



Construction Management Services for the
County Operations Center



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Pricing Information - Separate Sealed Envelope

We have given below a guide to map the evaluation criteria with the submittal requirements.

LOCATING YOUR EVALUATION CRITERIA

- Contract administration experience with similar projects
Location: 6. References
- Construction management services experience with similar projects
Location: 6. References
- Ability to identify key project issues
Location: 4. Project Approach
- Key project management and staff experience
Location: 3. Quals & Exp and 5. Supporting Doc/Resumes
- Staffing depth and stability
Location: 3. Quals & Exp

1 Cover Sheet (Attachment B)

ATTACHMENT B: COVER SHEET

Name of Person, Business or Organization:	APSI Construction Management
Type of Entity: (e.g. Sole-Proprietorship, Partnership, Corp., Non-Profit, Public Agency)	California Corporation
Federal Tax ID Number:	95-4276255
Contact Person – Name	Ron Mann, Sacramento Area Manager
Contact Person – Address	717 K Street, Suite 534 Sacramento, CA 95814
Contact Person – Phone Number (s)	916.706.3715
Contact Person – e-mail address	ron.mann@apsicm.com

By signing this **Cover Sheet** I hereby attest: that I have read and understood all the terms listed in the RFQ; have read and understood all terms listed in this Statement of Qualifications; that I am authorized to bind the listed entity into this agreement; and that should this SOQ be accepted, I am authorized and able to secure the resources required to deliver against all terms listed within the RFQ as published by the County of Nevada, including any amendments or addenda thereto except as explicitly noted or revised in my submitted SOQ.



Signature of Authorized Representative

Jay Losak, PE, CCM, LEED AP, President

Printed Name of Authorized Representative

January 25, 2018

Date



2 Introductory Letter

January 25, 2018

Attn: Sandy Balzer, Buyer, Nevada County Purchasing Division
Eric Rood Administrative Center
950 Maidu Avenue
Nevada City, CA 95959

RE: RFQ for Construction Management Services for the County Operations Center

Dear Ms. Balzer,

APSI Construction Management (APSI) is very excited and interested in bringing our experience and expertise to successfully deliver this Operations Center project for the County. The APSI team offers the County with numerous benefits that will be critical in making this project a success:

- **Specialized Experience Providing CM Services on Similar Projects** - Extensive knowledge and experience providing construction management services for new public buildings that are similar in size and complexity. APSI has been servicing the Sacramento region since 2002 and delivering successful projects for clients such as Solano County Transit, San Joaquin Regional Transit District, and the Cities of Stockton, Sacramento and Elk Grove, to name a few. APSI also brings expertise in managing up front services including estimating, scheduling, and design and constructability reviews.
- **Local Team** - The individuals presented are local and understand local policies and procedures. Ron Mann, CCM, LEED GA, our proposed Project Executive brings 25 years' experience, with a diverse background of managing both the pre-construction and construction phase of projects for local municipalities and various other local agencies in and around the Sacramento region. Our proposed Project Manager, James Gotcher, brings over 30 years' experience providing construction management services for projects in both the public and private sector, overseeing all phases of construction.

The APSI team has the right experience and resources to manage this project successfully. Most importantly, we have the right attitude to make this project a very high priority for our team and ensure that you have a successful project, with a happy client. As an officer of the firm, I am authorized to execute legal documents on behalf of APSI Construction Management. I appreciate your review of our qualifications, and look forward to working with the County of Nevada. Please contact me if you have any questions or need further clarification at (949) 679-0202.

This proposal has been printed double-sided, using 100% recycled paper.
We are in receipt of Addendum No.1, dated January 11th, 2018.

Sincerely,

A handwritten signature in blue ink that reads 'Jay Losak'.

Jay Losak, PE, CCM, LEED AP
President

A handwritten signature in blue ink that reads 'Ron Mann'.

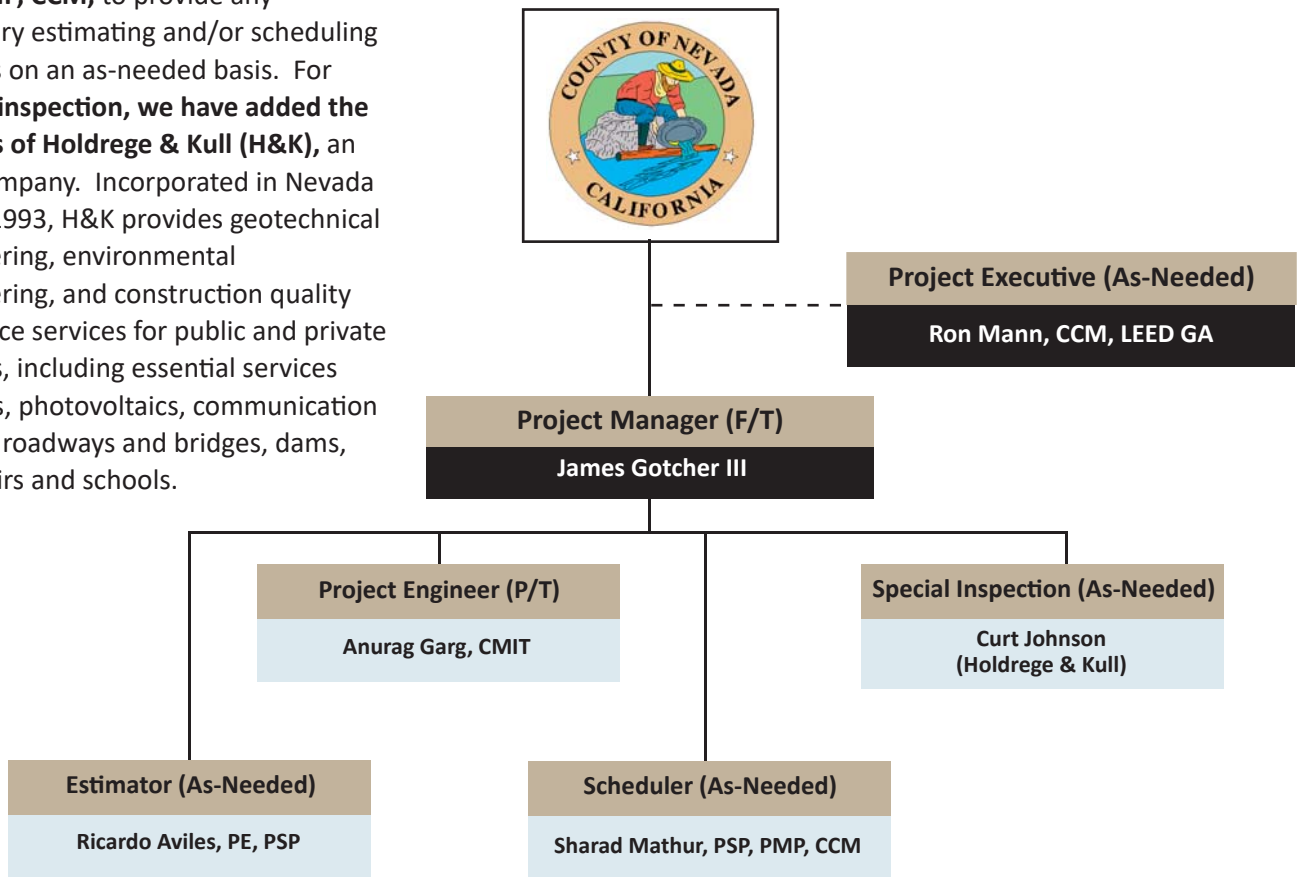
Ron Mann, CCM, LEED GA
Sacramento Area Manager

3 Qualifications and Experience

Team Organization

APSI Construction Management is committed to providing the County of Nevada with quality individuals. The organization chart below highlights the relationship between the County and the APSI team. **Our team will be led by our Project Manager, James Gotcher.** James brings over 30 years' experience providing construction management services for projects in both the public and private sector, overseeing all phases of construction. He has provided management, supervision and inspection services for public and commercial buildings, historic restorations, theatres, pools, residences, hospitals and airports as well as all aspects of underground utilities and paving. **He will function as your full-time Project Manager** and your single point of contact for all project related issues. James will be committed for the duration of the project.

The team will have the **executive level support of Ron Mann, CCM, LEED GA**, a multi-decade veteran of the PM/CM industry, which encompasses construction project management, project controls, scheduling, and claims analysis services for public agencies, colleges and universities, correctional facilities, transportation agencies, and healthcare facilities, along with his local knowledge of the area. To support the team we have added **Anurag Garg, CMIT, who will serve as our part-time Project Engineer.** Anurag brings over five years' of experience with on-site project monitoring, site inspection, productivity analysis, scheduling, estimation and quality control. We have also added **Estimator, Ricardo Aviles, PE, PSP and Scheduler, Sharad Mathur, PSP, PMP, CCM**, to provide any necessary estimating and/or scheduling services on an as-needed basis. For **special inspection, we have added the services of Holdrege & Kull (H&K)**, an NV5 Company. Incorporated in Nevada City in 1993, H&K provides geotechnical engineering, environmental engineering, and construction quality assurance services for public and private projects, including essential services facilities, photovoltaics, communication towers, roadways and bridges, dams, reservoirs and schools.



Qualifications and Experience of the Firm and Team on Similar Projects

The APSI team has a very diverse background in managing projects for public sector clients. These projects include both new construction and facility improvements in occupied facilities and range in construction value from a few million to hundreds of millions of dollars. The team understands the diverse nature of projects that a County undertakes and the fact that you have end users that you work with that come from various walks of life that typically don't fully understand the construction process. This team brings the experience in not only working in these types of facilities but has the proven experience and skill sets to work with all parties. The following matrix shows the experience of APSI as well as the proposed team members in delivering projects similar in scope and complexity to the County Operations Center project.

APSI Relevant Experience	Const. Value	New Const.	CM	Controls	Local Agency Coord.
Operations and Maintenance Facility Renovation, Solano County Transit	\$4M		✓		✓
Operations and Maintenance CNG Project, Solano County Transit	\$4M		✓		✓
Transportation Center, San Joaquin Regional Transit District	\$67.6M	✓		✓	✓
East Valley Vehicle Maintenance Facility, Omnitrans	\$12M	✓		✓	✓
HVAC Upgrades for Main Police Facility, City of Stockton	\$837K		✓	✓	✓
New Animal Shelter, City of Elk Grove	\$15M	✓	✓	✓	✓
Maintenance and Repair Complex, Port of Long Beach	\$71M	✓	✓	✓	✓
Administration and Operations Building, Port of Long Beach	\$55M	✓	✓	✓	✓
Harbor Plaza Maintenance and Administration Complex, Port of Long Beach	\$33M	✓	✓	✓	✓
Security Command and Control Center, Port of Long Beach	\$14M	✓		✓	✓
Hart Senior Center, City of Sacramento	\$300K		✓		✓
George Sim Community Center, City of Sacramento	\$15M	✓		✓	✓
War Memorial Community Center and John Daly Library, City of Daly City	\$22M	✓	✓		✓
Fire Stations 20/30, City of Sacramento	\$8.3M	✓		✓	✓
New Community Center, City of Diamond Bar	\$10M	✓	✓		✓
Three Access Barrier Removal Contracts, CA Department of General Services	\$25M		✓	✓	✓
Fire Station #2, City of Brea	\$3.5M	✓	✓	✓	✓
Jail Expansion, County of Monterey	\$70M	✓	✓	✓	✓
New Juvenile Hall, County of Monterey	\$40M	✓	✓	✓	✓
Wasco State Prison Healthcare Facility Improvement Program, CDCR	\$24M		✓	✓	✓
CA Correctional Institution, Tehachapi, Healthcare Facility Imp. Program CDCR	\$14M		✓	✓	✓
N. Kern State Prison, Delano, Healthcare Facility Improvement Program, CDCR	\$23M		✓	✓	✓
Team Relevant Experience	Const. Value	New Const.	CM	Controls	Local Agency Coord.
Ron Mann, Project Executive					
Operations and Maintenance Facility Renovation, Solano County Transit	\$4M		✓		✓
Operations and Maintenance CNG Project, Solano County Transit	\$4M		✓		✓
Transportation Center, San Joaquin Regional Transit District	\$67.6M	✓		✓	✓

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HVAC Upgrades for Main Police Facility, City of Stockton	\$837K		✓	✓	✓
Hart Senior Center, City of Sacramento	\$300K		✓		✓
George Sim Community Center, City of Sacramento	\$15M	✓		✓	✓
Wasco State Prison Healthcare Facility Improvement Program, CDCR	\$24M		✓	✓	✓
CA Correctional Institution, Tehachapi, Healthcare Facility Imp. Program CDCR	\$14M		✓	✓	✓
N. Kern State Prison, Delano, Healthcare Facility Improvement Program, CDCR	\$23M		✓	✓	✓
City of Elk Grove, New Animal Shelter	\$15M	✓	✓	✓	✓
Beale AFB Project/Construction Management Services, US Department of Air Force	Various		✓	✓	✓
James Gotcher, Project Manager					
City of Pleasanton, Firehouse Arts Center	\$14.5M	✓	✓		✓
City of Pleasanton, Bernal Community Park	\$8.8M	✓	✓		✓
City of Pleasanton, Fire Station No.4	\$8M	✓	✓		✓
City of Pleasanton, Alviso Adobe Community Park	\$5M	✓	✓		✓
City of Pleasanton, Dolores Bengtson Aquatic Center	\$3.7M	✓	✓		✓
City of Pleasanton, Veteran's Memorial Building Renovation	\$4.5M		✓		✓
City of Pleasanton, Maintenance Buildings	\$700K	✓	✓		✓
Anurag Garg, Project Engineer					
Wasco State Prison Healthcare Facility Improvement Program, CDCR	\$24M		✓	✓	✓
CA Correctional Institution, Tehachapi, Healthcare Facility Imp. Program CDCR	\$14M		✓	✓	✓
N. Kern State Prison, Delano, Healthcare Facility Improvement Program, CDCR	\$23M		✓	✓	✓
Bond Program, Fremont Unified School District	\$650M			✓	✓
New School Building/Youth Correctional Facility, Oregon Youth Authority	\$9.7M	✓	✓		
Sharad Mathur, Scheduler					
Harbor Plaza Maintenance Facility, Port of Long Beach	\$34M	✓	✓	✓	✓
Security Command and Control Center, Port of Long Beach	\$14M	✓	✓	✓	✓
New Community Center, City of Diamond Bar	\$10M	✓	✓		✓
Jail Expansion, County of Monterey	\$70M	✓	✓	✓	✓
New Juvenile Hall, County of Monterey	\$40M	✓	✓	✓	✓
Wasco State Prison Healthcare Facility Improvement Program, CDCR	\$24M		✓	✓	✓
CA Correctional Institution, Tehachapi, Healthcare Facility Imp. Program CDCR	\$14M		✓	✓	✓
N. Kern State Prison, Delano, Healthcare Facility Improvement Program, CDCR	\$23M		✓	✓	✓
Ricardo Aviles, Estimator					
Jail Expansion, County of Monterey	\$70M	✓	✓	✓	✓
New Juvenile Hall, County of Monterey	\$40M	✓	✓	✓	✓
Wasco State Prison Healthcare Facility Improvement Program, CDCR	\$24M		✓	✓	✓
CA Correctional Institution, Tehachapi, Healthcare Facility Imp. Program CDCR	\$14M		✓	✓	✓
N. Kern State Prison, Delano, Healthcare Facility Improvement Program, CDCR	\$23M		✓	✓	✓

Current Work Commitments

APSI has reviewed the project duration and will be able to commit the individuals assigned to this project. Current work commitments of individuals are as follows:

Team Member/Role	Commitment on this Project	Current Assignments	Availability
Ron Mann, CCM, LEED GA Project Executive	As-Needed	Project Executive on: CDCR, Healthcare Improvement Program City of Stockton, Tenant Improvements City of Sacramento, On-Call CM Services US Dept of Air Force, Beale AFB CM Services	40%
James Gotcher Project Manager	Full-Time		100% - Available to Start Immediately
Anurag Garg, CMIT Project Engineer	Part-Time	Project Engineer on: CDCR, Healthcare Improvement Program (California Correctional Institute, Tehachapi)	50%
Sharad Mathur, PMP, PSP, CCM Scheduler	As-Needed	Scheduler on: CDCR, Healthcare Improvement Program County of Monterey, Jail Expansion County of Monterey, New Juvenile Hall	20%
Ricardo Aviles, PE, PSP Estimator	As-Needed	Estimator on: CDCR, Healthcare Improvement Program County of Monterey, Jail Expansion County of Monterey, New Juvenile Hall	20%

Staffing Depth and Stability

Since our establishment in 1990, APSI has been a leader in providing project construction management, scheduling, project controls, estimating, and claims analysis services. We have achieved our leadership role by attracting and maintaining high-caliber and highly-trained staff, by staying at the forefront of technologies within our industry, and by expanding our services to meet the needs of our clients. For almost 28 years, APSI has enjoyed steady growth through personalized client service and sound business practices. With a staff of 71 personnel, and a solid backlog, there are no pending office closures or bankruptcy which would impede our ability to service this contract. On average, tenure with APSI for our senior management is over 15 years, and 5 years for the overall staff.

APSI has held a local Sacramento office since 2002, supporting local clients deliver public projects. As a result, we have a strong understanding of local laws, regulations, policies, requirements and permitting. Furthermore, we have offices throughout the State to add additional depth of resources. The local team of talent consists of project managers (2), construction managers (7), engineer (1), and support staff (2). This team brings a wealth of experience and local talent to the County of Nevada to meet the needs of this project.

E-Verify

APSI's standard policy is to follow the US Citizenship and Immigration Services E-Verify system of each new hire.

4 Project Approach

In Section 5 of the RFQ, you provided a list of contract administration, construction inspection and management services to be provided at a minimum for this project. We have reviewed this list and acknowledge that it represents the management tasks that we typically provide to our clients and will also provide to the County of Nevada for this project. Our typical management approach and procedures for several of the key scope items listed, as well as a few others that were not listed, are shown below.

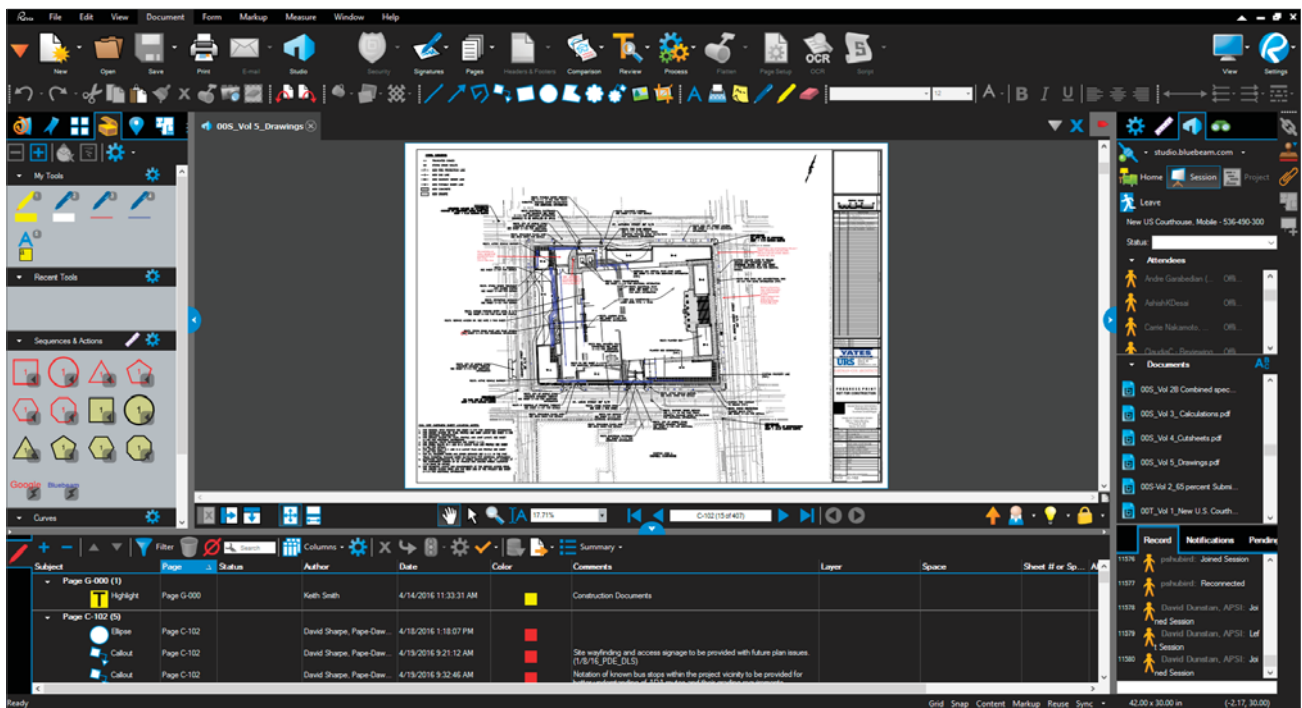
Preconstruction Phase

APSI has successfully provided preconstruction services on multiple projects, most recently for the City of Elk Grove, on a 23,000 sf animal shelter project, also designed by LDA. Additional experience includes the Solano County Transit O&M and CNG projects and for the Department of Corrections on three prison projects. Services provided for these projects included constructability reviews, preparation of bid documents, bid marketing, bid process management and evaluation. James Gotcher, our proposed Project Manager served as the principal in charge of the preparation of bid and contract documents, and evaluation of bids, on several projects for the City of Pleasanton, including a theater, a corporation yard and a fire station project. Listed below is our typical approach to managing various activities you may request during the preconstruction phase:

- **Review of Div. 0 & Div 1** – We review in detail the Division 0 and Division 1 sections of the specifications, including all Special Conditions. This includes verifying that information referenced in one section is consistent in other sections and is directly applicable to this specific project. This important review also serves to make sure no erroneous clauses are included which will make bidding the project difficult. We can provide you with language recommendations, in specific sections, based on our experience with similar projects for other agencies that have proved successful. We recently completed this process as part of providing preconstruction services for the City of Elk Grove on their \$15 million Animal Shelter project.
- **Bid Phase Management** - We can assist the County by tracking responses to bidders' questions and pre-bid RFI's, then provide regular status logs to the project team. If pre-bid RFI responses create the need for a change in the contract documents, we will work with the designer to be sure these changes are accurately reflected in an Addendum and are distributed to all bidders. We can also assist the County with planning and running the Pre-Bid meeting and job walk, to make sure all bidding contractors are aware of specific project factors that could influence their bid.
- **Bid Evaluations** – Prior to bid, we develop a comprehensive check-list of all the requirements necessary for a responsive bidder, as well as a Bid Summary tabulation sheet to compare the bids. When the bids are submitted, APSI will review each bid for responsiveness versus the requirements in the Bid documents. We will pay special attention to any exclusions noted by the contractor and all alternates will be listed in order of bid price. We will make recommendations to the County regarding award to the lowest qualified, responsible and responsive bidder.
- **Constructability Reviews** – We recommend that you task us with performing a constructability review of the 50% CD documents, as part of preparing the bid documents. The specific objective of APSI's constructability and peer review service is to provide a quality control check and minimize potential RFIs

County of Nevada
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and change orders during construction. To achieve this, we review each drawing and specification, then identify any inconsistencies, non-coordinated or missing information. We will also review the design documents for conformance with any specific stakeholder requirements that have been identified during the Programming and schematic design phases, as well as verification of any applicable Standards or criteria to which the design must conform to. APSI prefers to utilize Bluebeam Studio as the system to track and manage the disposition/execution of all design, constructability, and other review comments for real time collaboration with the design team and stakeholders. After establishing the review criteria, an individual Bluebeam Studio session is opened for a progress review stage. The team members are invited to the session by email and then have Bluebeam Studio access to the PDF files (drawings, specifications, etc) to add comments and review comments made by others. *An example of a Bluebeam Studio session is shown below:*



Throughout the session, all reviewer comments are recorded by user, page, and note, with hyperlinks from the record notes to the comment location in the document (*as shown above*). As the session is closed at the agreed upon deadline, a report of review comments is generated for back-check after the design team has had allocated time to scrub the drawings.

Mobile, AL - Campbell Courthouse R&A													
15% Concept Design Submission - Dated - 2/17/2017													
REVIEW AND COMMENT SHEET													
Reviewer Comments - (3/7/17)					Design Team Responses - (3/21/17)			GSA/CM/tenant Reviewers Response * - (4/3/17)		Final Status - ()			
Comment No.	Initials	Organization	Reference	Reviewer Comments	DB Code	DB Initials	DB Response	GSA Code	GSA Initials	GSA Response	Back check (BC)	BC Initials	Back-check Response
15NCpt MP 1	DA	APSI	G-001	Appendix A.4 of P-100 (page 263) calls for mechanical plans to be provided in a Concept Design submission but no mechanical plans were included.	AE	BB	Only architectural plans were submitted for GSA approvals. All other discipline plans will be provided for next submission.	-	-		-	-	
15NCpt MP 2	LA	CoA	7.0 MECHANICAL	HVAC for the 3rd floor references the 2nd floor and it notes the existing equipment is going to remain. If most of the building is getting upgraded with new HVAC, why would the CoA and Senator floor not be? (Comments are from Jack Chandler)	D	BB	Existing air-handling unit AHU-3 serving the third floor has been recently installed and it is in good condition.	-	-		-	-	
15NCpt MP 3	BSF	GSA	8.0 PLUMBING	Deep sinks need to be added to all janitors' closets	A	RH	Deep sinks will be provided	-	-		-	-	
15NCpt MP 4	DG	IA	Design Narrative	Engineer should verify the city will not require a fire break or domestic break tank since a fire pump and domestic pump will be installed.	AE	AD	A fire pump will be installed in the building to provide water to the new suppression system. Need further explanation of what a fire break is.	-	-		-	-	

- **Review and Monitor the Project Delivery Schedule** – Our Project Manager, James Gotcher has a lot of experience utilizing project delivery schedules, as a management tool, to keep the various project stakeholders and design team on track. We will review the schedule for completeness than work with each stakeholder to confirm deliverable commitments. After this confirmation, reports will be run regularly to verify the status of stakeholder progress towards completion of activities, and confirm if there are any issues that need to be resolved in order for those activities to be completed on time. This proactive approach helps ensure problems are identified with enough advance notice so that there is time for them to be mitigated before impacting the delivery schedule. If requested by the County, we can also perform a detailed schedule duration analysis to assist in determining what a realistic project duration should be.

Construction Phase

Ensuring Clear and Timely Communication - Establishing and maintaining an effective project communication system is an APSI priority on any project. James will act as a liaison between the County staff, Architect and Contractor for the Operations Center project. At the beginning of the project, we will meet with you to discuss and define points of contact, lines of communication, reporting expectations and formats. We will summarize these discussions and expectations, along with our plans for implementation, in a construction management plan, which will outline our communication plan for the project. Some of the tools we routinely utilize to ensure clear communication with all project participants include Dropbox, GoTo meetings, weekly summary reports, check-lists/logs and focused progress meetings and minutes that track the task progress of responsible parties. James will stay in regular contact with the County PM and will customize our communication process and deliverables to meet the specific needs of the County during the duration of this project.

Project Planning and Quality Assurance - During the first few weeks of the project, we will meet with all key project stakeholders, to clearly define Owner project expectations, goals, team roles, responsibilities and most important, procedures for how we will accomplish those goals. First, we do a detailed site investigation, document existing conditions and review all contract documents and County Standards. We then develop a series of logs to be used as management tools for verifying and documenting that each project requirement is actually completed and when. This process greatly improves the quality control on the job and will give the County assurance that we are focusing the project team on completing all requirements of the contract. Some of the logs we develop for managing the project include a Time Sensitive Requirements log, to identify project requirements due in the first 30-60 days; a Tests and Inspections log, to list all required tests and inspections; a Submittal Register, to list all required submittals; and a Closeout Log, to list all items required for successfully closing out the project.

Meetings – As part of this contract, we will organize, plan and chair the preconstruction meeting, weekly progress meetings, and various coordination meetings as necessary to facilitate project communication and success. Weekly progress meetings are utilized not only for coordination and reporting on work progress, but also as a tool to identify specific tasks necessary for project success and who is responsible for completing those tasks. James will spend time during the week following up with project team members to push them to complete the commitments they made in each meeting, in order to facilitate timely resolution of issues. We also generate and review logs and status reports at these meetings for such items as RFI's,

submittals and proposed change orders, in order to keep the project team on track with their commitments and responsibilities.

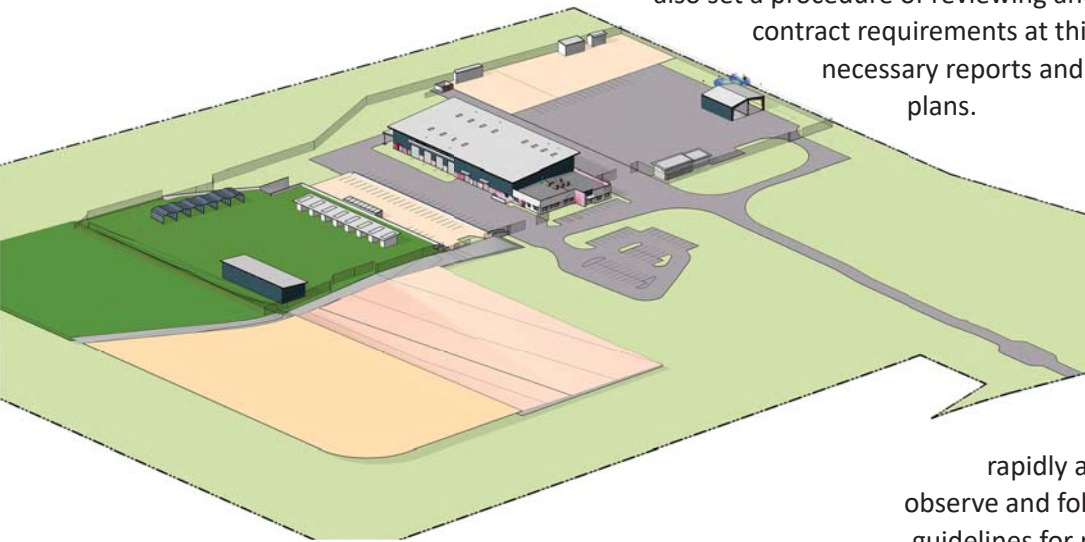
Submittal Management – We will review the specifications in detail and generate a comprehensive log, or submittal register, of all required submittals. This log will be reviewed with the contractor and submittals prioritized based on when they are needed in the field. As submittals come in, we review them for compliance with the contract documents, and actual site conditions, prior to forwarding them on to the approving entity. Submittal status reports will be generated regularly, reviewed in the weekly progress meetings, and outstanding items followed-up on.

Managing Risk & Claims Mitigation - APSI has developed effective procedures to help in avoiding claims on projects. We start by discussing and identifying potential risks, with the project team, then list those risks, along with strategies to mitigate them, in a Risk Register or log for tracking during construction. Plans for avoidance of these risk factors can then be discussed and addressed in the weekly progress meetings in advance of when they will potentially occur. Listed below are a few of the claims avoidance procedures we follow:

- *Open up lines of communication and address issues in a timely manner* – the best way to avoid claims altogether is to identify issues quickly and resolve them with the contractor in a timely manner. To do this, we flag any changes to the contract documents, which are communicated through the RFI or Submittal process, and diligently process those modifications through the change order process. It is important that the contractor understands they are not to proceed with modifications/changes, for which they believe have cost or time impact, without proper written authorization from the County. APSI includes a time each week, during the progress meetings, to identify and discuss any cost or time issues the contractor may have.
- *Issue Tracking* - An issue is any occurrence that may have an impact on project cost, time, deliverables or goals. Issue tracking numbers and files are created as a method to document and organize all applicable information concerning the issue, into one easy to reference file. Following the identification of an issue, we will track it closely and document the details with photos, correspondence, inspector reports and in our daily report. The Issues Log will be reviewed regularly and open issues followed up on to resolve them as quickly as possible.
- *Process legitimate changes quickly and provide clear and timely written direction to the contractor* - Respond quickly as well to change order requests that are not legitimate, citing all applicable contract references as back up to those decisions.

Process Requests for Information (RFI) – “A problem is half solved once it is clearly defined.” In keeping with the wisdom of this quote, we do more than just process RFI’s and send them on to the architect. When an RFI is submitted by the contractor, we first review it for completeness, to verify that all necessary information, such as detail and plan references, is present. We then review the contract documents and confirm that the RFI is a legitimate question, not already covered somewhere in the contract documents. If it will help to clarify the issue, we sometimes attach a picture or sketch so the designer knows exactly what is in question. Once submitted to the designer, we closely track the progress of RFI’s and follow-up with the reviewer regularly to expedite resolution. Timely response to contractor questions is critical to project success and claims mitigation.

Review Contractor Progress Payment Requests – Contractor payment requests will be reviewed and managed in accordance with the procedures addressed in the County Standard Specifications and the General Requirements. During the last few days of each month, we will schedule a time to walk the project with the contractor and review the information in their draft monthly schedule update as well as what their proposed percent complete of Schedule of Values line items is. After agreement is reached concerning quantity of work complete to date, the contractor will transmit the specified number of copies of their pay application, along with an updated construction schedule and any necessary substantiating data, such as Conditional and Unconditional lien releases. APSI will review this information for accuracy and completeness, then make a recommendation for owner approval and payment. As a management tool, we also set a procedure of reviewing and collecting other monthly contract requirements at this time, such as submission of any necessary reports and review of the project as-built plans.



Review and Negotiate Change Orders & Time Extensions

- APSI will work closely with the County Project Manager, Designer and the Contractor to proactively seek agreement on the cost and schedule impacts of all changes as rapidly as possible. We will also diligently observe and follow the County's standard guidelines for processing contract change orders. Typical procedures include:

- First and foremost, APSI will verify the work involved is not part of the original contract scope.
- Once it is determined the work is outside the scope of the contract, we will validate the addition is justified.
- Once it is determined the proposed change order is justified, APSI will perform a detailed estimate and evaluate any time impact assertions made by the contractor. We will document the proposed change order and provide a written justification to the County to review and approve.
- APSI will develop negotiation strategies for every proposed change order and present these findings/strategies to the County's Project Manager, then assist in negotiating the change.
- Once negotiated, APSI will prepare the applicable change order documents, track and route them for necessary signatures.

James will strive for the rapid and fair settlement of all changes. It is our experience unresolved issues quickly become the basis for claims. All the changes will be properly recorded in the Document Control system, and be continuously monitored and discussed at bi-monthly progress meetings until they are settled.

Document Control & Electronic Filing System – We will work with County staff to establish and maintain all project files. RFI's, submittals, meeting minutes, change orders, correspondence, correction notices, daily reports and issues are all managed daily as part of our comprehensive document control system. At project closeout, we will provide the County with a CD or flash drives containing a digital copy of all project documents, in electronic format, organized into easy to understand folders.

Schedule Management – Soon after the preconstruction meeting, we will set up a pre-schedule meeting. We will meet with the Contractor to review the schedule requirements and reinforce the importance of producing a schedule that complies with the contract specifications. Our review of the Contractor's Baseline Schedule includes a detailed review of activity logic, duration, level of detail, inclusion of long-lead procurement items, and contract restrictions.

Once the Baseline Schedule is established and approved, the management emphasis shifts to schedule maintenance and updating. APSI will:

- Verify the contractor's monthly schedule update accurately reflects project status.
- Prepare float trend analysis on each update.
- Assist the Owner in the evaluation of the Contractor's recovery schedules whenever progress is delayed and mitigation measures need to be implemented, or when changes to the contract scope of work have a potential for impacting the schedule
- Monitor the Contractor's progress against the approved schedule. Generate trend reports along with all other analytical reports and charts to discuss in the weekly progress meetings.
- Provide technical analysis for the review of all changes submitted and/or subsequent claims made by the Contractor. Participate in negotiation of all time impact settlements
- Make sure that 3-week look ahead schedules, utilized at the weekly meetings, and the overall project schedule are consistent with each other.

Construction Inspection - We will regularly monitor the contractor's performance, document that inspections are done in accordance with the requirements of regulatory and permitting agencies, and perform quality assurance inspections to confirm the project is constructed in accordance with the contract documents, approved submittals and manufacturer's recommendations. We will also manage H&K, our special inspection firm to be sure all required special inspections and tests are completed efficiently and documented. At the beginning of the project, we will work with the contractor and H&K to identify all required tests and inspections in advance, than review those requirements with the contractor's schedule, in order to maximize the inspector's time on-site and reduce the overall inspection costs of the project.

At the beginning of the project, it is our standard policy to develop a comprehensive list of all the required tests and inspections, to use as a tracking tool to verify that all are complete. Prior to inspection, we confirm that inspectors are aware of any RFI's or approved changes related to the area or scope they are inspecting.

We also regularly reference the Execution section of the specifications, submittals and manufacturer's recommendations to inspect and verify that the contractor is installing products in a quality manner. James will promptly notify the contractor, in writing, concerning any observed variances from the contract requirements, and provide a copy to the County. We will develop a Correction Notices form and log, to formally notify the contractor of any scope of work that is not in compliance with the contract documents and track its correction.

Photo Log – Each day we take digital photos of the work progress and specific materials or equipment installed to confirm compliance with the contract documents and approved submittals. We will then provide a weekly photos report to the County summarizing these pictures and noting the date and what each picture represents.

Daily Inspection Logs – As of the Notice to Proceed, it is APSI's policy to generate a daily inspection report for each day of construction. We record details about site conditions, visitors, all contractor personnel and subcontractors on site, applicable equipment used, work activities started, completed or in progress, activities scheduled but not started/completed, inspections and tests completed, delays, disruptions, and issues.

Monitor Compliance with SWPPP, Permit Requirements and Traffic Control Measures – As part of his daily site inspections, James will monitor the contractor's ongoing compliance with the SWPPP, permit requirements and any required traffic control measures. He will immediately notify the contractor in writing of any observed violations, track the issue in our Correction Notices log, and follow-up on their mitigation efforts. If the situation is not immediately rectified, he will notify the County PM, and any authorities having jurisdiction, and take appropriate action to rectify the situation.

Accident Prevention / Safety - APSI will confirm that, prior to commencement of work, the contractor submits a copy of their safety plan and that it is comprehensive and tailored to the specifics of this project. During the performance of the work, we will monitor the contractor for compliance with OSHA and notify you if they are not implementing the safety controls and procedures previously submitted and discussed. If we become aware that they are not following their safety plan, we bring it to their attention and note it in our daily log. If the situation is not immediately rectified, we will notify you and discuss what course of action should be taken. Additionally, there are times when a project walk reveals an immediate safety hazard to a worker or the general public. If this occurs, we take immediate action to halt the unsafe act and report the incident to the appropriate parties.



Project Closeout – The secret to a successful project closeout is “start early.” Well in advance of substantial completion, as various areas, rooms or systems are progressing; we will utilize our logs and check lists, to continually inform the contractor as to what items are complete and what items are outstanding. We also discuss these outstanding requirements in weekly progress meetings and track

contractor progress towards completing them. When the scope of work is substantially complete, we will schedule the designer and applicable County representatives for a formal punch list inspection. We will facilitate the listing of all outstanding items, from the designer and various stakeholders, into a formal punch list, then follow-up on the completion of those items by the contractor in a timely manner. At the conclusion of the project, we review the contractor's as-built documents for completeness and also review the contractor's submitted O&M, extra materials and warranty information for compliance with the contract documents.

FF&E Management – Should you require us to assist you in managing the furniture, fixtures and equipment installation for this project, our typical approach to FF&E management is as follows. We schedule coordination meetings, early on in the project, with all stakeholders, County staff and specific contractor trades who will be involved with FF&E procurement and installation. Action items from these meetings, along with updated schedules, are regularly distributed and followed-up on with project team members during the course of the project. We look at cut sheets for furniture/equipment to verify utility and space requirements, make sure these points of connection or interaction with the contractor's scope are identified and coordinated way in advance. We can confirm delivery details, how FF&E equipment/furniture will be received, delivered, and stored if necessary.

How Work Prioritized and Hours Phased

During the course of managing hundreds of projects for the Federal GSA, many of which were on a part-time basis, APSI has become proficient at flexing our hours and days to most efficiently meet the changing demands of the project and stay on budget. At any given time in the project, the priorities will vary. Should you require our hours to be phased, we will stay in regular contact with the County PM to come to an agreement as to what the project priorities are at that time, and which scope items should be focused on based on the current needs of the project.

5 Supporting Information (Resumes)

Ron Mann, CCM, LEED GA, Project Executive (As-Needed)

Education: BS, Construction Management, California State University, Fresno
Licenses/Certifications: Certified Construction Manager CMCI ID #A1723, LEED Green Associate, OSHA 10-Hour Construction Safety

Ron's 25 years' experience encompasses construction pre-construction, project management, project controls, scheduling, and claims analysis services. He is adept at managing complex projects, including in occupied facilities. He also brings expertise in managing commissioning activities and documentation for LEED projects. Ron's experience covers projects for public agencies, colleges and universities, correctional facilities, transportation agencies, and healthcare facilities.

City of Elk Grove, New Animal Shelter, Preconstruction Services, Elk Grove, CA – Project Manager for this new \$15 million project which consists of the development of a single story, 23,000 square foot building. Ron is providing pre-construction management services related to the design development and construction documents phases of the Animal Shelter Project (including common pedestrian walks, landscape areas, on-site treatment and detention, and parking lots) from 60% design beginning July 2017 to 90% design ending December 2017. These include the review and development of plans and specifications, constructability analysis, engineer's cost estimates, independent cost estimates, bid evaluation, scheduling analysis, value engineering, project controls, peer review, and prequalification of potential general contractors. Construction of this project will commence in February.

SolTrans, Compressed Natural Gas (CNG) Project at Operations and Maintenance Facility, Vallejo, CA - Project Construction Manager for this \$4 million contract to provide pre-construction and construction management services for the implementation of SolTrans' compressed natural gas (CNG) fueling facility and related maintenance modifications at its Operations and Maintenance Facility, located at 1850 Broadway Street in Vallejo, California. The new CNG facilities consist of fueling islands and related compression equipment located along the southern boundary of their maintenance yard. Ron managed the whole process from pre-construction, providing constructability reviews, preparation of bid documents, managing the bid process, project management during construction and project closeout.

SolTrans, Operations and Maintenance Facility Renovation, Vallejo, CA - Project Construction Manager for the renovation of this \$4 million, 26,800 sf, one story building on a 6-acre site. Pre-construction services included constructability reviews, preparing bid documents, and managing the bid process. The construction management phase included the construction of a 1,150 sf addition to house the dispatch, safety office and server room. Renovation work included the addition and remodel of office space, restroom and kitchen renovations, installation of a CNG detection system, structural and electrical upgrades so part of the building could be designated as an Emergency Operations Center (EOC), exterior fencing and a surveillance system. The facility remained operational during construction, requiring phasing in the shop area and relocation of staff to temporary facilities. The work was funded with federal (Federal Transit Administration), state, and local funding sources. The project was completed on time and budget to the satisfaction of SolTrans.

Ron Mann, CCM, LEED GA | Page 2

San Joaquin Regional Transit District, Transportation Center, Stockton, CA – Ron provided scheduling and estimating services for the new \$47 million, design-build, central operations facility. The 100,000 sf LEED Silver facility included 3 phases. Phase I includes a new fuel / brake / tire building, a wash building, and site work. Phase II is the construction of the new 91,000 sf, 2-story maintenance facility for 250 buses, and Phase III features a new operations building and site work to accommodate an additional 250 buses.

California Department of Corrections & Rehabilitation, Health Care Facilities Improvement Program, Kern County, CA - Project Director for the pre-construction and construction phases of new \$61 million health-care facilities in three CDCR facilities in Kern County, CA. The new facilities are within the secure perimeter, and include renovations, additions, and new buildings to support the planned improvements to health care facilities for inmates. Projects are: Wasco State Prison, Wasco - \$24 million, California Correctional Institution, Tehachapi - \$14 million, and North Kern State Prison, Delano - \$23 million. Preconstruction services include development of a Project Management Plan, phasing reviews, constructability reviews, milestone schedule, submittal tracking log, value engineering, and bidding assistance.

City of Sacramento – Project Manager for four on-call contracts. Individual projects included:

- *George Sim Community Center* – Cost estimates for \$15 million, LEED Silver, 31,600 SF project consisting of demolition of part of the existing facility, construction of new multipurpose addition and new gymnasium, and renovation of existing facilities.
- *Ethel McLeod Hart Senior Center* – Project/Construction Manager for the \$300,000 fast-track 1,600 SF remodel and addition of a wood framed single story to this senior center. Work included the demolition of interior walls and a storefront, the relocation and enlargement of a computer lab for use by seniors, addition of a food preparation area and restrooms.
- *Fire Stations 20/30* - Claims analysis and mediation for the \$8.3 million construction of two new fire stations. Researched and organized project documentation to be used in response to contractor claims. Activities included analysis of contractor's schedules and assisting with preparation of the city's position for litigation.

City of Stockton, Police Department, Chief's Office Tenant Improvements, Stockton, CA – Project Manager to provide construction management services for the construction of \$1 million in tenant improvements for the Chief's Office project located on the fourth floor of the City owned Stewart Eberhardt Building (SEB), located at 22 E. Weber Avenue, in the City of Stockton. The SEB is a four-story essential services building that currently houses sections of the Police and Public Works Departments. The building consists of four floors and an attached 700 vehicle parking structure. Each floor contains approximately 25,000 square feet of space.

City of Stockton, Municipal Utilities Department HVAC Upgrades and Re-Roofing Project, Stockton, CA - Project Manager for the Municipal Utilities Department HVAC Upgrades and Re-roofing project and the Public Works Department Municipal Services Center (MSC) HVAC Upgrades and Re-roofing project. Improvements include, but are not limited to HVAC system replacement, roof and gutter replacement, electrical and plumbing modifications, dry-rot repair to structural wood framing, safety ladder and guardrail installation and modification, and hatch installation.

James Gotcher III, Project Manager (Full-time)

Education:	BA, Business Administration, California State University, Hayward Coursework at Las Positas College and Cal State East Bay: Production and Operations Management; Construction Management; Finance; Business and Construction Law; FEMA Operations; and LEED Design and Construction
Certifications:	American Concrete Institute; Campbell Pacific Nuclear, Nuclear Density Testing; ACI, Field Technician, Grade I; 40-Hour HAZWHOPER (Hazmat); Caltrans

James has over 30 years of diverse experience in the construction field, serving as project manager and construction inspector, overseeing all phases of construction in both the public and private sectors as well as enforcement of Federal, State, and Local Municipal Ordinances.

James has extensive experience in commercial and residential construction and utilization of concrete, wood and steel frame construction; mass grading operations, including soils / slope stabilization, landslide repair, underground utilities, drainage installation and design, retaining wall construction, settlement monitor placement; monitoring and underground storage tank removal and replacement, as well as asphalt paving materials and operations. He also has experience in permitting with various agencies, hazardous material abatement and LEED / Green Building Certification.

Most of James' work experience consists of county, city, federal and private projects. He has provided management, supervision and inspection services for: commercial and public buildings, historic restorations, theatres, pools, residences, bridges, highway and roadway construction, hospitals and airports as well as all aspects of underground utilities and paving. He is very knowledgeable in the enforcement of laws relating to the health, safety and welfare of the community regarding local building, fire, health, municipal and California vehicle codes, and possesses strong computer and report writing skills in several law enforcement, accounting and estimating programs.

City of Pleasanton, CIP Project Manager/Construction Inspector, Pleasanton, CA – For over 15 years James was responsible for the planning, coordination, and management of activities concerned with the construction, restoration and maintenance of structures, facilities, and operational systems. James participated in the conceptual development of a project and oversaw its organization, scheduling, construction and implementation on the following projects:

Project Name	Const. Value	New Construction or Renovation	Design Phase	Construction Phase	Closeout Phase
Firehouse Arts Center	\$14.5M	Adaptive Reuse and New Construction to include remediation of on site Soil and existing structure.	✓	✓	✓
Bernal Community Park	\$8.8M	New Construction	✓	✓	✓
Fire Station No.4	\$8M	New Construction		✓	✓
Alviso Adobe Community Park	\$5M	Renovation and New Construction	✓	✓	✓
Dolores Bengtson Aquatic Center	\$3.7M	Renovations and Upgrades		✓	✓
Veteran's Memorial Building Renovation	\$4.5M	Renovation and remediation of Asbestos and Fuel Oil	✓	✓	✓

James Gotcher, III | Page 2

Maintenance Buildings	\$700K	New Construction of premanufactured metal buildings		✓	✓
LED Streetlight Program	\$2M	Retrofit		✓	✓
OSC 300kw Solar Panel	\$1.7M	New Construction		✓	✓
Police Dispatch Center	\$211K	Renovation	✓	✓	✓

His duties included:

- Overall management of a wide range of projects from small renovations to construction of new buildings and sports facilities.
- Developed project cost estimates while making economic comparisons of project schemes and value engineering options, developing project scope, budget and schedule and maintaining such commitments through design, construction, and close out processes. Timely procurement for all permits required by the regulatory authority, including Federal, State and Local permits
- Coordination with all outside utility companies including design, construction and inspection.
- Provided engineering and inspection support to ongoing activities.
- Served as the City’s primary contact for all project stakeholders (end users, architects, engineers, contractors, consultants, etc).
- Developed RFPs, solicited and obtained bids from contractors and vendors. Negotiated fees and pre-qualification of contractors/consultants.
- Drafting of various legal documents and conditions to insure that the interests of the City and the public were protected.
- Prepared contract documents both standard form and customized to each individual project.
- Prepared staff reports to City Council
- Issued contracts and purchase orders after appropriate approvals.
- Secured properly executed contract and purchase order agreements, insurance certificates, bonds and other documents as required to protect the interests of the City.
- Ensured projects were constructed in accordance with the contract requirements and specifications, the approved budget and within the allotted time allowed by contract.
- Provided for a safe work environment for all projects.
- Analyzed and resolved specific issues in a timely manner while under pressure to maintain construction schedule. This required a thorough understanding of civil, architectural, mechanical, electrical and other specialized construction drawings as well as Project Standards and Specifications.
- Prepared, reviewed and negotiated change orders and fees with contractors and professional consultants. Issued change orders to contractors and others and prepared revisions to the project budget as required.

James Gotcher, III | Page 3

- Kept staff and management fully informed in a timely manner with regard to any and all potential changes or problems on a project.
- Maintained good working relationship with architects, engineers, contractors, suppliers, and other City staff members, including the City Attorney, City Manager and City Council members.
- Actively participated in project, coordination, contractor and scheduling meetings.
- Negotiated claims as required from either consultants or contractor.

SBC/Pacific Bell, Manager, Contract Administration, CA – James was responsible for all outside plant construction and maintenance in a tri-city area, including material acquisition, coordinate selection and hiring of contractors, analyzing source documents, surveying job sites, and estimating job costs. He provided determination if job design was in accordance with standard construction and safety practices, was suitable for existing field conditions and whether it was cost effective. He would complete and approve all necessary documents and fulfill contract obligations to meet C.P.71 and GEO 95 requirements and to meet all public, city, county, and state permit obligations and requirements. James also provided supervision, inspection and coordination of jobs as they were in progress, including emergency restoration. He oversaw contractor performance appraisal process and ensured all emergency restorations were done as expeditiously and safely as possible.

City of Livermore, Senior Engineering Technician, Livermore, CA – James was responsible managing and inspection of city owned projects, grading permits, encroachment permits and the 1998-1999 sidewalk repair program. His accomplishments included: Drafting of the City of Livermore “Grading Ordinance” in cooperation with other engineers; personally created the Engineering Department’s “Inspection Procedures Manual” and worked towards the City adopting measures for Erosion/Sediment Control within the City of Livermore.

Anurag Garg, CMIT, Project Engineer (Part-time)

Education:	MS, Civil Engineering, Michigan Technological University, Michigan BS, Civil Engineering, University of Pune, India
Certifications:	Construction Manager in Training, Construction Management Assoc. of America

Anurag has five years of experience and is a recent graduate of Michigan Tech. He has experience with projects ranging from installing casing for pipelines using trenchless technology to vertical construction of public buildings and upgrades of electrical distribution systems. Anurag has worked as the Owner's Representative on these projects. He also has experience with on-site project monitoring, site inspection, productivity analysis, scheduling, estimation, quality control, dispute resolution, and evaluation of latent design.

California Department of Corrections & Rehabilitation, California Correctional Institute, Tehachapi, CA – Anurag is serving as Project Engineer/Scheduler for \$14 million in new healthcare facilities at the California Correctional Institution in Tehachapi, CA. The new facilities are within the secure perimeter, and include renovations, ADA upgrades, additions, and new buildings to support the planned improvements to health-care facilities for inmates. Delivery is design-bid-build and projects include: Facility A Primary Care Clinic Renovation, new Pharmacy and Lab, Facility B Primary Care and Specialty Clinic Renovation, Facility D Primary Care Clinic Renovation, and new Facility E Primary Care Clinic. Anurag's responsibilities include: creating and maintaining as-built drawings, administering quality control as outlined in the project procedures manual, identifying and assisting the Project Manager in resolution of project issues to help the CPM schedule, provide critical path method analysis and schedule update reviews, identify and discuss scope change from RFI for potential cost or schedule impact, prepare daily reports, participation and documentation of project coordination meetings, coordinating the change order management process, creating the change order package for approval, assisting and supporting the project team with daily project coordination, track and follow up on construction bulletins.

Oregon Youth Authority, Rouge Valley Youth Correctional Facility, New School Building, Grants Pass, OR – Project Engineer. This \$9.7 million, LEED Gold facility is intended to be an intervention to prepare youths between the ages of 12 and 24 who have committed crimes before the age of 18, for life after the detention center and help them expand on the skills learned from the correctional facility. The project duration was 1-year for construction. Anurag was responsible for: performing project management, construction site inspection services, coordination of subcontractors, develop limited scope of work statements, and prepare cost estimates for assigned OYA projects; coordinating work between the agency and contractors to verify the project is completed on time and within budget; monitoring construction activities, including project progress and compliance with building and safety codes; and inspecting and reviewing projects to monitor adherence to OYA policies including tool control and contractor access, and other pertinent regulations.

Fremont Unified School District, Bond Program, Fremont, CA - Scheduler provided critical path method analysis and schedule update reviews for this \$650 million bond measure passed in 2014. Activities included: master schedule development, establishment of online collaborative program document control system; establishment of criteria for entire project controls for individual construction management team, including minimum standards for all schedules, estimators, and project controls for all program participants (district, construction managers, general contractors, design-builders).

Sharad Mathur, PSP, PMP, CCM, Scheduler (As-needed)

Education:	MS, Construction Management, Bradley University, Peoria, IL BS, Civil Engineering, SLN College of Engineering, Raichur, India
Certifications:	Planning and Scheduling Professional #474 Project Management Professional #243507 Certified Construction Manager, CMCI ID #A1325

Sharad brings 25 years' experience in the management of project controls for complex projects. An expert in the application of P6 to new and ongoing projects, he combines expertise in the development of work breakdown structures, master schedules, budget controls, and document control. He also brings specialized expertise in the coordination of BIM into schedule management. Sharad has provided schedule development, schedule maintenance, project controls, risk analysis, and claims analysis for public buildings, transportation infrastructure, and healthcare facilities. He also brings credentials and experience in construction management. Current projects are achieving LEED Silver, Gold, and Platinum

Port of Long Beach, Maintenance Facility Complex, Long Beach, CA – Project Controls Engineer for the new \$34 million design-bid-build, LEED Gold project that included the construction of: a 56,000 SF new Maintenance Building; a 50,000 SF new Covered Storage Building; and a 31,000 SF new Covered Vehicle Storage Building along with upgrading site and civil utilities. Scheduling tasks included oversight of the general contractor's overall schedule during the 14 month period. The contractor's Oracle P6 baseline schedule was submitted every month with their invoice payment. Sharad would review the current month's schedule for construction progress completed compared to that month's proposed payment application for correctness. In addition, during each week's construction meeting, the three week look ahead schedule was reviewed with the contractor. APSI also helped create and finalize procedures which incorporated the use of Skire Unifier. These new procedures were intended to be integrated for future Port of Long Beach projects.

Port of Long Beach, Security Command & Control Center, Long Beach, CA – Project Controls Engineer for the new \$14 million, 25,000 SF, 3-story communications hub and headquarters for port and homeland security. The building achieved LEED Silver certification.

City of Diamond Bar, New Community Center, Diamond Bar, CA – Project Controls Engineer for project/construction management services for a new \$10 million community center. The center is composed of four seismically separated buildings that are architecturally presented as a single facility. The largest component is the 10,000 SF banquet building. The other three structures include a kitchen, computer learning center, crafts room, dance room, senior center, multipurpose room, offices and restrooms.

County of Monterey, Monterey Jail Housing Addition, Salinas, CA - Project Controls Manager/Senior Scheduler on this \$70 million new jail housing addition (134,000 sf with a building footprint of approximately 55,400 sf) that provides 576 new beds in eight housing units distributed on two floors, program spaces for inmates, administration and staff support spaces and public entrance with video visitation. Sharad performs review of preliminary schedules, baseline schedules updates, weekly progress, monitoring analysis of time impacts, performs earned analysis and provides recommendations to the County. He also provided procurement and implementation & training of an online collaborative document project controls systems.

Sharad Mathur, PSP, PMP, CCM | Page 2

County of Monterey, New Juvenile Hall, Salinas, CA – Project Controls Manager/Senior Scheduler for the construction of this \$40 million, multi-phase project being demolished sequentially and replaced with new construction while maintaining uninterrupted facility operations. The project will house a 120-bed new facility, laid out campus style with a central 1 ¼ acre recreation yard surrounded by four housing and support buildings. Sharad performs review of preliminary schedules, baseline schedules updates, weekly progress, monitoring analysis of time impacts, performs earned analysis and provides recommendations to the County. He also provided procurement and implementation & training of an online collaborative document project controls systems. October 2017 - August 2019

California Department of Corrections & Rehabilitation, Health Care Facilities Improvement Program, Group 5, Kern County, CA – Project Controls Manager for \$61 million in new and renovated healthcare facilities, including ADA upgrades in Wasco State Prison, California Correctional Institution, and North Kern State Prison. Facilities are within the secure perimeter. Preconstruction activities to date include review of general conditions, providing comments to the Project Management team, and visiting each project site to understand phasing and logistics. Based on site evaluations, Sharad made recommendations to the Project Management team. Subsequent modifications have been made for overall sequencing based on these recommendations. Sharad also provided pre-bid schedules for each individual project to determine the overall duration for each project before going to bid. AB900 Funding; Design-bid-build.

Sanitation Districts of Los Angeles County, Puente Hills Material Recovery Facility, Puente Hills, CA – Project Controls Engineer for the development of the baseline schedule, cost loading of the schedule, monthly updates and time impact analysis. The \$35 million project is located on 25 acres and comprises the processing building, administrative offices, scales, parking and maintenance areas. The 55-foot-tall processing building is 215,000 SF.

Ricardo Aviles, PE, PSP, Estimator (As-needed)

Education:	BS, Civil Engineering, Drexel University
License/Certifications:	Professional Engineer, Pennsylvania #PE075771 Professional Engineer, Maryland #45257 AAACEI Planning & Scheduling Professional #583 OSHA, 10 hour basic construction safety & health

Ricardo has 25 years of experience providing estimating and scheduling services for the design and construction of major federal, state, commercial, education, and transportation projects. He has prepared budgets/ supervised/ coordinated project cost control professionals throughout the country. His detailed estimates and quantity takeoffs have included architectural, civil, structural, mechanical, and electrical costs from conceptual through construction for various federal, state, commercial and educational projects including airport facilities, commuter rail lines and terminals, bridges and highways. Ricardo has provided estimates for change order negotiations with contractors and claims made for on-going construction. He is a certified Planning Scheduling Professional (PSP) and has created and revised design and construction schedules, and is skilled in the use of Open Plan 3.1, Primavera Project Planner (P3/P6). He is MCACES (MII) certified and has performed Parametric Cost Estimating for the U.S. Army Corps of Engineers (USACE) through the use of PACES, MCACES software, and Blue Beam for takeoffs.

County of Monterey, New Juvenile Hall, Salinas, CA – Senior Estimator for the construction of this \$40 million, multi-phase project being demolished sequentially and replaced with new construction while maintaining uninterrupted facility operations. The project will house a 120-bed new facility, laid out campus style with a central 1 ¼ acre recreation yard surrounded by four housing and support buildings. As estimator, Ricardo performed change order estimates for negotiation with contractors’ submissions on on-going construction.

County of Monterey, Monterey Jail Housing Addition, Salinas, CA - Senior Estimator on this \$70 million new jail housing addition (134,000 sf with a building footprint of approximately 55,400 sf) that provides 576 new beds in eight housing units distributed on two floors, program spaces for inmates, administration and staff support spaces and public entrance with video visitation. As estimator, Ricardo performed change order estimates for negotiation with contractors’ submissions on on-going construction.

California Department of Corrections and Rehabilitation (CDCR), Health Care Facility Improvement Program, Kern County, CA– As Senior Estimator, Ricardo supports the APSI team, currently acting as owner’s representative for CDCR, overseeing the construction of two on-going construction projects. These projects are under one prime contractor and are similar in scope. North Kern’s scope of work includes two building additions, three building renovations, ADA upgrades, and eight new buildings, site work and infrastructure upgrades with an estimated construction cost of \$25 million, and final completion time of July 2018. The Wasco project includes two building additions, four building renovations, and eight new buildings, site work and infrastructure upgrades with an estimated construction cost of \$26.6 million, and final completion time of February 2019. These two projects encompass new medical facilities and renovation of existing building facilities.

Ricardo Aviles, PE, PSP | Page 2

New Jersey Economic Development Authority (NJEDA), Wilbur Watts Intermediate School Renovation and Addition, Burlington, NJ – Estimator. Ricardo created schematic design, design development, construction design, bid, and conformed document estimates for renovations and new construction at this school in Burlington, NJ. The renovations included the auditorium, cafeteria, and football field, as well as hazmat remediation. The project also included a 2-story, 92,200-sf addition on a 66,000-sf footprint, a new 3,800-sf maintenance building, and a new auditorium on a 9,000-sf footprint. Ricardo’s detailed estimates included all architectural, civil, and structural cost items. He performed cost savings analysis for bid documents which was estimated at \$700,000. The estimated construction cost was \$27 million.

THE 119, LLC, The Barn of Wildomar, CA – Senior Estimator providing evaluations of change orders and estimates for two commercial building renovations. The project was delayed and the contractor had submitted over 50 change orders. Abacus was hired to help evaluate 16 change orders and provide cost estimates for negotiations and credit evaluations. Change orders evaluation included preparing estimates for pavement parking renovation option, site utility relocation, exterior construction façade credit, sidewalk crossings, signage changes, and wind mill structure foundation and structure for an overall total of \$400K.

City of Carlsbad, Faraday Municipal Building Roof Renovation, Carlsbad, CA – Senior Estimator provided a conceptual design estimate for this \$553K project. Ricardo also provided a final design cost estimate for the City Hall HVAC and Roof Renovation Project (\$404K).

US Army Corps of Engineers, Fort Lee Code 3 Climate Storage Facility Ordinance Museum, Petersburg, VA – Senior Estimator, from a team of estimators, responsible for creating a complete parametric estimate, using PACES software, for congressional funding, of the \$32 million, 140,000-sf ordinance storage, rehabilitation, and museum facility at Fort Lee in Petersburg, VA. Ricardo performed quantity takeoffs from design basis documents in order to develop input data for criteria required by the PACES program. The PACES system produced all architectural, civil, structural, electrical and mechanical detail cost items. In addition, the PACES cost estimate details were QA/QC and individually adjusted as necessary in order to provide a more accurate cost estimate. The facility houses micro and macro ordinance artifacts presently housed at the Aberdeen Proving Grounds. The macro artifacts include tanks, military transportation vehicles, and artillery pieces from all wars, including a WWII, 436,000-lb German rail mounted artillery cannon.

Curt Johnson, Special Inspection (As-Needed - Holdrege & Kull)

Education:	General Education, Bear River High School; US Navy Damage Control (Firefighter) Careers in Construction, Special Inspector
License/Certifications:	American Concrete Institute (ACI) Concrete Field Testing Technician – Grade I International Code Council (ICC) - Special Inspector for Reinforced Concrete, Structural Steel and Welding, and Structural Masonry Caltrans Test Methods – 105, 125, 201, 202, 216, 217, 226, 231, 375, 504, 518, 533, 539, 540, 556, 557 Nuclear Density Gauge Operation; Confined Space Entry

Curt has performed field technician and special inspection services throughout the Sierra Nevada and Central Valley for Holdrege & Kull since 2004. Projects have included municipal, commercial, and residential developments. Curt’s construction quality assurance experience on municipal projects has included review of construction schedules, performance of special inspections, preparation of field reports, review of submittals and plans, and photographing project progress. Curt was also the primary inspector for the Sierra Nevada Memorial Hospital Expansion project. Curt has also acted as the field supervisor supporting the field technicians to complete their assignments.

County of Nevada, Tinloy Street Transit Center, Grass Valley, CA - Materials Testing/Special Inspector for this \$1 million new center which was designed to provide a safe and secure facility, while capitalizing on the visibility of the site and reflecting the unique architecture of Grass Valley. The project was built on approximately 1.4 acres and included a Concrete Masonry Unit (CMU) restroom/pump/storage building, 330-foot-long transit vehicle transfer bay, 12-foot-wide ADA compliant sidewalks/passenger waiting area, two shelters, retaining walls, passenger parking bays, and other related site elements.

City of Nevada, City Maintenance Station Resident Mechanics Facility, Nevada City, CA – Special inspector responsible for construction inspection during structural concrete, structural welding, and structural masonry. The CMU structure had walls varying in height up to 30 feet and were constructed of both smooth and split face block which had interaction with the structural steel.

County of Nevada, Various Public Works Projects, Nevada County, CA - Materials Testing/Special Inspector for a variety of projects which ranged from roadway to minor structures from 2010 though 2016.

Caples Lake and Peddler Hills Caltrans Maintenance Center, Pine Grove, CA - Special inspector responsible for construction inspection during the structural concrete masonry unit (CMU) building construction. The CMU structure had walls ranging in height up to 25 feet and were constructed of both smooth and split face block. Both of these District 10 structures were located at high elevations in the Sierras and required special attention to ensure the CMU structure would be resistant to the harsh weather extremes.

South Auburn Street ARRA Rehabilitation, Grass Valley, CA– Construction materials tester/special inspector in charge of field moisture/density testing of aggregate base rock to be used in hot-mix asphalt. Collected samples of loose mix during paving operations and core samples following paving for laboratory testing.

Placer County Community Development Resource Center, Auburn, CA - Materials tester/special inspector responsible for earthwork and foundation excavation observation; special inspection of masonry, reinforced concrete, structural steel, welding, and spray applied fireproofing; and sampling of concrete and structural steel assemblies.

Supporting Information (Letters of Recommendation)

Solano County Transit

Phone / Fax (707) 736-6990



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MTC Representative

Pete Sanchez
STA, Ex-Officio

TO WHOM IT MAY CONCERN:

APSI Construction Management provided construction management services for the SolTrans O&M Facility Renovation project, between April 2014 and November 2015. Ron Mann served as APSI's construction manager during both the design and construction phases. Services provided included design team management, constructability review, bid phase management, document control, scheduling, estimating, and quality control inspection services during the construction phase. The project was successfully completed, on time and on budget, to the satisfaction of SolTrans.

Ron has been a valuable member of the project team and his contributions have been key to the successful completion of the project. I would recommend Ron Mann and APSI CM to any organization seeking project management support for their projects.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mona Babauta".

MONA BABAUTA
Executive Director

cc: Chron file

Mona Babauta
Executive Director

Suzanne Fredriksen
Board Clerk



December 1, 2015

Re: Recommendation Letter for APSI Construction Management Services

To Whom It May Concern:

I was the consultant Project Manager/Owners Representative for the recently completed Solano County Transit (SolTrans) for the design and construction of the \$5 million Bus Operations and Maintenance (O&M) Facility Renovation project, located at 1850 Broadway Street in Vallejo, California. The facility is a 26,800 sf, one story building situated on a 6-acre site. Work included construction of an 1150 sf addition to house the dispatch, safety office and server room. Renovation work included the addition and remodel of office space, restroom and kitchen renovations, rough-in for a future CNG system, exterior fencing and a security surveillance system.

APSI CM, and their project manager Mr. Ron Mann, consistently provided timely and professional service. Ron's attention to detail in managing the project team and facilitating communication helped us to resolve several difficult problems and complete the project successfully. APSI provided design and bid phase management, as well as specialty inspections, document control and quality control during construction. The project was completed on time and under budget.

While this is my first project working with APSI CM, and Mr. Mann, I would not hesitate to use their services again and recommend them to other organizations.

If you have any questions concerning the performance of Mr. Mann on the SolTrans O&M Facility Renovation project, please call me at: (916) 804-0336.

Sincerely,

A handwritten signature in blue ink that reads "Marty Hanneman".

Marty Hanneman, P.E.

Interwest Consulting Group
Project Manager

Interwest Consulting Group, Inc.
9300 W. Stockton Boulevard, Suite 105
Elk Grove, California 95758



CITY OF STOCKTON

PUBLIC WORKS DEPARTMENT

22 East Weber Avenue, Room 301 • Stockton, CA 95202-2317 • 209/937-8411 • Fax 209/937-8277
www.stocktongov.com

February 24, 2014

To whom it may concern:

I am pleased to write this letter of recommendation for Ron Mann (APSI). Ron worked as a construction manager for the City of Stockton's Police Department Boiler and Economizer Project from May of 2012 until November of 2012. In addition to replacing two boilers and installing a water source economizer, the project included replacing pumps, piping modifications, complete ductwork cleaning, and new automated temperature controls.

Ron's responsibilities included planning, coordinating, monitoring, and evaluating the work on the project. His strong ability to track the work progress (or lack thereof), kept everyone on task and on schedule; his thorough understanding of the project allowed him to negotiate more favorable terms on contract change orders, among other things.

As the project manager, I especially appreciated Ron's open line of communication, not just with me, but with all stakeholders including the consultant, contractors, and building occupants. This was of great benefit for coordinating some of the work within the around-the-clock daily operations of the Police Department.

I can recommend Ron Mann for any position requiring dedication, reliability, and strong work ethic.

Sincere regards,

Alex Martinez
Project Manager II



6 References

1. SOLTRANS (Solano County Transit), Vallejo, CA

Name of Project (s): Operations and Maintenance Facility Renovation/CNG Project

Construction Cost: \$4 million (O&M Facility); \$4 million (CNG)

Date Services Provided: 12/2014-11/2015 (O&M Facility); 1/2016-8/2016 (CNG)

Team Member: Ron Mann, Project/Construction Manager (APSI)

Scope of Work: Pre-construction and construction management services

Agency Project Manager: Pat Carr, General Services Manager, 311 Sacramento Street, Vallejo, CA 94590, (707) 656-2012

Operations and Maintenance Facility Renovation

APSI provided pre-construction and construction management services for this \$4 million renovation. The facility is a 26,800 sf, one story building on a 6-acre site. Work included construction of a 1,150 sf addition to house the dispatch, safety office and server room. Renovation work included the addition and remodel of office space, restroom and kitchen renovations, installation of a CNG detection system, structural and electrical upgrades so part of the building could be designated as an Emergency Operations Center (EOC), exterior fencing and a surveillance system. The facility remained operational during construction, requiring phasing in the shop area and relocation of staff to temporary facilities.

Services included constructability review, analysis of phasing options and development of a phasing plan, preparation of bid documents, managing the bid process including advertisement, pre-bid meeting, job walk, response to bidder questions, bid summary and analysis, recommendation for Board approval, pre-construction meeting, and notice to proceed, project management during construction such as QA/QC inspections, review of potential delays and mitigation measures, change order evaluation, weekly project meetings, review of monthly progress payment requests and recommendations for approval, monthly project progress report, and project documentation, and project closeout.

The project received numerous awards, including the 2015 CA State Assembly/CA State Senate/Congressional Recognition Project Delivery Award and 2015 CA State Assembly/CA State Senate/Congressional Recognition Project of the Year Award.



Operations and Maintenance Facility - Compressed Natural Gas (CNG) Project

APSI provided preconstruction and construction management services for this \$4 million implementation of SolTrans' compressed natural gas (CNG) fueling facility and related maintenance modifications at its Operations and Maintenance Facility. The fast-fill CNG fueling station is used to fill heavy-duty transit buses. The station consists of two electric motor driven compressors and two fast-fill dispensers among other equipment. A standby diesel generator can power one compressor and related systems during a power outage. The CNG fueling station can be monitored remotely with automated station alerts provided via text messaging.



Preconstruction services included constructability reviews; preparing bid documents such as the Notice to Contractors, proposal and contract booklet, and preparation of Division 1 Specifications and Special Provisions; assistance with the bid process, pre-bid conference, pre-bid questions, bid reviews and pre-construction meetings.



The new CNG facilities consists of fueling islands and the following related compression equipment located along the southern boundary of their maintenance yard, including CNG Dryer, compressors, storage vessels, dispensers, diesel generator and control panel. Onsite demolition consisted of removing existing pavement to accommodate the new foundations. Site work included trenching, paving, fencing, concrete, mechanical (piping), and electrical work.

Challenges/Solutions

- PG&E Management/Coordination – advised SolTrans early on of the potential schedule risk to the project concerning completion of PG&E gas and electrical scope. Scheduled coordination meetings early with the PG&E project manager, designer and contractor to confirm scope, responsibilities, deliverables and procedures. Kept all parties informed during construction of any schedule changes, or related design modifications and documented commitments.
- Highly Detailed Testing Requirements – for CNG and electrical equipment and high pressure gas lines. Confirmed procedures and requirements with Engineer, manufacturers and Authorities having jurisdiction, generated logs ensured all parties aware of requirements, witnessed and documented compliance.
- Facilitated design change of CMU footing to remove the impact of vertical conduit block-outs which generated a credit of \$25K.

2. City of Elk Grove, New Animal Shelter, Elk Grove, CA

Name of Project: New Elk Grove Animal Shelter

Construction Cost: \$15 million

Date Services Provided: 9/2017 - 1/2018

Team Member: Ron Mann, Project/Construction Manager (APSI)

Scope of Work: Pre-construction and construction management services

Agency Project Manager: Jeff Werner, Senior Civil Engineer, 8401 Laguna Palms Way, Elk Grove, CA 95758, (916) 478-3602

The proposed \$15 million project consists of the development of a single story, 23,000 square foot building located on a 2.8 acre undeveloped City owned parcel at the Corporation Yard at the corner of Iron Rock Way and Union Parkway. The project includes public parking and service parking lots, outdoor animal yards, kennels with the capacity of 48 dogs and 48 cats, low-cost spay and neuter clinic, and landscape and hardscape areas. The Animal Shelter is designed to provide animal sheltering services and related programs for the City of Elk Grove. The goal is to meet current and future animal shelter needs while providing appropriate and humane care of the animals it serves.

APSI is providing pre-construction management services related to the design development and construction documents phases of the Animal Shelter Project (including common pedestrian walks, landscape areas, on-site treatment and detention, and parking lots) from 60% design beginning July 2017 to 90% design ending December 2017. APSI is



providing services for the review and development of plans and specifications, constructability reviews, design peer review, independent cost estimates, bid strategies and schedule duration analysis.

APSI will also be providing full construction management services for this project during construction, including site inspection and quality assurance, scheduling, estimating, change management, document control, meetings management, pay application review, and closeout management.

Challenges/Solutions

- Utilized Bluebeam to provide real-time constructability review comments to the Design team at the 60% DD and 90% CD stages.
- Reviewed City standard General Conditions and made recommendations to improve the scheduling specifications to provide better project control and reporting during construction.

3. City of Stockton, Chief's Office Tenant Improvements, Stockton, CA

Name of Project: Police Department, Chief's Office Tenant Improvements

Construction Cost: \$1 million

Date Services Provided: 1/2017-7/2017

Team Member: Ron Mann, Project/Construction Manager (APSI)

Scope of Work: Construction management services

Agency Project Manager: James Wong, Senior Civil Engineer, 22 E. Weber Avenue, Room 350, Stockton, CA 95202, (209) 937-5042

APSI provided construction management services for the construction of \$1 million in tenant improvements for the Chief's Office project located on the fourth floor of the City owned Stewart Eberhardt Building (SEB), located at 22 E. Weber Avenue, in the City of Stockton. The SEB is a four-story essential services building that currently houses sections of the Police and Public Works Departments. The building consists of four floors and an attached 700 vehicle parking structure. Each floor contains approximately 25,000 square feet of space. The Police dispatch center is located on a portion of the fourth floor of the SEB and was constructed in 2010-2011. There was a need for additional office (including the Police Chief's office), file, and conference rooms to support the operations of the Police Department, so the City completed the full build out of the fourth floor to accommodate the additional needs of the Police Department. Portions of the SEB fourth floor also required improvements including insulation on the exterior wall and ceiling, water lines, sprinkler lines, and conduit for electrical and network cables.

Challenges/Solutions

- Closely managed PD security clearance, site access and protection challenges with the contractor. Established procedures to minimize project impact to the adjacent PD and City office spaces while facilitating contractor progress.
- Aggressively managed issue resolution and procuring of answers to questions to mitigate potential schedule impacts, which resulted in the project being completed on-time.
- Challenges integrating new project fire alarm system with the building's existing system. Set coordination meeting with City vendor and fire alarm contractor, identified issues and facilitated tie-in and testing of the new devices.



4. County of Nevada, Tinloy Street Transit Center, Grass Valley, CA

Name of Project: Tinloy Street Transit Center

Construction Cost: \$1 million

Date Services Provided: 2/2010-1/2013

Team Member: Curt Johnson, Special Inspector/Materials Testing (H&K)

Scope of Work: Geotechnical engineering, construction quality assurance

Agency Project Manager: Dave Borchert, Resident Inspector, 950 Maidu Avenue, Nevada City, CA 95959, (530) 470-2647

This project, performed via Holdrege & Kull's (H&K) on-call contract with Nevada County, relocated/ replaced a former transit center to a new location on Tinloy Street between Bank and East Bennet Streets in Grass Valley. H&K worked closely with all agencies involved, including the City of Grass Valley, the California Department of Transportation, and the County of Nevada. The new center was designed to provide a safe and secure facility, while capitalizing on the visibility of the site and reflecting the unique architecture of Grass Valley. The project also required being cognizant of the environmental sensitivity of the adjacent Wolf Creek.

The project was built on approximately 1.4 acres and included a Concrete Masonry Unit (CMU) restroom/pump/storage building, 330-foot-long transit vehicle transfer bay, 12-foot-wide ADA compliant sidewalks/passenger waiting area, two shelters, retaining walls, passenger parking bays, and other related site elements.



H&K performed a geotechnical investigation and provided recommendations for the project. During construction, H&K provided testing and inspection services in accordance with Caltrans for such things as engineered fill, subgrade for roadways and sidewalks, minor concrete, and Hot Mix Asphalt for pavement sections. As construction moved into the vertical stage, H&K provided materials testing and inspection in accordance with the California Building Code for structural concrete, masonry, and steel.

5. Town of Truckee, Truckee Public Service Center and Animal Shelter, Truckee, CA

Name of Project: Truckee Public Service Center and Animal Shelter

Construction Cost: \$13 million

Date Services Provided: 10/2008-3/2013

Team Member: H&K

Scope of Work: Geotechnical engineering design, materials testing, special inspection

Agency Project Manager: Jessica Thompson, Senior Engineer, 10183 Truckee Airport Road, Truckee, CA 96161, (530) 582-2938

Holdrege & Kull (H&K) prepared the geotechnical engineering report for this two-phase \$13 million project. The first phase housed a town corporation yard, and the second phase included a modern animal shelter and veterinarian hospital. The approximately 20-acre project site was previously used as a burn dump in the early 1900s. Following site remediation, H&K performed a subsurface investigation and collected soil samples for laboratory testing. Geologic hazards related to seismicity were also evaluated, as several recently active and potentially active faults are located nearby. The subsurface investigation revealed the presence of resistant boulders and cobbles and areas of cemented soil at the site. H&K's geotechnical report provided recommendations to address earthwork, foundation construction, erosion control, underground utility trenches, site drainage, and areas of difficult excavatability. The report also provided structural design criteria for foundations, retaining walls, and pavement. H&K also provided earthwork observation, materials testing, and structural masonry special inspection services during construction of the project.



6. County of Nevada, Various Public Works Projects, Nevada County, CA

Name of Project: Various Public Works Projects

Construction Cost: Various

Date Services Provided: 2/2010-6/2016

Team Member: Curt Johnson, Special Inspector/Materials Testing (H&K)

Scope of Work: Materials testing, special inspections, geotechnical engineering, SWPPP, drone services

Agency Project Manager: Mark Mikan Assistant Engineer, 950 Maidu Avenue, Nevada City, CA 95959, (530) 265-7104

During 2010 through 2016, Holdrege & Kull (H&K) provided services for the County of Nevada on various projects under multiple contracts. Throughout this six year period, some of the projects that were completed included:

- Alta Sierra Bus Stop
- McCourtney Road Transfer Station
- Nevada County Library Parking and BMP Project
- Nevada County Maintenance Yard
- Dark Horse Sewer Main
- Nevada County Road Center Ramps
- Penn Valley ARRA Bus Stop Improvement Project
- Nevada County Office of the District Attorney Tenant Improvement
- Rough & Ready Road Widening
- Valley Drive Bridge
- Western ARRA Overlay Project
- Wolf Road / Duggans Road Improvement Project
- Lake Wildwood WWTP
- Grass Valley Transit Transfer Station
- Dog Bar Road Widening and Rehabilitation

H&K was responsible for communicating with County representatives to coordinate task orders involving, materials testing, special inspections, geotechnical engineering, SWPPP, and drone services. H&K was also responsible for providing regular reporting and client billing for the above-listed projects as part of the Various Projects for the County of Nevada. The wide variety of projects completed ranged from roadway to minor structures. For each project, H&K was responsible for ensuring services were performed in accordance with Federal and State requirements. H&K has provided services under other contracts for the County of Nevada since 1995.



