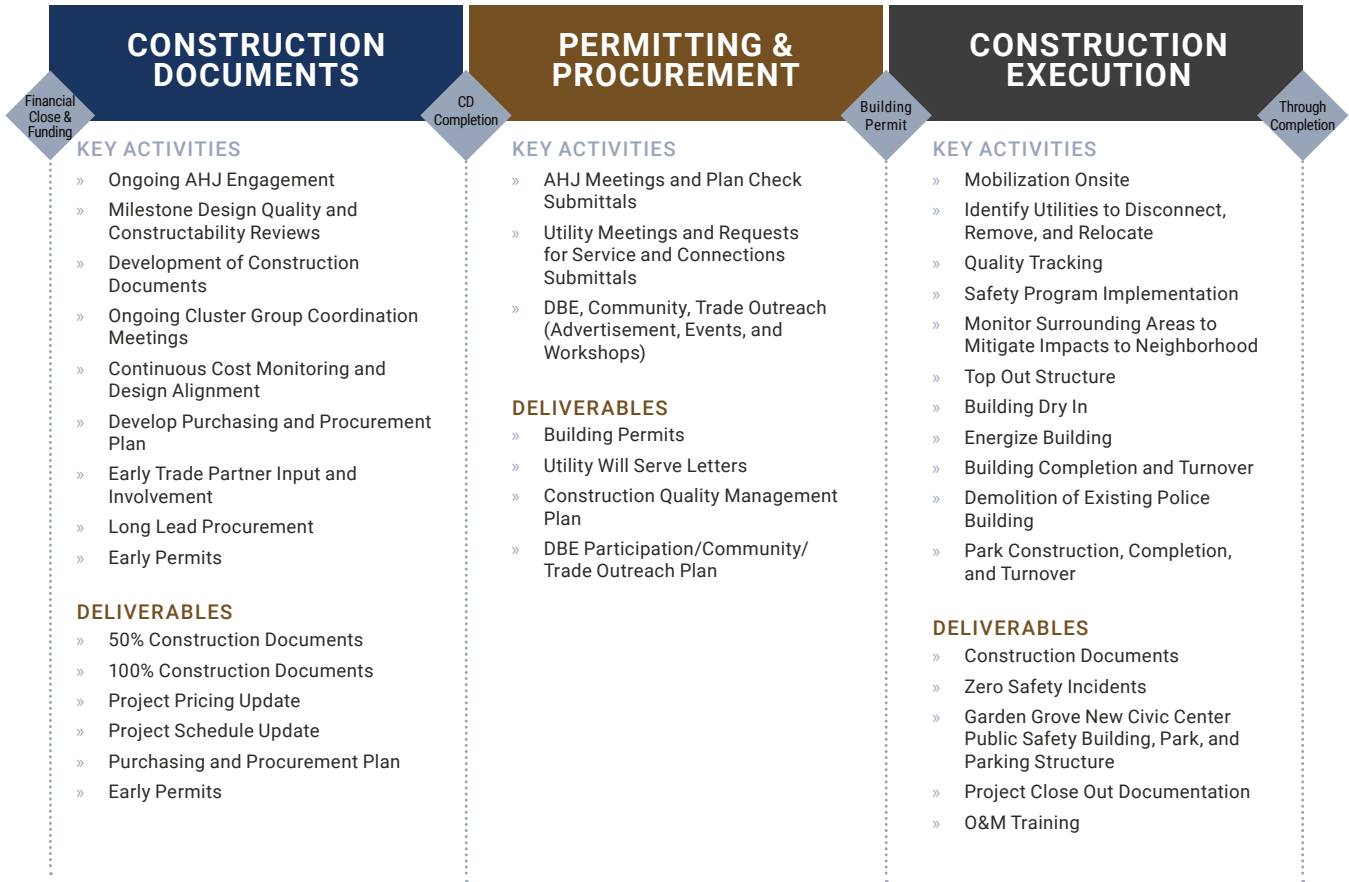
DELIVERABLES

- » AHJ Approvals & Permitting Plan
- » January 2024
 - 50% Design Documents (Schematic Design)
 - Project Pricing Update
 - Project Schedule Update
- » March 2023
 - 100% Design Documents (including 50% Foundation & Structure)
 - Project Pricing Update
 - Project Schedule Update

b. Construction Management Plan and General Approach to achieving project completion on time and within budget

Construction Management Plan & General Approach

Our plan to exceed the project goals is twofold; create a culture of service and craft a project specific execution plan that drives the process. We have outlined a comprehensive approach for Construction Documents, permitting and procurement, and construction execution.



Cost and Budget Management

On the following pages we have outlined our approach to designing within budget and effectively communicating with the key stakeholders in the City. Our process encompasses comprehensive management of scope, cost, and schedule. To achieve this, we conduct thorough benchmark studies, perform early goal checks, establish targets, and diligently adhere to those targets. Throughout these stages, our team will maintain a design trend log, which serves as a reference point for the baseline design, offering valuable insights into cost and schedule impacts. In the event of any modifications during these phases, including adjustments to the scope, cost, or schedule, we will foster a collaborative and transparent environment where these changes will be discussed by the entire team, to ensure consensus and active participation in decision-making. By collectively agreeing upon all alterations, our team can seamlessly implement these changes during design and construction.

Strategies for Exceeding Project Goals

Our team is committed to ensuring every dollar spent on the project is done so with the vision of The City in mind. Our integrated design and estimating process combines the work of our designers and estimators to create an efficient process that maximizes the design within your budget. It is our responsibility to work collaboratively and efficiently with the necessary stakeholders, providing design and cost options so that timely decision making can be made to optimize cost and time spent toward delivering your vision for the project. Our three main strategies to achieve the goals of maximizing design within limited budget and deliver efficient pricing and schedule include:

- 1. Prioritize.** Continuing to identify your needs and values through target value design allows for a more efficient approach to delivering the project the way you want it. By understanding and learning your specific needs and values, we can align our design process to prioritize and focus on what matters most to you, while managing cost and schedule requirements. Our approach also minimizes the risk of misalignment or wasted efforts, as it ensures that the final design directly addresses the desired outcomes.
- 2. Monitor.** Continuous Cost Modeling (CCM) is crucial for effective financial management and project control. It allows the entire Design-Build team to monitor and evaluate the project's financial health in real-time, identifying any cost overruns or potential budgetary issues early in the design process. By trending costs and keeping a pulse on market conditions, the team can make informed decisions, adjust resource allocation, and implement cost-saving measures promptly, ensuring your project stays on budget and schedule while maintaining the project values.
- 3. Buy.** Efficiently utilizing our buying power at the right moment in time, considering factors such as escalation and long-lead items versus the design schedule, is crucial for cost optimization. By strategically timing purchases, especially for materials or components prone to price escalation, our team can take advantage of lower costs and avoid potential cost increases over time. Additionally, aligning our buying power with the design schedule ensures that critical long-lead items are procured early, minimizing project delays, and ensuring a smooth workflow.

Establishing the Final GMP – Total Cost Management

Our design-build team recognizes the importance of collaboration with the City to establish the Final Guaranteed Maximum Price (FGMP) for the project. Our team has adopted a collaborative approach that involves open communication, active engagement, and a shared goal of achieving a mutually agreed-upon GMP.

Below, outlines how we will collaborate with the City to establish the final GMP:

Initial Format Discussions

Our design-build team will come to an agreement on what the preferred format should be for the Final Guaranteed Maximum Price submission. By aligning our expectations on formatting and the level of detail of submission, our team will organize and structure the FGMP in a manner that is clear and concise for the City.

Initial Budget Development

The collaboration between our design-build team and the City begins during the initial stages of budget development. We will engage in target value discussions to continue to understand your specific project requirements, objectives, and overall budget constraints. Our team will coordinate and communicate with you to help align your expectations with the project's financial feasibility and help set realistic goals to trend to over the course of design development.

Continuous Cost Modeling

The design-build team and the City will continue to collaborate via the Continuous Cost Modeling (CCM) process, further defined in the following pages.

Open Book

Our team will work collaboratively with the City of Garden in open book environment, sharing costs for the projects to help all parties make the right decisions for the benefit of the project and for the City of Garden Grove

Final Guaranteed Maximum Price (FGMP) and Submission

Our team will prepare a detailed FGMP based on the final project requirements, specifications, and CCM exercises that have occurred over the design phase. We will present the proposal to the City, which will include a breakdown of costs, schedule considerations, and all associated contingencies and/or allowances. We will engage in open discussions to address any gaps, clarify assumptions, and ensure that the proposal meets your expectations. Through effective communication, we will work together to finalize the scope and establish a common understanding of the project requirements.

Risk Assessment and Mitigation

During the FGMP establishment, we will collaborate with the City to assess and mitigate all project risks. We will conduct a comprehensive risk analysis, considering factors such as market conditions, unforeseen conditions, and other project-specific risks. Our team will actively involve the City in this process, seeking your input and insights regarding potential risks and mitigation strategies. By collectively addressing risks, we will work towards establishing a realistic FGMP that accounts for potential contingencies.

GMP Agreement and Documentation

Once the FGMP is established, we will work with the City to formalize the agreement. We will ensure that the City is fully informed and involved in the documentation process, fostering transparency and alignment between the parties.

Design to Budget Control and Reporting Processes

Our design-build team employs multiple, robust processes and tools for monitoring, reporting, and managing project costs. We implement a few different budget control measures, including studying historical benchmarks, holding early goal checks, setting realistic target budgets, and then cyclically managing the design to the cost targets. The following provides an overview of our continuous cost modeling approach, with a workflow to the right that summarizes the process with the software listed below.

Study Benchmarks

The first step within our total cost management process is comparing the current basis of design and design standards to our past projects that have similar characteristics and components. Our national database, Modelogix, collects data from all our team's past projects and includes specific narrative and cost information.

Comparable projects are pulled, studied, and presented in a report to help the collective team start the conversation on how and what price we should be setting for future target budgets. Also included in this conversation will be current market trends in terms of overall market escalation, long lead items, commodity pricing, etc. to offer an equally important perspective. This transparent analysis will be used during the program validation phase to communicate cost expectations within the project criteria.

It is at this point we can establish what program will be included in the project and what scope we will have to continue driving toward creative solutions to get scope back into the project within the stated budget.

Early Goal Check

Once a project has gone through historical analysis and market condition analysis, we begin the target budget conversations.

We will engage in an open and transparent conversation with all stakeholders to better understand your goals and objectives so we can make this project successful.

We will be less focused on programmatic elements, and more on the experience the City wants to provide. This is our team's opportunity to listen to and integrate your needs in the project's budget.

STUDY BENCHMARKS

- Pull and analyze historical data on projects of similar size and scope
- Study current market trends (escalation, long lead items, commodity pricing, etc.)

modelogix

EARLY GOAL CHECK

- Engage stakeholders on Conditions of Satisfaction that will incorporate decisions on scope for the project
- Study bridging documents
- Validate budget goals
- Identify direct costs and costs to cover facility-specific needs

MURAL

Microsoft Teams

BLUEBEAM
A HEMETECH COMPANY

Setting Targets

Target budget design costs are locked-in based on project and stakeholder input using historical analysis and early goal check. We break down the project’s budget by systems to align with our cluster groups and hold those teams accountable for maintaining those budgets throughout the design.

Once these budget categories are locked, they are used to compare future pricing iterations against our target budgets. While setting target budgets, critical trade partners will be on-boarded in this early stage with the focus on designing to a budget vs. budgeting a design and will provide refined cost estimates for their individual scopes. As the design progresses so does the detail in our estimates. This cost and design certainty is critical for both the financial and construction-coordination success of the project.

Managing to the Cost Targets

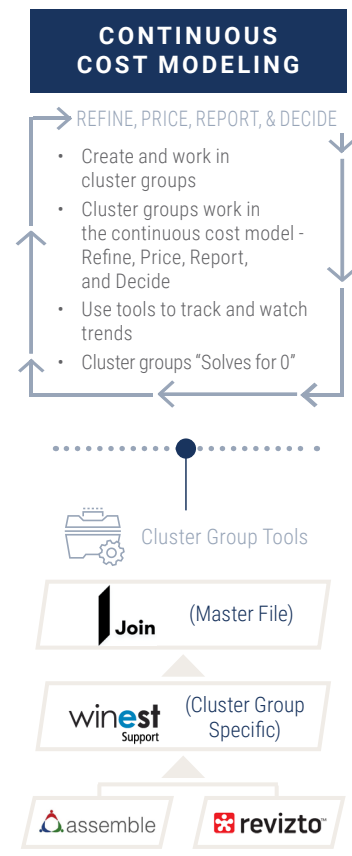
Cluster groups work together weekly to weigh in on design, pricing and report out to the Big Room on the status of open issues, opportunities, and cost trending and impacts. Our methodology of Refine, Price, Report, and Decide is the root of McCarthy’s Continuous Cost Modeling program (CCM).

As this process is repeated during the preconstruction process, we reduce the risk of scope gaps and scope creep thus driving cost certainty and cost control. In addition, this process pushes value engineering while consistently monitoring cost trending. This work plan prevents major cost overruns and allows the team to address issues before they become problematic.

Using a weekly cycle of estimate updates, planning, risk management, and trending to manage target values, this process is aligned with the design progression and how iterative design changes get made. Identifying risks and opportunities, such as innovative ideas that could reduce project costs, make the project safer and/or quicker to build.

Cost reporting will be done weekly by each cluster group within the Big Room. We utilize Join to track and show the City’s approved design decisions and the corresponding cost for each. Join enables us to track all changes that are approved during DD so there is a record of the cost evolution over time.

At design milestones leading up to the final GMP we will present the project’s estimate and schedule in the same format as the final GMP; to familiarize the City’s team with the format and presentation of the GMP submittal.





Cost Management Tools

The use of technology facilitates a streamlined workflow for transparency, information sharing, rapid pricing, and decision making. Below is an overview of McCarthy's primary tools and the value they bring to the project.

revizto™

This program helps identify and manage model-based issues in the 3D space and 2D sheets, including addressing clash groups. It provides unified access to a project's data for 2D and 3D workflows, so anyone can use it depending on project requirements. We can identify and organize potential RFI's early in the design process and address them early.

assemble

This web-based software is used for continuously monitoring the 3D Revit model and extracting quantities and building elements to help rapidly price design options. Utilizing its compare tool, our team members can overlay weekly 3D model updates and identify the changes from week to week, adding extra efficiency to the pricing process.

modelogix

McCarthy's nationwide historical project cost database used in the Early Goal Check period. With more than 25 years of project costs, the database offers a tool to identify program and design similarities to help set budgets early in the preconstruction phase.

winest

A database-driven software that works with Modelogix. We can transfer our historical price targets to a line-by-line estimating system. It utilizes historical unit prices, labor production rates, location-based escalation information, etc. to increase the accuracy of the cluster group estimates.

Join

A web-based collaborative cost platform that can be accessed by all stakeholders for cost reporting and evaluation of the accurate design decisions throughout preconstruction.

Financial Incentives for the Development Team and the City of Garden Grove

To promote a truly integrated and collaborative team environment, we have developed a tiered incentive plan for our team. These tiers of incentives support integrated behavior under the context of the design-build agreement.

The incentive-based contract structure described below is like that utilized on similar projects to the Civic Center Revitalization Project. The outstanding results achieved on those projects can be attributed in large part to the behaviors that the team exhibited based on the contractual framework created for the team.

We have found that when key members of the design-build teamwork within a structure of shared risk and reward, much better results are achieved. When incentives reward highly collaborative behavior that supports the project's goals of client satisfaction, safety, quality, efficiency, and schedule and members of the team can benefit more by cooperating than by engaging in risk averse behavior, much better results are achieved. The framework described below will harness the efficiency and effectiveness of the entire team pulling in the same direction, avoiding expenditures of time on non-productive activities.

Tier I

Our proposed incentive plan is tied to the performance of the design team and trade partners on the team for improving the design schedule, design quality, obtaining permits, and lowering costs. Team trade partners and members of the design team will share a portion of cost and schedule savings proportional to their contributions, based on the trade partner target budgets at the time of proposal. In addition to the incentives based upon cost and schedule savings, we have established a budget within our contract amount for incentives to our team members associated with the following key performance metrics during design and construction:

- » Client Satisfaction
- » Safety
- » Quality

This portion of the program will be administered by the top management of the team and will be based upon the metrics discussed in our case study.



Tier II

Recognizing the level of completion of the documents that are included in this submission, McCarthy has established a project design and construction contingency within our proposed price. For this project, McCarthy has allocated a portion of the design contingency to the design team for their exclusive use. This contingency is defined within our contract with the designer. Any use of the contingency is mutually agreed. Contingency that remains is shared with the design team and related parties. These internal team incentives have a strong motivation to promote solid design effort and creative problem-solving during construction. McCarthy proposes to share the savings with the design members of our team on a 70/30 basis with 70% of the savings given to the design entity.

Tier III

Members of our team primarily responsible for the BIM model associated with the drywall framing and MEP's have agreed to a unique shared destiny associated with the efficiency of the design and construction. These trade partners will share savings and risk in proportion to their contract amounts. In this manner, the trade partners will make decisions in the collective best interests of the team from a cost and schedule perspective.



Project Schedule

Pull Planning

McCarthy will utilize lean scheduling techniques in the preparation of 3-week look ahead schedules. This includes the front-line tradesmen involvement in development of weekly schedules and commitments to the times proposed. Formal pull planning will be utilized. Over the past several years, we have found success in the use of pull planning when we have clearly defined outcomes and needs that are evident to all participants. These focused pull planning events have focused on: Pulling a sequence that has been modified by changes in the work, pulling areas that are technically challenging in construction sequences and timing and require full team focus to execute on a daily basis (for example, utility infrastructure tie-ins, exterior skin/dry-In, building completion, etc.), and CPM validation. We have found that daily activity pull planning benefits are maximized when the focus area of the “pull” are sequences and work no longer than 10 weeks.

The CPM schedule provided in this proposal will be broken down into segments and pull planning sessions conducted for each segment. Foremen

for each of the crews involved in the segment will participate in planning the work, agreeing on activity durations and identifying all issues that must be resolved before their activity can be accomplished. An abbreviated version of this pull planning is repeated on a weekly basis as the work progresses and a weekly report card is generated. The report card analyzes the level of success in meeting the previous week’s work plan and identifies the root cause of any failures to meet plan deliverables. This allows corrections to be made so that delay problems are not repeated. The most important benefit of this approach is that the “last planners” (the crew foremen and staff managers) are committed to a schedule that they created and take personal responsibility and ownership for delivering.

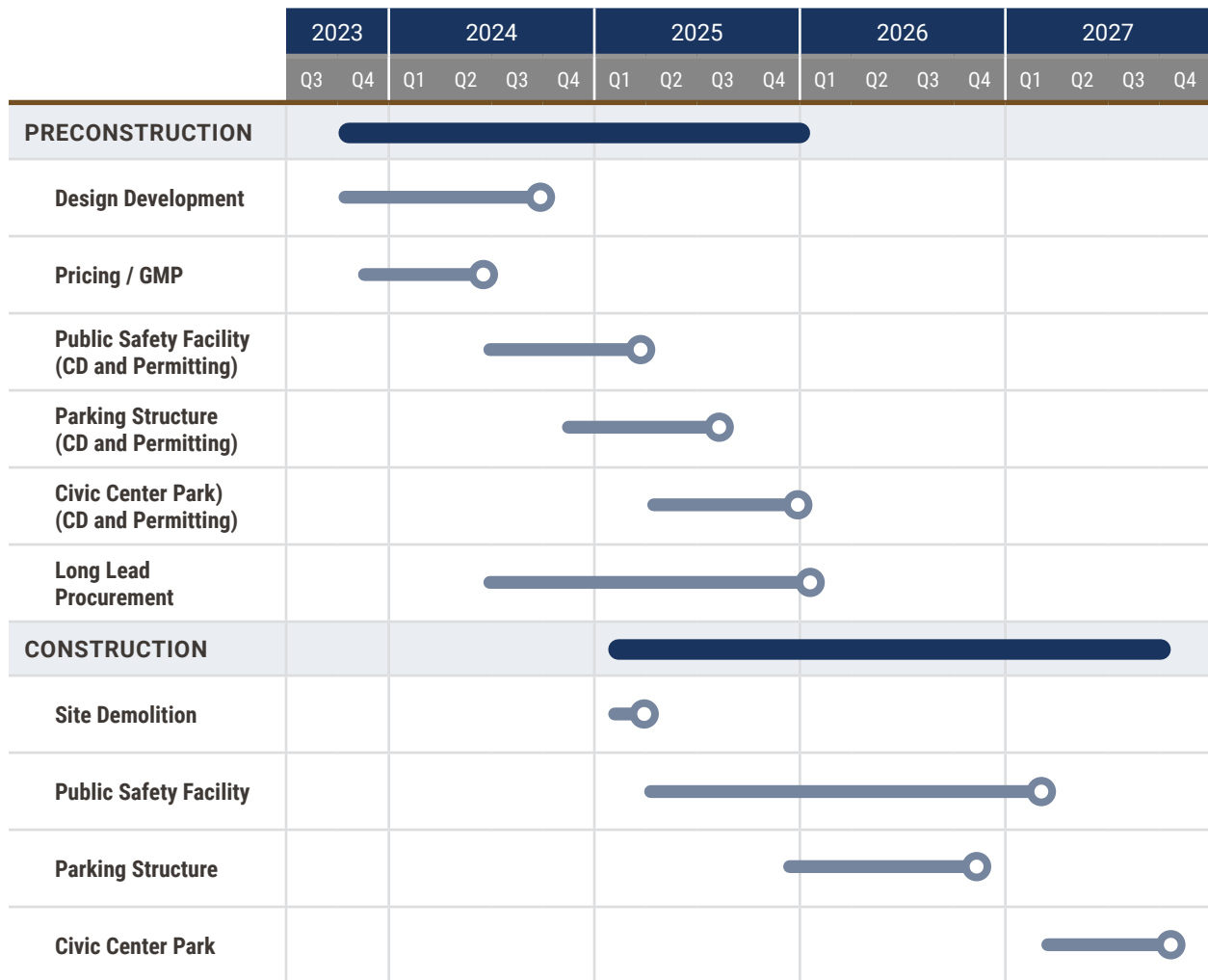
In addition to the weekly updates to the schedule utilized at the trade partner meetings, the project schedule will be updated and published monthly. This submission will include all the issues that have impacted the work and any changes in the logic that are required to maintain the schedule.



Project Schedule

To get the process moving and off to a swift start, we are anticipating a financial close date of at the end of June 2024 in which the City would officially deliver a formal notice to proceed (NTP) to the development team. Upon receiving the NTP our team plans to complete the design and permitting into three separate phases: public safety building, parking garage and city park. Phase 1, public safety, is the driving force that will set the pace of the overall project and will receive the utmost attention from the team to meet our permit and approval date of March 2025. We believe this to be fully attainable with all the entitlement and CEQA requirements and approvals following a concurrent approval path. The design, permitting and approvals for the next two phases will follow once the first phase has been submitted for initial plan check review.

Our proposed approach is to start the public safety building followed by the parking structure once the building frame has been completed. Phase 1 and 2 will be completed together in February of 2027 allowing the team to move to demolition of the existing public safety building and completing the city park by October 2027.





Construction Approach

Our team's purpose is to keep the City's promise to the community to open the new public safety building and park by the end of 2027 and Tony, our project superintendent, has a plan to make that a reality. Prior to the issuance of the first permit, our construction team will prepare the site for construction. First, we identify and deenergize all existing utilities that are verified through our internal utility mapping team and ensure that key utilities that feed areas that remain active are fully identified and protected. Next, we set up wayfinding for the public around our site perimeter with special care to our shared space with the public library. Once the site is secure and the public access around our site is secure, we will start the dewatering of the existing water features, demolition of the site surface area, and complete the earthwork and building pad process. Our plan is to use the site areas efficiently by completing and topping out the public safety building first and then moving to the start of the parking garage foundations. At this juncture, the police building and garage will be under construction and completed at the same time. This will then allow the Garden Grove Police Department to move to the new facility and parking garage allowing the construction team to plan for the demolition of the existing public safety building and completing the public park by October of 2027.

Site Logistics Plan

Phase 1: New Public Safety Building and Parking Structure

Phase 1 will consist of construction of the new public safety building and parking structure. We will secure the site with perimeter fencing, with a construction entrance and construction exit off of Acacia Parkway. Wayfinding signage will be provided around the Orange County Library for pedestrians, as well as measures to mitigate noise impacts to the library.



- 1** Existing Operational Library
- 2** Temporary Wayfinding for Pedestrians (outside fence)
- 3** Noise Sensitive Area (inside fence)
- 4** Construction Trailer
- Site Access Flow

Phase 2: Demolition of Existing Police Facility and Construction of New Park

Phase 2 will consist of construction of the new park. We will secure the site with perimeter fencing, with a construction entrance and construction exit off of Acacia Parkway. We want to ensure that construction traffic is concentrated from the East direction, so to not interrupt traffic from the Garden Grove Fire Department Station. We will also be making provisions for noise mitigation for the nearby operational facilities surrounding the site.



- 4** New Operational Public Safety Building
- 5** New Operational Parking Structure
- 6** Existing Fire Station
- 7** Noise Sensitive Zone
- 8** Construction Entrance
- 9** Construction Exit
- 10** Secondary Gate
- 11** Construction Trailer
- Site Access Flow

Community Outreach

McCarthy has a proven track record of being a true community builder, not just building in our community but making sure to do our part to build UP our community by maximizing contracting opportunities for our small business community. We successfully accomplish this by creating and executing custom-tailored inclusion plans. These Project-Specific Inclusion Plans (PSIP) ensure that we meet all diversity related goals on our projects - helping to positively impact the economic and socio-economic wellbeing of the communities we build in.

Our PSIP's consist of three major elements: outreach, procure, and monitor. These elements empower us to not only achieve impactful outreach engagements but also lead us to achieving, and even exceeding targeted participation percentage goals. Our strategic approach for this regionally based project, outlined below, will ensure small and diverse Businesses are afforded every practicable opportunity to participate in our bid process for this project.



Outreach

McCarthy will publicize the needs and array of this project contract opportunities with the small and diverse owned trade partner community. This outreach will consist of hosting outreach events in the communities surrounding each component of the project as well as participating at outreach events that are hosted by our community and business-based trade partner associations.

McCarthy will also leverage our internal resources to assist small businesses with obtaining bonds, lines of credit, diverse certification and obtaining the necessary insurance to assist them in their

efforts of having a fair opportunity for contract award on this project.

We have over 15 different community and business-based trade partner associations in California, that we have pre-established partnerships with that we will work with to maximize our outreach. Our outreach with these associations, combined with our robust internal database of small- and diverse-owned businesses whom we're already connected with, will enable us to infuse another successful economic investment into our small business community!

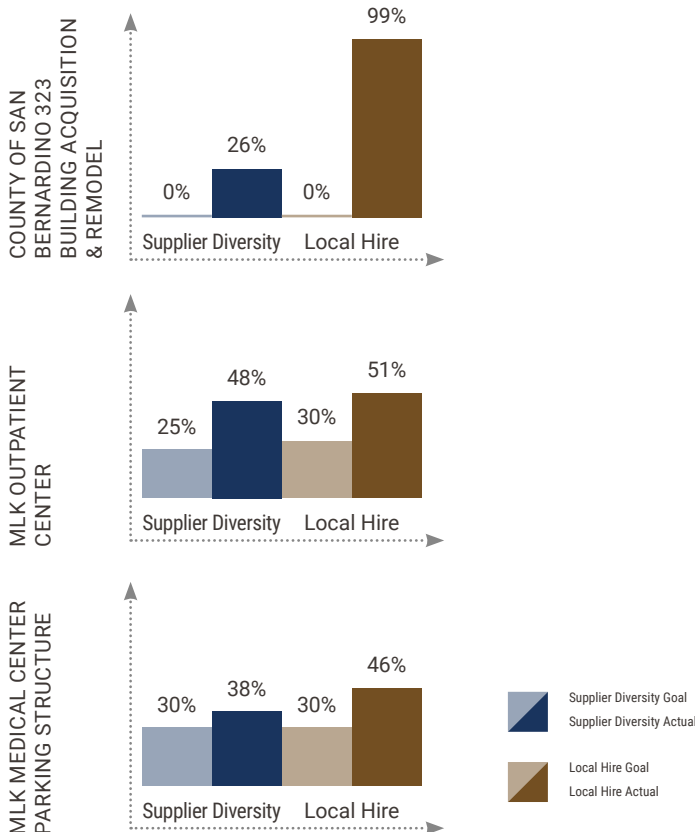
Procure

We will set the stage for maximizing contract opportunities for our small businesses during the preconstruction phase of this project by creating bid packages with scopes that small businesses can manage in addition to unbundling certain work as necessary - developing a competitive strategy and overall path to success for these businesses. Furthermore, our approach to procurement of these businesses is based on a best value selection process based on a point value system. This approach ensures that small businesses are fairly assessed and are not unjustifiably rejected. The final selection of bidders is based on the Proposer's ability to provide the best service and value specifically for this project. Finally, our large subtrades are also required to support the spirit of our supplier diversity plan by subcontracting out to local small businesses.

Monitor

We will utilize various software solutions to track our small business spend and plan to produce data monthly so that we continually monitor our small business efforts for the project. This process of tracking helps to ensure that we are traversing a path of achieving any small business goals. It is through this process that we will be able to track all the contracts, subtrades, suppliers, vendors, sub-tiers, consultants, etc. participating in this project – providing full small business transparency and project specific inclusion plan enrichment opportunities throughout the lifecycle of this project. We take a lot of pride in our demonstrated commitment to the small business community. Below is a depiction of some of our other proven Results that reflect our success related to outreach, connecting, and contracting!

SUPPLIER DIVERSITY & LOCAL HIRE SUCCESS



Quality from Start to Finish

Our approach to achieving the performance requirements and optimizing the quality of the project starts with a mindset of Quality without Question.

The key elements of how our team views quality have been integrated in the way we plan, execute and follow up on our projects. Below we have described how we will identify, track and ensure compliance from the design to the project and permitting requirements.



Quality Assurance / Quality Control Approach

Furthermore, our integrated QA/QC approach is designed not only to ensure that every aspect of your project aligns with industry regulations and best practices, but also to exceed your expectations by fostering a culture of excellence and attention to detail. From initial planning to final inspection, our rigorous QA/QC process represents our unwavering dedication to delivering projects that stand the test of time while prioritizing safety, functionality, and precision. Below are some key milestones/activities of our QA/QC process.

PROJECT PROCEDURES MEETING

Each scope of work/trade partner will be on-boarded through a meeting with Omni West, McCarthy, Cannon, City of Garden Grove and the AHJ's inspection team to review procedures and protocols for scheduling inspections and reporting-tracking-resolving issues in coordination with Trade Quality Planning.

TRADE QUALITY PLANNING

McCarthy will oversee this process and add each Trade's Quality Control plan to the project's Site-Specific Quality Plan. Each trade's scope will be reviewed against code, specifications, and inspection requirements. Each trade will highlight their own quality control check points and our team will provide inspection along the way.

INITIAL INSPECTION

Prior to our initial inspection for a new work scope McCarthy's QC will review the work and note any deficiencies in the work that require correction in Procore. This initial QC effort will be documented and provided to the City of Garden Grove inspection team during their first inspection for transparency. We will also note these issues in our weekly QC meeting with the City of Garden Grove team.

COMPLETION INSPECTION

During completion inspections, the team will compile all the preceding inspections and provide an all-encompassing inspection request that captures the work already completed for individual scopes. At the end of the project, prior to starting punch list for each system or component, will have a completion inspection submitted including all the incremental inspections leading to the final sign off.

PRE-FINAL INSPECTION

During the pre-final inspection phase our team will begin tracking minor deficiencies throughout the punch list process. Punch list is kicked off through an internal effort by our team to identify cosmetic deficiencies in the work that needs to be corrected. After our initial pass of correction, the pre-final inspection is submitted to the City of Garden Grove.

FINAL INSPECTION

After all work has been completed and verified by McCarthy personnel our final inspection will be led by Andrew Raufi.



Testing and Commissioning

The testing and commissioning process aligns with the McCarthy QA/QC program requirements. Similarly, the success of the testing and commissioning process lies in the continuity of executing the necessary requirements of the plan. Our team will directly manage the trade partner execution and documentation of the testing and commissioning process. Our team will ensure the following are conducted for each component/system being commissioned:

- » Material/Equipment Verification Inspections
- » Pre-Functional Checklist
- » Start-Up Checklist / Report
- » Pre-Functional Test
- » Functional Performance Test

A System Readiness Checklist will be utilized to coordinate functional performance testing with the City of Garden Grove's facilities management. All completed and approved System Readiness Checklists will then be included in the Final Commissioning Report.

We will generate and maintain a project equipment matrix. This matrix, which will be included as part of the testing and commissioning plan, shall serve as one of the team's main tracking and communication tools during the various stages of the testing and commissioning process. The matrix includes all devices and equipment to be commissioned and tracks the status of various milestone activities from delivery, installation, energization, start-up, and functional performance testing. Additionally, the matrix will be developed in such a manner that equipment and devices will be grouped by the system that they primarily support. These sort and filter capabilities allow the team to track activities on a component or system level.

Innovation

Our team's commitment to delivering innovation to the City of Garden Grove can be seen throughout our response in several areas – how we will deliver the project using innovative techniques from successful design-build delivery methods where we can collaborate with the you to help make decisions to hit critical milestones in your schedule. We provide innovative tools to help us design and budget the project to deliver certainty quicker than our competitors. We also provide innovative solutions based on our combined 200+ years of experience delivering projects similar in size and scale to the City of Garden Grove. Additional components that our team brings to the table includes our approach to Building Information Modeling (BIM) and prefabrication which we call OffPro.

Building Information Modeling

During construction the building information model (BIM model) will remain a “living document,” undergoing revisions as changes occur. All team members will have access to the current model as well as current 2D construction documents for field use. Trade partners will be required to update the model for any deviation from the design. Designers will update the model for any modification resulting from RFI responses or Owner directive.

The model and related documents will be maintained on a web-/cloud-based platform for immediate access to current project information by all participants. Field staff will have access to the current model and current 2D construction documents through an on-site “electronic plan room”. During this phase the model will be used to enhance visualization of the design for field staff, analyze sequencing of construction activities (including safety considerations), improve cost-estimating for owner-initiated changes and most importantly, support the construction QA/QC process.

The main advantage of the design-build method is the ability to bring all the expertise together in the design phase to resolve all the potential construction issues. Our team will also utilize lessons learned from our extensive experience for the following items:

- » Deck Openings
- » Utility runs and adequate equipment maintenance access spaces
- » Equipment anchorage and utility requirements
- » Lighting compliance with recommendations
- » ADA compliance of all building and site designs
- » Code compliance – exiting and fire rating
- » Monitor facade design elements





Prefabrication – OffPro

Our commitment to prefabrication is driven by what enhances our business and extends to evaluating each project’s unique needs and determining the best approach. Through innovation and collaboration, we endeavor to propel our projects forward and deliver exceptional results.



Our team is committed to evaluate prefabrication and modular construction with the City of Garden Grove to see if it makes sense. We feel that this due diligence is important because:

- » Pushing work to manufacturing space supports localized long-term jobs and could help small and local business in and around the City of Garden Grove.
- » Prefabrication supports maximizing productivity and efficiency across the value chain.
- » Smarter execution management, supported by the marketplace could support better, faster decision making across the project lifecycle

OffPro is focused to support the strategic value-driven application of prefabrication solutions through a project’s entire life cycle. Our team will work with project stakeholders to guide and

manage offsite efforts throughout the entire project lifecycle (design through delivery, no hand-offs).

Our prefabrication approach with OffPro provides our team and our clients with the ability to explore a “marketplace” of solutions for prefabrication before design ever starts. By collaborating with our project teams early on, OffPro creates customized strategies that can be integrated into the design documents to deliver the best results for the City of Garden Grove. We are not tied to one vendor or installer, instead we are able to evaluate solutions that support design phase decision making to easily identify and adopt the best prefabrication strategy for your project.

Prefabrication has the potential to change how the work is delivered for the City of Garden Grove, reducing the impact to the surrounding neighborhood, driving cost and schedule certainty, and increasing quality; the choice to proceed with prefabrication should be made around the project’s collective goals and values along with the City of Garden Grove’s needs. Decisions on prefabrication will be made as a team. We will look at areas that make the most sense based on the design solutions we arrive at, determine the cost associated with prefabrication vs being traditionally built, and will evaluate the time difference between the two. With our team providing another level of innovation, we will be able to work with data along with historical best practices to deliver the best solution and experience to the City of Garden Grove.

Closeout

At McCarthy, close-out starts when we receive the Notice to Proceed. Close-out involves more than submitting O&M manuals and turning over the keys. It is a detailed process to ensure that all elements of the contract have been completed and the user understands the operation of the facility. There are key components to the close-out process:

Start-Up and Commissioning

The startup and commissioning process moves from simple to complex. Initial verifications begin with individual components, to subsystems, to major systems and then to integrated system groups. Adequate time is provided in the schedule to properly go through the prescribed steps. More details on the commissioning process can be found in later in this tabbed section.

Pre-Punch/ Punching Process

We provide an easy to use portable electronic punch process that creates a graphic record with each item located visually on a floor plan. From this, we can generate same-day detailed punch lists that can be sorted by multiple parameters. The system provides for easy tracking of follow-up and creates a plan-based graphic record of areas where inspections have been conducted.

Communication Tools

Bluebeam Revu allows real time communication within the team on punch list and inspection items. The document provides an all-inclusive record from the start of construction to completion. Access is easy and can be made from any computer and field personnel can access the information while in the field.

Record Drawings

With the advent of BIM and utilization of design - build trade partners, the deviation between as-designed and as-built is becoming less and less. Nevertheless, some differences will occur, and they are documented in the field and BIM files/record drawings are updated for a full final record.

Training

Training programs are developed for facility staff to train in system operations of various building systems. Curriculum includes system overview, demonstration, system documentation and training materials. Training sessions are scheduled to meet the needs of facility staff and participant names are tracked.

Operation and Maintenance Manuals

The quality of Operation and Maintenance Manuals has a big influence on the perceived quality of the facility that we deliver. McCarthy developed a first of its kind electronic O&M system that is interactive, easy to use and portable with a plan-based interface for accessing manufacturer's data and other information. This system is also inexpensive to maintain, does not require any special hardware, software, or training, and will save facility engineering staff a great deal of time. It will be tailored to the needs and requirements of the staff with input and buy-in from the Facility Administration.

Final Inspections and Approvals

Our team will schedule and track final signoffs by all required agencies. The process to obtain final agency inspections and approvals is not something that our team takes lightly. We will make sure the right personnel manage this complex process, to make certain that all goes according to plan.

Move Management

As the final step prior to opening the new facility, the move of the City staff into the new facility and their orientation to the new systems and facilities is critical. Significant planning effort will precede the move and we will assign a specific team member for the planning and execution of this activity.

Safety

The Most Important Thing We Do

When performing construction activities on an operating hospital campus, the health and safety of those affected by our project is our most important priority. There are no second chances in our industry, and because of this we go above and beyond the normal safety measures to protect the staff, patients, and workers who will be affected by the 3rd Linac Vault project.

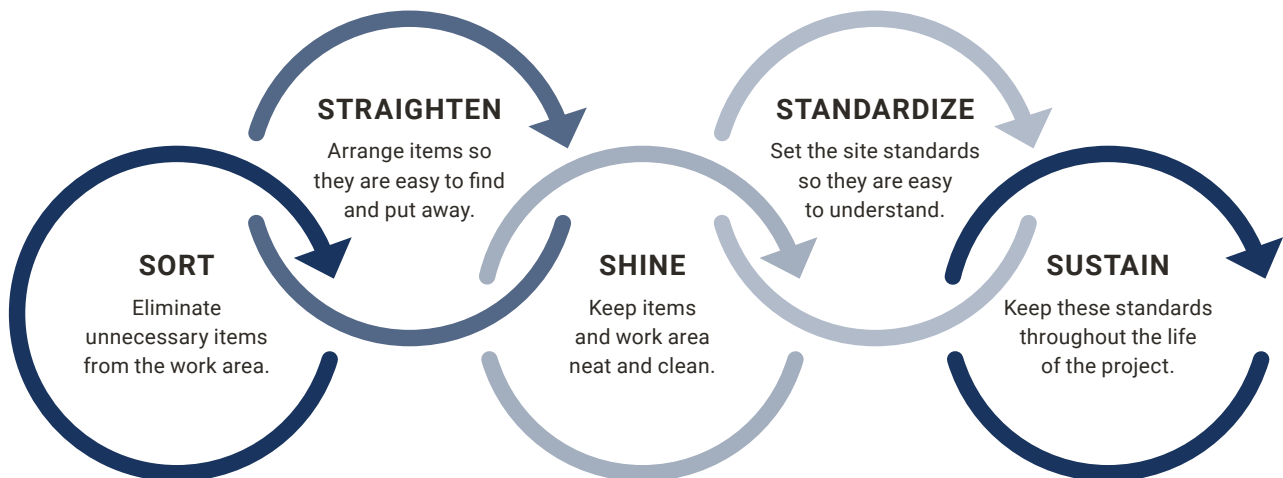
McCarthy continually works to implement new and improved safety procedures. We also require everyone on site, including all second and third tier trade partners, site visitors and vendors to undergo safety training before entering the job site.

McCarthy participation in their Voluntary Protection Program (VPP) – the highest award an employer can achieve. VPP companies are few in number and are considered workplace safety and health leaders within the industry.

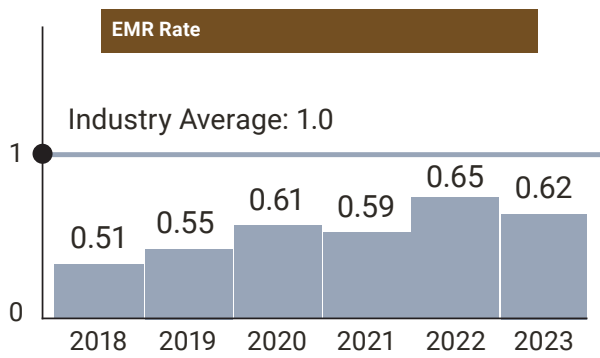
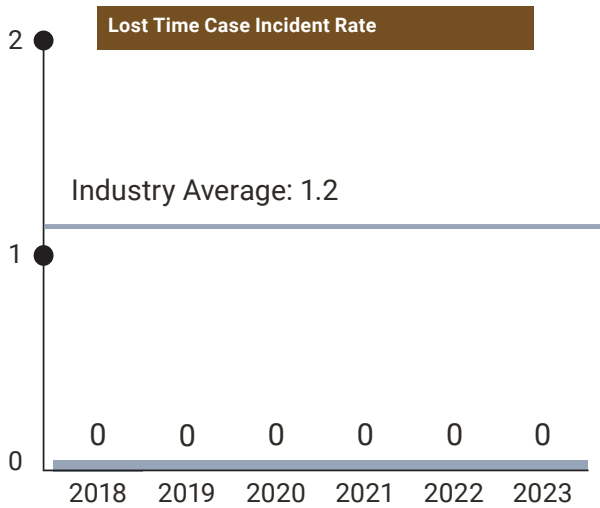
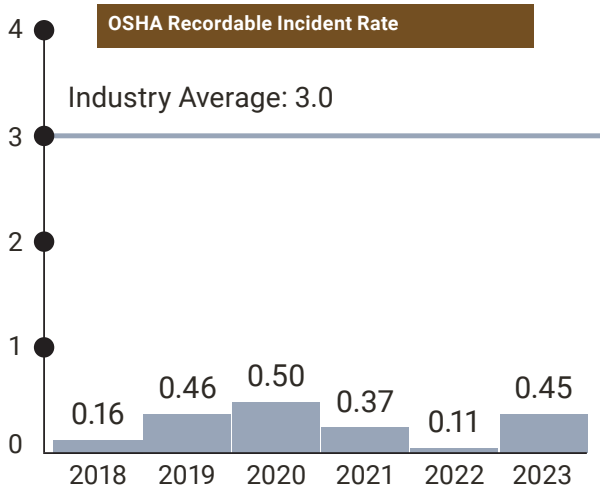
Our company safety goals include:

- » Build each of our projects with zero injuries and accidents
- » Have the most highly trained and safest employees in the industry
- » Protect life, limb, and property
- » Emphasize the human element of safety

McCarthy's 2020 safety initiative was to "Keep it Clean. Keep it Safe." A clean job site is always a safer place to work for all involved. Rising to this initiative, all workers on McCarthy job sites are held to our "5s" system to improve safety and efficiency.



MCCARTHY SAFETY STATISTICS



Experience Modification Rating (EMR), Total Recordable Incident Rate and Lost Workdays Rate

McCarthy's current EMR for 2023 is 0.62, making us one of the safest companies in the construction industry. We are proud to be recognized by Cal/OSHA as being a company whose risk for serious accidents is significantly lower than other work sites within the construction industry and as such has awarded McCarthy participation in their Voluntary Protection Program (VPP) – the highest award an employer can achieve. VPP companies are few and are considered workplace safety and health leaders within the industry.



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

Design Approach

Our design-build team has had some tremendous successes together over the past ten years, including most recently completing three public private partnership projects for the County of Riverside with our partners Omni West and CFP3. Leveraging the latest in LEAN Principles, means and methods, sustainability measures, technology, materials, and systems, we have developed a highly efficient design excellence approach for this project. With strength as the main pillar of our approach, we feel that our team embodies what we call The Power of Three: Partnership. Leadership. Stewardship.

Partnership

The key to securing the right partner is finding a team that demonstrates a symbiotic partnership. The individuals across the McCarthy/CannonDesign team have a strong and successful history working together—a trusted partnership that will amplify our partnership with the City of Garden Grove to deliver on your vision.

Leadership

We know how to drive—not dictate. We know how to push—not pressure. And we know how to forge a clear path forward—through consensus-building and constant communication.

Stewardship

We are committed to being good stewards. The project has many implications: financial, educational, social, environmental and more. Our mission is to deliver a building that impacts yours—on every level.



Our approach is one that will be highly collaborative in which we will listen and lead to ensure that, throughout the process, the City stakeholders are always engaged so that your vision and goals for this exciting and impactful community development will energize the City's social infrastructure and act as a catalyst for future developments.

The City will maintain a clear voice during design. We have found success by developing an open process of communication and setting clear expectations. Our approach also clearly identifies a structure of who in the process has a voice and who has a vote. This is especially important working with larger stakeholder communities within the City's social fabric and environment of what we call "shared governance". Our culture of high-performance teamwork is fostered during concept design through construction to create a unified, project-first focus. This allows us to align our teams with the tasks at hand to identify risks and opportunities, establish trust and work within a decision-making framework. **This allows us to make informed decisions, work flexibly and react quickly to any design evolutions or solutions that your team would like to consider implementing.**

INFORMATION SHARING

One of the most critical elements of a Public, Private, Partnership (P3) is understanding the effects and importance that key design decisions can have on the long-term overall maintenance and operational costs of the Civic Center Revitalization development. With first-in costs equating to roughly twenty percent of the overall project costs, it's the eighty percent, or the operational costs, that can have the greatest significance. Our team's approach throughout the design process is one that is highly inclusive and collaborative, engaging City staff during the design process so that they participate throughout. This involves key City stakeholders, including those involved in maintaining and operating the facility years after the project is completed.

The process that we use to manage the design process is called Set Based Design (SBD). Set Based Design is a LEAN principal practice in which all building systems are evaluated for both first in costs and downstream lifecycle costs. This means that key building systems, such as mechanical and electrical systems, are evaluated for efficiencies and standardization to ensure that the City is equipped with the best possible information to make the most informed decisions possible throughout design. Things that are evaluated are long-term system performance and first-in costs versus long term operational cost and vis versa. The process of SBD is a highly valuable one in which key decisions are made that directly affect the downstream cost of the development while having the City key stakeholders actively engaged every step of the way.

Leadership Approach

Our highly talented team will be led by design-build Project Manager, Andrew Raufi. Andrew is a highly experienced design-builder with a specialization in the P3 design-build delivery method within the community and civic market sector. Dana Taylor will serve on our team as our Integrated Design Lead and will manage the design process. Dai Tran, our Preconstruction Director will manage the cost component of the project. Together Dai and Dana will ensure that the project's goals and the City's goals for the project are achieved for the stipulated budget.

Our proposed design-build team recently completed four highly successful design-build projects including three Riverside County libraries as well as the recently opened County of San Bernardino Public Defender's Public Safety and Administration building. All four projects were highly acclaimed and came in on time and within budget even during the unprecedented challenges of a pandemic. Two of the three libraries exceeded the LEED Silver target and achieved LEED Gold.

Having successfully completed design-build projects with CannonDesign and having worked with our proposed Senior Design Project Manager Jeffery Fuller, AIA, on the recently completed highly successful projects, Jeff has focused much of his career on delivering highly sustainable public agency projects where he has been able to leverage his skillset and the understanding of both local agency coordination and design-build delivery to harness the power in team collaboration to achieve client project goals.

Additionally, the design process will be led by CannonDesign's Design Principal, Kevin Nyhoff. Kevin is a highly sought-after designer with

an approach that is very inclusive and highly collaborative. Kevin is a special talent and will be extremely valuable in creating something very exciting for the City staff and community to enjoy. His design approach begins with the inside functionality and program in mind and carefully evolves its way to the exterior design in a way that creates a powerful aesthetic yet one that will fit within the existing civic environment.

The CannonDesign team will be led by their Principal and Office Practice Leader, Brandon Dekker, DBIA. As leading Principal, Brandon has demonstrated a career dedicated to the advocacy of P3, design-build and progressive design-build delivery and best practices and currently sits on the DBIA-Western Pacific Region's Executive Committee as Immediate Past Board President and Progressive Design-Build sub-committee member where he and his committed colleagues have developed best practices and continue to advocate and lead current legislation (Senate Bill 706 and Assembly Bill 400) that will further the use of progressive design-build delivery for all California cities, counties and special districts. Brandon has worked with several local cities and counties to help educate and develop best practices surrounding this method of P3 and design-build delivery and is a DBIA Certified Professional.

Kian Farr, AIA, will be our Project Architect. Kian has worked with many civic agencies, including the recently completed County of Riverside Libraries, where Kian worked with this specific McCarthy team to deliver three very special community libraries each changing the social infrastructure for each of the three communities. Kian's well-rounded education and P3 and design-build experience makes him a perfect fit for this project.

When it comes to our sustainability subject matter expert, Eric Corey Freed serves as CannonDesign's Director of Sustainability. Eric is well known in the sustainable community having written 12 books on the subject, as well as a LEED Fellow. Eric is considered one of the nation's leading minds on the subject of sustainability. Eric is heavily involved in the USGBC and is a member of the Construction Management Association of America's Southern California Sustainability Committee and frequently guest speaks on the topic of Zero Net Energy (ZNE). Eric uses such platforms to educate owners on sustainability best practices and initiatives.

It will be the responsibility of these five leaders to ensure the team remains focused, highly collaborative and always transparent throughout the course of the entire project.

Our approach began with an intensive "deep dive" into the City's master plan, program statement, reference documents, and standards related to the Civic Center Revitalization Project. It is our obligation to understand the City's objectives and goals for the project as well as all the intricacies of the civic campus and project detail to ensure we fulfill our obligation to deliver a highly sustainable facility that offers new, modern, flexible and well-equipped spaces for City staff and residents to work, socialize and grow.

To maintain our budget, schedule, and quality guidelines, we would begin with a program download with all parties to discuss assumptions made during the RFQ process and objectives for the project. The benefit to the City is that the planning process is integral in analyzing work, identifying the risks to each stakeholder, and understanding any project constraints.

Alongside teaming and goal alignment activities, we will use a project dashboard as a framework that allows the entire project team to communicate and find the most relevant, up-to-date information in one place.

With dedicated staff, proven processes, and executive leadership support, the McCarthy/CannonDesign team will maintain a consistent and clear message throughout the process: Let's do it right the first time! That's
The Power of Three: Partnership. Leadership. Stewardship.

Life Cycle Costs

The CPF3/Omni West team understands the importance of life cycle costs over the life of the building for such systems as mechanical equipment, electrical equipment, etc. Our combined life cycle costing process uses tested and proven systems and materials that historically fit the evaluation and applications of alternative cost competitive systems and materials.

Life cycle cost analysis is an important economic analysis tool used to select the most cost efficient and practical solution for a building feature or type of system to be used. It provides a methodology for computing the cost of a proposed system over its life span and identifies the least expensive cost alternatives. By factoring in initial cost, maintenance, life expectancy and replacement costs it provides a picture of true cost over the life span of a building. Life cycle costing includes many different features of the building including HVAC and lighting.

Together, with our trade partners along with our trade partners we will develop various options for these systems to incorporate the first cost / cost of the material and/or equipment and analyze how that material and/or system will perform for a set time to develop a true-life cycle cost analysis. The decisions on materials and equipment will be evaluated with the City of Garden Grove. With Omni West providing the management of the building over the course of the development deal – they will ensure the final building design incorporates materials and equipment that meet the day to day needs of the City of Garden Grove. Our process incorporates and modeling and analysis methodology.

Modeling Methodology

- » Life Cycle Cost Analysis (LCCA)
 - Will be developed with our team and the City of Garden Grove.
- » Energy Analysis
 - We will use a robust modeling software that will provide in-depth energy analysis and can model a variety of energy features including daylighting and natural ventilation.
- » Load Calculations
 - Will be developed with our team and the City of Garden Grove.

Analysis Methodology

- » Life Cycle Cost Analysis (LCCA)
 - We recommend basing the life cycle cost analysis on a 30-year study period but could change based on discussions with the City of Garden Grove. The LCCA will include the purchasing cost, material cost, installation cost, maintenance cost, operating cost, replacement cost, life expectancy of the equipment, and the internal rate of return.
- » Total Building Energy Use
 - An important component in evaluating the life cycle cost of the building is to get an accurate estimate of the overall energy consumption of the building per year. This can then be converted to an annual energy cost using the proper gas and electric utility rates. All features of the building can then be examined for cost saving potential.

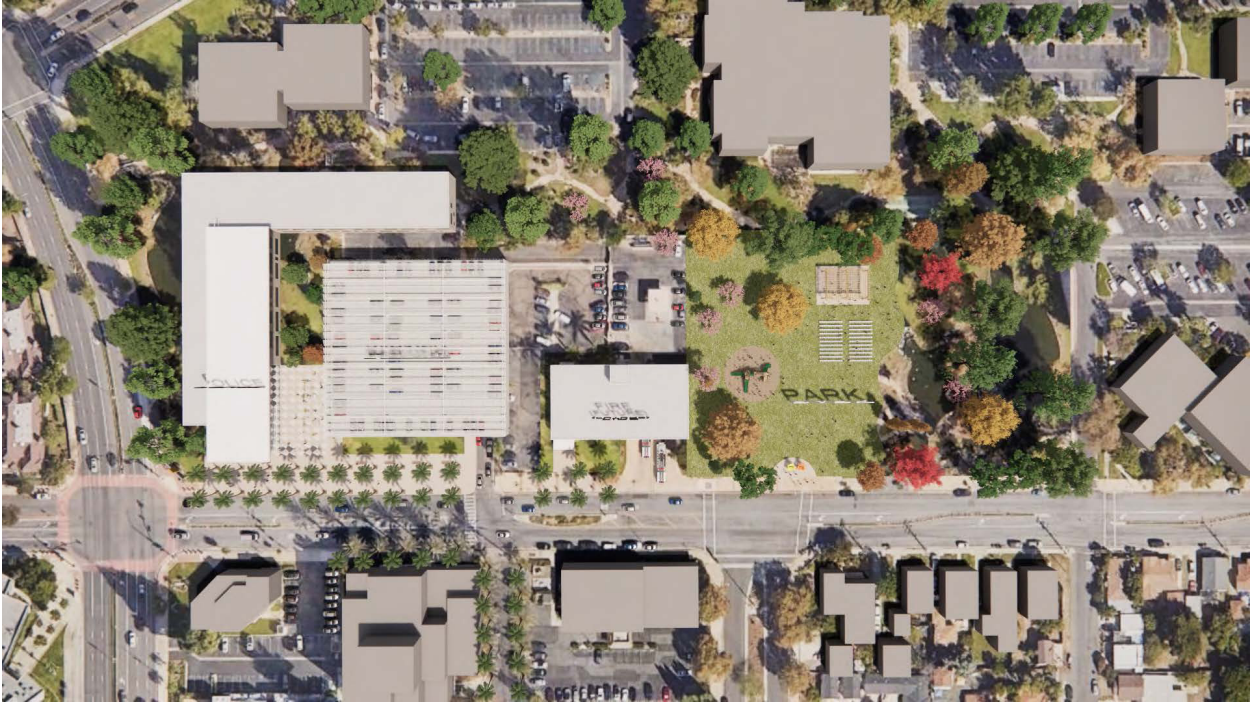
Our combined life cycle costing process uses tested and proven systems and materials that historically fit the evaluation and applications of alternative cost competitive systems and materials.

Project Renderings

Overhead views of the Civic Center show how the Police Building, Parking Structure, Future Fire Station, and Park all interconnect to form a civic presence yet an inviting opportunity for the community to engage with the park and civic buildings, creating a sense of community connectedness along with promoting health and wellness. The park offers a diverse set of opportunities for family gatherings, picnics, special events as well as for children to play.



Approach





The Police Building, Parking Structure, and Future Fire Station offer a dramatic street presence. The Police Building is a secured building with an inviting façade offering plenty of glass to let in natural light yet provides a sense of security and safety for those working within the facility. With its clean lines and the use of contemporary and durable materials, the facility is civic and timeless as well as one that is easy to maintain. The Parking Structure design is efficient, and the exterior is dressed with artistic metal screening to soften the exterior view and visually create a connection between the Civic Center campus. The courtyard between the Police Building and the Parking Structure offers the community and staff an opportunity to sit under shade canopies providing a very inviting outdoor space for events or just to grab lunch or relax and read a book.





d. Construction Approach and experience working under a Project Labor Agreement

Project Labor Agreements

Earlier in our response we outlined our construction approach. In addition to our approach our teams have significant experience in working under a Project Labor Agreement, especially with public entities. We are committed to creating a skilled local workforce that is reflective of the population of the communities surrounding the Project and within the County. We will establish and implement a framework for work and economic opportunity to maximize career opportunities for residents and targeted workers, including those who have not previously qualified to be employed on construction projects. We will work with established small diverse owned business advocacy organizations, unions and other community groups who work with targeted worker groups to conduct outreach and recruit enough local residents and targeted workers who are interested in pursuing and advancing a career in construction. For individuals who have provable experience and do not require additional assistance and training, we will coordinate with the Union to provide provable experience to bring them into the Union within their applicable experience level.

Our strong trade partner relationships, locally and nationally, afford us the ability to provide the most qualified crafts people to build our projects and will utilize our strong partnerships with the local unions to jointly work together to resolve any issues that may arise. McCarthy is signatory to the following unions in Southern California: Carpenters, Laborers and Cement Masons.

We've been building in this community for over 40 years and pride ourselves as a community-based builder that is committed to increasing the skilled labor force in all our project endeavors. It is to this point that we understand how critical a project labor agreement can be for a project and will work with our local trade partners, community, and neighbors to ensure compliance to all aspects off any labor agreement that is set in place for this project.

We pride ourselves as a community builder that has national capabilities.

Our experience, proven commitment and past successes reinforce the fact that we know that we can truly make a positive impact on the surrounding communities – all while achieving successful compliance with any labor agreements and working in partnership with local advocacy organizations, unions, and the community.

RESOLUTION OF UNION DISPUTES

- As a signatory contractor, we have established relationships with the unions and industry experts in collective bargaining agreements
- We work with the local unions upon project award to minimize the possibility of disputes
- The strength of our existing relationships with the unions and collective bargaining unit provides a method of communicating any issues prior to formal disputes or grievances being filed – this allows for expedited resolutions
- Should a dispute arise, we leverage our existing relationships with both the unions and our trade partners to reach an expedited resolution and agreement on how to proceed moving forward on any given issue

- 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.

Financing Approach

We believe the answer to the lowest cost financing lies with using a nonprofit in conjunction with tax-exempt bonds. Different nonprofit options exist based on the needs of the City and the desired benefits. The nonprofit options of using a 501(c)(3) or a 63-20 corporation will be covered later in this section.

CFP3's first step would be to work with the City's financing team and staff to assess needs and requirements for an acceptable transaction and assess potential options and financing strategies.

If the City feels the using a nonprofit can speed up the delivery of the financing process and provide a good potential option for financing, an assessment of the costs and benefits of the two nonprofit options would be conducted.

A decision would be made on the best option and a term sheet that would guide the financing document creation would be developed and approved by the City.

CFP3 would create limited liability company (LLC), whose sole member is the 501(c)(3). This entity would become the Owner and Borrower on the project and be the entity to enter a Ground Lease with the City. The City would enter a long-term capital Facility Lease with the LLC. Facility Lease payments would pay off the debt service and when the debt service is paid off, the facilities would be donated back to the City at no additional cost.

All documents, including the signing of the Ground and Facility Leases would happen at closing.

From there a schedule for creating financing documentation can be developed. Documentation creation can be done on parallel paths with the Design process with the goal of having most of the financing and project documents done in time for the establishment of a Guaranteed Maximum Price.

During the document preparation phase, an application to one or more rating agencies would be prepared and approved based on a "not to exceed" amount to be borrowed. The actual number to be borrowed can be inserted in the documents after the GMP is established resulting in a Preliminary Official Statement that can be approved and used to market the bonds.

The issuer and nonprofit Board approvals would happen during this process.

Pricing of the Bonds happens around 30 days after a GMP is established with a Closing approximately 15 days after that.

CFP3 borrows the bond proceeds and signs a loan agreement with the Issuer and becomes the Owner/Borrower at closing.

All Bond Proceeds would be held with a Trustee and pay apps would be approved by the City and the nonprofit and disbursements would be requested from the Trustee.



The structure using a nonprofit 501(c)(3) would include the following steps:

This Ground Lease and Facility Lease are the only major documents into which the City needs to enter over the long term. The nonprofit LLC would enter contracts with the Developer and Design-Builder (like the sample DBIA contract provided in Attachment D of the RFQ) to design, develop and construct the facilities according to the approved plans and specifications, thereby insulating the City from legal actions related to the construction of the facilities from contractors and sub-contractors, (since the nonprofit is the Owner). The nonprofit LLC would handle ongoing compliance administration over the term of the bonds, including annual audits.

Benefits of Non-Profit Financing

The use of a nonprofit to finance the project has many advantages:

- » Long-term fixed-rate tax-exempt debt financing with competitive interest rates determined by the tax-exempt market and equal to the City's credit rating equivalent.
- » Faster project delivery, which mitigates the risk of future construction cost and interest rate hikes.
- » Guaranteed maximum price and schedule.
- » The City can pay off the bonds early, subject to optional redemption feature in the bond issuance.
- » The LLC has no profit motivation, unlike equity driven P3 deals that require high rates of return on the equity invested in the project.
- » Property tax is exempted.
- » Total transparency. The City has full access to the financial records and reporting on the transaction.
- » The City maintains control and works directly with the Design Builder and Developer to give approvals and direction. The nonprofit LLC stands in as intermediary for and on behalf of the City and is motivated to make sure the City gets what it wants within the limitations of the available bond proceeds.
- » Flexibility rent schedule that can be tailored to the City's needs.
- » The City is insulated from any potential legal actions taken by contractors or subcontractors. The nonprofit LLC takes on that risk as owner.

Two Types of Nonprofit Governance

There are two “flavors” or approaches to setting up the governance of the nonprofit to deliver tax-exempt financing: 63-20 Bonds or 501(c)(3) Lease Revenue Bonds. In either case, a separate Special Purpose Entity is established.

If the City wants to feel more in control, a 63-20 nonprofit corporation Special Purpose Entity is set up that would have at least 80% of its Board Members approved by the City, or in many cases, staffed in part by the City.

Depending on the situation and the rating agency, this approach might be considered a better option to get the best rating. Because the expected security on the debt will be a long-term lease, we do not expect a significant rating differential between the 63-20 or 501(c)(3) option, subject to rating agency reviews and conclusion.

If the City wants an arm’s length independent 501(c)(3) nonprofit entity to be the owner, Lease Revenue Bonds would be issued.

Most of the benefits remain the same. The Board used by CFP3 is experienced at

understanding the role of the nonprofit and in compliance management. The Board could also accommodate City Board members, if desired, but most of the Board would need to be independent 501(c)(3) members. However, since the mission of the organization is still to lessen the burden of government, the entity is still standing in on behalf of the City.

One benefit of having an independent nonprofit is that the City can further insulate itself from public ridicule. To some, the 63-20 approach could raise local political issues of a governmental unit creating an “alter-ego” to avoid referendum, public union staffing, procurement, or other oversight issues. The 62-20 may require City time and resource commitments that could otherwise be used elsewhere.

With the 501(c)(3) approach, the City can still retain as much control as it wants through the terms of the lease.

Either way, CFP3 can set up either entity based on City of Garden Grove’s preference.



Summary of Financial Plan

CFP3, as 501(c)(3) Landlord, will issue Lease Revenue Bonds in the amount required to capitalize and pay for all costs required to complete the Project.

The Bond financing will provide:

1. Capital for all costs of acquisition, construction, installation of equipment and demolition.
2. Capitalized interest as needed during construction.
3. Payment of Costs of Issuance of the Bond issue.

The Bond financing plan can provide additional flexibility for the City in using the expected reinvestment of bond proceeds during the Construction Phase. Those funds can be used to provide a contingency for added scope or pay for upgrades. They can also be used to pay for part of the Guaranteed Maximum Price contract which would decrease the amount to be borrowed.



The core working assumptions of the financing plan include:

- » Bond Issuance in 2nd Quarter 2024.
- » Full review and approvals of financing team including Bond Counsel, conduit issuer, City staff and Financial Advisor and all other appropriate participants.
- » Bond issuance rated in the AA category and commensurate with a City Lease obligation.
- » Full due diligence, issuance disclosure and public offering of the CFP3 bond for City of Garden Grove.
- » As available, the bond issuance would review qualification for bond insurance and subsequent economic benefits for a pre-sale review and execution.

Working within the ENA contract the City and CFP3's financing team members would work together to determine the cost/benefit of the different tax-exempt approaches (501(c)(3) Lease Revenue Bonds vs. 63-20 Bond Structure versus the City's own financing). Assuming the City wishes to continue with the P3 nonprofit doing the financing, those members of the CFP3 team that are responsible for the bond financing will prepare and present a formal Terms and Conditions Sheet (subject to all approvals) which will serve as guideline for all participants in the Financing and Lease Agreements.

For initial review and analysis, we provide summary market information on the next page that illustrates:

- » Debt capacity analysis of the City's project based on \$9 million annual debt service payment.

Tax-exempt Bond rates based on trading desk evaluation of a market AA rated Lease Revenue transaction (subject to market conditions at issuance.)

Sources and Uses Estimate

Debt Capacity Analysis / Net Proceeds Calculation	
30 Year Amortization	
Sources & Uses	
Sources	
Par Amount of Series 2024 Bonds	\$138,500,000
Bond Premium	\$4,166,337
Total Sources	\$142,666,337
Uses	
Net Bond Proceeds	\$140,991,087
Costs of Issuance	\$1,675,250
Total Uses	\$142,666,337
Total Bond Proceeds	\$142,666,337
Average Annual Debt Service	\$8,970,000

Bond Pricing Estimate

California Economic Development Authority				
Lease Revenue Bonds, Series 2024				
S&P AA Rated or Equivalent				
Optional Redemption – 5/1/2034 at 100				
TM3 AAA GO MMD Index as of 8/23/2023				
Maturity (May 1 st)	AAA MMD Index	Coupon	Yield	Spread to Index
2025	3.270%	5.000%	3.350%	0.080%
2026	3.190%	5.000%	3.300%	0.110%
2027	3.060%	5.000%	3.200%	0.140%
2028	2.960%	5.000%	3.150%	0.190%
2029	2.930%	5.000%	3.100%	0.170%
2030	2.900%	5.000%	3.100%	0.200%
2031	2.880%	5.000%	3.075%	0.195%
2032	2.860%	5.000%	3.050%	0.190%
2033	2.880%	5.000%	3.200%	0.320%
2034	2.950%	5.000%	3.300%	0.350%
2035	3.020	5.000%	3.450%	0.430%
2039	3.450%	5.000%	3.950%	0.500%
2044	3.680%	5.000%	4.250%	0.570%
2054	3.910%	4.500%	4.650%	0.740%

The material herein includes certain statements, estimates, and projections based on the RFQ with respect to the anticipated future costs of the project(s) and debt service capacity. Such statements, estimates, and projections reflect various assumptions concerning anticipated results and have been included solely for illustrative purposes. Colliers Securities makes no representations as to the accuracy or completeness of such statements, estimates, or projections and actual results may vary from those projected and are subject to final pricing of the financing.



Section 04

Budget for the ENA

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Section 05

Required Questionnaire

Attachment G – Required Questionnaire

Please answer each question below and submit it with your statement of qualifications. Evidence of your affirmative response to question (I) must be provided with your response to this Questionnaire. For all other questions, the City may request evidence to support your responses during the evaluation process. Such evidence must be provided to the City within 48 hours of the 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. **Privately held corporation**
- (B) Please list the design-build entity’s current or intended shareholders, partners, or members. **Please see response on the following page.**
- (C) Does the proposer’s construction firm have sufficient bonding capacity for 100% of the potential project value (assume up to \$175 million. (yes/no) **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/no) **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? (yes/no) **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/no) **Yes**
- (G) Do all of the firms included in the statement of qualifications have workers’ compensation insurance? (yes/no) **Yes**
- (H) Does the proposer’s construction firm have a workers’ safety program in place? (yes/no) **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/no, **provide evidence of an affirmative response**) **Yes, please see attached letter.**

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.



Signature

Steve Collins

Name

August 31, 2023

Date

President

Title

Community Facility Public Private Partnerships

Company

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

McCarthy Building Companies, Inc. is a wholly-owned subsidiary of McCarthy Holdings, Inc., which is a wholly owned subsidiary of Genuine McCarthy Enterprises, Inc. 100% of the outstanding shares of Genuine McCarthy Enterprises, Inc. are owned by the Genuine McCarthy Employee Stock Ownership Plan (ESOP).



Arch Insurance Company

311 South Wacker Drive
Suite 3700
Chicago, IL 60606

T: 312.601.8400
F: 312.601.8492

archinsurance.com

August 25, 2023

City of Garden Grove
11222 Acacia Parkway
Garden Grove, CA 92840

**RE: *McCarthy Building Companies, Inc. CA Bureau ID #1719088
City of Garden Grove Civic Center Revitalization RFQ***

To Whom It May Concern,

McCarthy Building Companies, Inc. has the following history of credit Workers Compensation experience modifications (EMRs) that reflect their significantly better than average California loss history and their exemplary California and countrywide safety and accident prevention programs that promote and emphasize occupational safety.

<u>Effective Date</u>	<u>CA EMR</u>
4/1/2023	.62
4/1/2022	.65
4/1/2021	.59
4/1/2020	.61
4/1/2019	.55
4/1/2018	.51

Aon Risk Solutions manages the casualty insurance needs for McCarthy Building Companies, Inc. If you have any questions or require additional information, please contact me at (312) 601-8473 or Justin Kolka, Account Executive, Aon Construction Services Group at (314) 381-3671.

Sincerely,

A handwritten signature in blue ink that reads "Sheryl Johnson-Geller".

Sheryl Johnson
Arch Insurance Group – Underwriting Assistant

