



Administrative Report

O.1., File # 25-0970

Meeting Date: 7/15/2025

To: MAYOR AND CITY COUNCIL

From: LUKE SMUDE, ASSISTANT TO THE CITY MANAGER

TITLE

DISCUSSION AND POSSIBLE ACTION REGARDING THE APPROVAL OF AN AGREEMENT WITH GRIFFIN STRUCTURES, INC TO SERVE AS THE CITY'S OWNER'S REPRESENTATIVE AND PROGRAM MANAGER FOR THE IMPLEMENTATION OF MEASURE FP, THE CITY'S PUBLIC SAFETY GENERAL OBLIGATION BOND MEASURE, TO PERFORM THE INITIAL STRATEGIC PLANNING PHASE AND TO DEVELOP A SCOPE OF WORK FOR FUTURE PROJECT PHASES FOR AN AMOUNT NOT TO EXCEED \$150,000

EXECUTIVE SUMMARY

On November 5, 2024, Redondo Beach voters approved Measure FP, authorizing the City to issue up to \$93,350,000 in general obligation (GO) bonds to fund the replacement and rehabilitation of the City's Police and Fire facilities. The results of the election were certified on December 10, 2024, with 71.41% of residents voting in favor of the ballot measure.

On December 17, 2024, City staff provided a report to the Council on the next steps to begin implementing Measure FP in a timely and transparent manner. On February 27, 2025, the City issued Request for Proposals (RFP) No. 2425-004 for "Owner's Representative and Program Management Services for City Bond Measure (FP) Project Implementation to Reconstruct Fire Stations 1 & 2 and the City's Main Police Station and to Renovate the Police Annex Facility."

The City received 11 proposals, and an internal evaluation committee comprised of staff from the City Manager's Office and the Fire, Police, and Public Works Departments selected the four highest-rated firms to participate in an in-person panel/oral interview process during the week of May 12, 2025.

Ultimately, Griffin Structures, Inc. (Griffin) obtained the highest score in the evaluation process based on the firm's proposed approach and work plan, prior experience with project delivery for public safety facilities, and seasoned project team that has been active in the Southern California community for over four decades.

BACKGROUND

An owner's representative is critical to the success of large-scale capital projects, as they perform a range of services at every stage - from inception, planning and design to construction, completion, and closeout - while working to protect the owner's goals, objectives, and interests.

As the owner's advocate, they serve as a central point of contact to facilitate communication and

collaboration among all stakeholders, including architects, engineers, contractors, subcontractors, testing agencies, utility providers, financial institutions, equipment vendors, and other professionals. Engaging the services of an owner's representatives is also a means to manage and mitigate the risks inherent to complex projects to ensure they are delivered on time and within budget.

The first step in working with an owner's representative is the Strategic Planning Phase, which lays the groundwork and provides a structured framework for defining the overarching project vision, establishing roles and responsibilities of the project team and all stakeholders, creating key project parameters, priorities and procedures, establishing a decision-making process, and working with the City to create a project charter, roadmap, and work plan.

In order to select a qualified firm, the City issued an RFP on February 27, 2025 for Owner's Representative and Program Management Services to implement the projects associated with Measure FP. The City received a total of 11 proposals from (in alphabetical order): Accenture, Athenian Group, Cumming Management Group, Griffin Structures, H.W. Lochner, MOCA Systems, PSOMAS, Rider Levett Bucknall, STV Construction, Transtech Engineers, and Turner & Townsend Heery.

An evaluation committee comprised of City staff from the Police, Fire, Public Works Departments, as well as the City Manager's Office evaluated the proposals based on the firms' experience with similar projects, demonstrated program management competency in delivering complex construction projects (preferably related to public safety facilities), expertise in various procurement strategies, project/cost/schedule development and controls, ability to deliver exceptional results throughout the full project lifecycle, applicability of references, and proposed cost structure for the Strategic Planning Phase.

The top four firms were invited to an in-person panel interview to discuss a range of questions developed by the City's evaluation committee as well as elaborate on specific areas of interest identified by the committee in their review of the firms' proposals. The invitees were, in alphabetical order: Cumming Management Group, Griffin Structures, MOCA Systems, and PSOMAS. Firms were scored on the depth of their responses, ability to address the unique challenges presented by Measure FP, proposed project team, and overall presentation. Upon completion of the four interviews, Griffin was awarded the highest score by the evaluation committee.

At this time, staff is proposing that the City enter into an Agreement with Griffin for a not to exceed amount of \$150,000 to complete the Strategic Planning Phase of Measure FP implementation. If approved, City staff from across the organization will work with Griffin to select the project delivery method (see Appendix B) that best utilizes the City's available GO Bond funding, mitigates project risks, and maintains continuity of service at the City's essential public safety facilities at Fire Station 1, Fire Station 2, and the Main Police Station as they are replaced and the Police Annex is renovated.

TABLE 1: MEASURE FP: FACILITIES TO BE REPLACED/RENOVATED			
Facility	Dimensions	Zoning	Current Use

Fire Station No. 1 401 S. Broadway	Lot Size: 23,500 SF Building Size: 11,500 SF Living Space: 3,000 SF Office/Utility Space: 2,600 SF	Public and Institutional Zone Development Standards: P-CF Community Facility Zone Apparatus Bays: 3	HQ Station for Fire Department Administration & Prevention Bureau
Fire Station No. 2 2400 Grant Ave.	Lot Size: 31,000 SF Building Size: 7,800 SF Living Space: 3,600 SF Office/Utility Space: 2,100 SF	Public and Institutional Zone Development Standards: P-CF Community Facility Zone Apparatus Bays: 2	Backup Communications & Emergency Dispatch Center
Main Police Station 401 S. Diamond St.	Lot Size: 38,000 SF Building Size: 12,000 SF	Public and Institutional Zone Development Standards: P-CIV Center Zone	Police Administration, Patrol & Management Services & Dispatch / Communications Center
Police Annex 200 N. PCH	Lot Size: 20,000 SF Building Size: 11,200 SF	Public and Institutional Zone Development Standards: P-SF School Facility Zone	Police Investigations & Special Operations Divisions

The Strategic Planning Phase will also address key regulatory and environmental considerations, any necessary entitlements or permits that could impact the project schedule, and opportunities to streamline approval processes.

City staff will also work with Griffin to finalize roles, responsibilities, procedures, and other administrative requirements to efficiently plan and execute the projects funded by Measure FP. This includes effective task sequencing, communication planning, document management, process controls, and cost tracking across all divisions of labor. Griffin will help the City develop milestones, analyze project constraints, evaluate potential trade-offs and dependencies, and develop quality assurance measures and key performance indicators.

Appendix C provides an example of deliverables Griffin will develop and provide during the Strategic Planning Phase that will guide implementation throughout future project phases. The proposed Agreement funds only the Strategic Planning Phase of the Project, which is projected to take 16 weeks, with a not to exceed value of \$150,000. The scope of work for subsequent project phases will be developed in the final half of the Strategic Planning Phase. Using this approach, the City can tailor work in future phases based upon the preferred delivery method and estimated timeline that will be developed with Griffin. Any amendment to the Agreement will be presented to Council for consideration at a later date.

The delivery method(s) selected will ultimately drive the procurement strategy, and the construction schedule, with the acknowledgement that time escalates cost so it may be advantageous to prioritize the largest and most expensive parts of the construction first, lock in pricing with early contractor involvement, and improve the City's speed to market.

Following the Strategic Planning Phase, the Pre-Construction Phase will establish a detailed design phase master schedule to formulate, review and approve development and construction documents, perform cost estimating, constructability and value engineering, plan for long lead items, identify suitable temporary spaces, and implement procurement processes to ensure the selection of the most capable designers, engineers, and construction contractors. It is estimated that the design, development, and procurement activities within the Pre-Construction Phase will cost about roughly 15% of the total approved bond amount at roughly \$13 to \$14 million.

There will be multiple implementation strategies to consider, but, assuming the first portion of the Construction Phase includes the reconstruction of one of the two Fire Stations and the Main Police Station, these structures are estimated to require roughly 50% of the total bond amount at \$47 to \$50 million. A second portion of the Construction Phase would then entail reconstruction of the other Fire Station and renovation of the Police Annex, costing an estimated \$30 to \$33 million, or 35% of the total bond amount.

Depending on how the Construction Phase(s) are sequenced, and given the alignment with financial markets and bond issuance, it is anticipated that the projects funded through Measure FP could be completed within anywhere from 51 to 69 months.

Staff recommends approval of the proposed Agreement with Griffin to complete the Strategic Planning Phase of Measure FP implementation, which will establish a strong foundation for the replacement and modernization of the City's key public safety facilities.

COORDINATION

This item was coordinated by the City Manager's Office with the City Treasurer's Office and the Financial Services, Fire, Police, and Public Works Departments. The proposed Agreement was reviewed and approved as to form by the City Attorney's Office.

FISCAL IMPACT

Funding for the proposed Agreement, with a not to exceed total amount of \$150,000, was approved as part of the FY 2025-26 Budget adoption process. Council also approved a Reimbursement Resolution on March 18, 2025, which will allow the City to reimburse eligible project expenses (such as the agreement with Griffin) incurred prior to the City's bond issuance with future bond proceeds.

An agreement or amendment for additional scope beyond the Strategic Planning Phase will be negotiated with Griffin and presented to City Council for consideration at a later date to reflect the preferred project delivery method and estimated construction schedule.

APPROVED BY:

Mike Witzansky, City Manager

ATTACHMENTS

- Agmt - Griffin Structure, Inc
- Request for Proposals - RFP# 2425-005 Owner's Representative & Program Management Services for City Bond Measure (FP) Project Implementation to Reconstruct Fire Stations 1 & 2, the City's Main Police Station, and to Renovate the Police Annex Facility, dated February 27,

2025

- Appendix A - Proposals Received and Scoring Criteria Construction
- Appendix B - Construction Project Delivery Methods
- Appendix C - Strategic Planning Phase Scope of Services & Work Plan to be Developed
- Insurance - Griffin Structures, Inc.