

## **ON-CALL CONSTRUCTION MANAGEMENT SERVICES AGREEMENT**

This On-Call Construction Management Services Agreement (“Agreement”) is dated \_\_\_\_\_ (“Effective Date”) and is between County Sanitation District No. 2 of Los Angeles County, organized and existing under the County Sanitation District Act, Health and Safety Code Section 4700 *et seq.*, DIR Registration No.   N/A   (the “District”) and Carollo Engineers, Inc., a California corporation (“Consultant”), DIR Registration No. 1000007174. The District and the Consultant are collectively referred to in this Agreement as the “Parties.”

The District requested proposals for consultants to provide construction management services on an on-call basis for various existing and future construction projects (the “Project”). Consultant’s proposal to provide such construction management services under this Agreement is set forth in **Exhibit “A”** to this Agreement (the “Proposal”). The services to be provided by Consultant pursuant to the Proposal are set forth in Sections 2.2 and 2.3 of the District’s Request for Proposals (“RFP”) for the Project (**Exhibit “B”** to this Agreement) and constitute the “Work.”

The Parties therefore agree as follows:

### **1. Agreement**

The RFP and the Proposal are incorporated into this Agreement. In the event that there is any conflict or inconsistency between the provisions of the RFP, the Proposal and/or this Agreement, the provisions of this Agreement will prevail.

### **2. Consultant’s Work**

**2.1 Scope of Services by Consultant.** Consultant shall perform the Work as set forth in this Agreement. In its performance of the Work, Consultant shall comply with all applicable Federal, State and local laws, rules, regulations, ordinances, and industry practices.

**2.2 Consultant’s Standard of Care.** The standard of care applicable to Consultant’s Work under the Agreement will be the degree of skill and diligence ordinarily employed by consultants performing the same or similar Work, under the same or similar circumstances, at the time the Work is performed. Consultant shall re-perform any Work not meeting this standard, if directed by the District, without additional compensation.

### **3. District's Obligations**

**3.1 District-Provided Information and Services.** The District shall furnish the Consultant with available schedules, drawings, specifications and other data pertinent to the Work and obtain or authorize Consultant to obtain additional reports and data as required.

**3.2 Access.** The District shall arrange for the Consultant to access and enter upon public and private property as required for Consultant to perform the Work. Consultant shall comply with all applicable laws and with the District's requirements for persons entering the District's premises.

### **4. Compensation and Payment for Services Performed**

**4.1 Consultant's Compensation:** The payment by the District to Consultant for the Work will be, as defined in this Section 4.1, the sum of: (a) Direct Costs and (b) Indirect Reimbursables and Other Costs. All work shall be performed on a "Time and Materials" basis, at the rates as provided in **Exhibit "C"**. The amount to be paid by the District for the Work shall not exceed \$1,500,000 ("Not to Exceed Amount") except as otherwise provided in this Agreement. The District will not pay Consultant any amount above the Not to Exceed Amount without the prior written authorization of the District.

a. **Direct Costs.** Direct Costs will be the hourly rates paid by the Consultant to its employees for time directly chargeable to the Work, including direct time and overtime, and shall include all overhead, profit and all other costs that are not specifically defined as Indirect Reimbursables as defined below. Consultant shall ensure that its employees maintain accurate records of the time chargeable to the Work.

b. **Indirect Reimbursables and Other Costs.** Indirect Reimbursables and Other Costs are those specific costs that are not covered by the Consultant's hourly rates for which it expects reimbursement from the District and were identified in the Proposal. All costs not separately and specifically defined as Indirect Reimbursables or other costs in the Proposal are included in Direct Costs.

**4.2 Payment to Consultant.** Consultant shall submit a monthly application for payment to the District that will include supporting information. The supporting information will include a detailed breakdown of work hours by person, project worked on and the specific service provided, along with the cost and a description of all other reimbursable expenses incurred. Any reimbursable expenses must be documented with receipts and invoices. The Consultant may also be required to provide weekly updates on hours and costs. Consultant may request annual rate increases. The All Urban Consumers CPI for the Los Angeles-Riverside-Orange County areas between March of the current year compared to March of the previous year will be used as a guideline for providing annual hourly rate increases. Any request by the Consultant for an increase in excess of this amount may be granted at the District's discretion.

## **5. Duration**

Consultant's performance of the Work shall commence on the Effective Date, and this Agreement shall remain effective for three years after the Effective Date, unless otherwise terminated as described in Section 7 of this Agreement. Consultant shall perform its Work in a timely manner. Time is a material condition in the performance of the Work.

## **6. Changes and Extra Work**

The District may make changes within the general scope of this Agreement and may request the Consultant to perform work not originally included in the Work. If Consultant believes that any proposed change or direction given by the District causes an increase or decrease in the cost and/or the time required for the performance of this Agreement, the Consultant shall so notify the District in writing no later than five days after the date of receiving notification of a proposed change or changed direction. The Consultant shall perform such services and will be paid for such services pursuant to a negotiated and mutually-agreed change signed by the Parties. If the Consultant determines that any work not included within the Work is necessary for completion of the Project, the Consultant shall notify the District and receive approval prior to starting that work. Compensation for extra work will be in accordance with the hourly rate schedule included in this Agreement and the District shall not pay any additional markups on the rates in that schedule or on associated expenses. The Consultant shall include extra work costs in its monthly application for payment, with the extra work clearly separated from the Work set forth in the application.

## **7. Termination**

**7.1 Termination for Convenience.** The District may terminate the Agreement without cause following the District's written notice to Consultant of the District's election to terminate. Consultant shall suspend Work immediately after receiving notice of termination by the District, and Consultant shall submit an invoice to the District for any balance due the Consultant for the performance of the Work through the date of its receipt of the District's termination notice. No later than three days after receiving the termination notice, the Consultant shall return to the District all materials associated with the Work. The Consultant will not be entitled to payment for any outstanding balance due until it returns all Work-related materials to the District. If the District terminates the Agreement for convenience, and upon Consultant's completion of its obligations set forth in this Section 7.1, the District shall compensate the Consultant and its subconsultants for all agreed-upon services performed and costs incurred up to the effective date of termination for which the Consultant had not previously been compensated. The Consultant will be entitled to payment of all costs incurred up to the date of termination as approved by the District.

**7.2 Termination for Cause by District.** The District may terminate the Agreement for cause following written notice to Consultant of the District's determination to terminate and election to terminate. Consultant shall suspend Work immediately after receiving notice of termination by the District, and Consultant shall submit an invoice to the District for any balance due the Consultant for the performance of the Work through the date of its receipt of the District's termination notice. No later than three days after receiving the termination notice, the

Consultant shall return to the District all materials associated with the Work. In the event of termination for cause, the rights and obligations of the Parties will be determined in accordance with applicable principles of law and equity.

**7.3 Termination for Cause by Consultant.** The Consultant may terminate the Agreement in the event that the District substantially fails to perform the Agreement through no fault of the Consultant. No termination for cause by the Consultant will be effective unless: a) the District is given not less than seven calendar days written notice (delivered by certified mail return receipt requested) of the Consultant's intent to terminate; and b) the District is given an opportunity to consult with the Consultant before the seven calendar days notice period has elapsed. Late payment by the District of approved invoices will not constitute a substantial failure to perform unless the District has received written notification of overdue payment and payment is not made within 30 days after the District receives such notification.

## **8. Indemnity**

The Consultant shall defend, indemnify and hold free and harmless the District, its officers, agents and employees, and the other County Sanitation Districts of Los Angeles County ("Indemnitees") from and against any and all claims, demands, actions, loss or liability, to the extent caused by the negligent, grossly negligent, or intentional errors, omissions or acts of the Consultant or its subconsultants in performing the Consultant's obligations under this Agreement. This indemnity shall extend to the payment of all costs of litigation including reasonable attorney's fees with respect to any cause of action referred to above. The Consultant shall have sole discretion in determining the attorneys it shall employ. The Consultant shall indemnify the District against and hold it harmless from any and all loss, damage, costs, expenses, and reasonable attorney's fees suffered or incurred as a result of or in connection with any claims or actions based upon infringement or alleged infringement of any patent and arising out of the use of the equipment or materials furnished under this Agreement by the Consultant, or out of the processes or actions employed by, or on behalf of, the Consultant in connection with the performance of this Agreement. The Consultant shall have the right, in order to avoid such claims or actions, to substitute at its expense non-infringing equipment, materials or processes, or to modify at its expense such infringing equipment, materials, and processes so they become non-infringing, provided that such substituted and modified equipment, materials, and processes shall meet all the requirements and be subject to all the provisions of this Agreement.

## **9. Insurance**

The Consultant shall secure and maintain, until the completion of the Work, such insurance as will protect it and the District in such a manner and at such amounts as set forth below. The premiums for said insurance coverage shall be paid by the Consultant.

The Consultant shall deliver to the District certificates of insurance and endorsements verifying the insurance coverage as required by this Agreement no later than seven calendar days after the Effective Date. The District reserves the right to require complete and accurate copies of all insurance policies required under this Agreement subject to negotiation with the Consultant as to the conditions under which such policy copies will be produced.

The insurance policies certified for compliance with this Agreement shall be primary coverage. Consultant shall provide the District with no less than 30 days' prior written notice of a policy cancellation or reduction in coverage without right of contribution of any other insurance carrier or on behalf of the District. Consultant shall provide insurance coverage through insurers that have at least an "A" policyholders and Financial Size Category ("FSC") of "X" in accordance with the *Current Guide to Best's Ratings* published by A.M. Best Company, Inc.

The insurance provided under this Agreement shall include policies providing coverage to include each of the requirements set forth below in amounts that meet or exceed the minimums set forth herein.

**9.1 Workers' Compensation.** The Consultant shall maintain Workers' Compensation Insurance as required by law in the State of California and Employers' Liability Insurance (including disease coverage) in an amount not less than \$1,000,000 per occurrence. This insurance shall also waive all right to subrogation against the District, its employees, representatives and agents.

**9.2 General Liability.** The Consultant shall maintain general liability insurance including provisions for contractual liability, independent consultants, and broad form property damage coverage. This insurance shall have an endorsement naming the District as an additional insured and a standard cross-liability clause or endorsement. The limit for this insurance shall be not less than \$1,000,000 per occurrence, \$3,000,000 aggregate, combined single limit for bodily injury and property damage.

**9.3 Automobile Liability.** The Consultant shall maintain automobile liability insurance with coverage for any vehicle including those owned, leased, rented or borrowed. This insurance must have an endorsement naming the District as an additional insured and with a standard cross liability clause or endorsement. The limit amount for this insurance shall be not less than \$1,000,000 per occurrence combined single limit for bodily injury and property damage.

**9.4 Professional Liability.** The Consultant shall maintain professional liability insurance with coverage for wrongful acts, errors, or omissions committed by Consultant in the course of work performed for the District under this Agreement. This insurance shall include coverage for liability assumed under this Agreement when such liability is caused by Consultant's negligent or grossly negligent acts, errors, or omissions. The limit for this insurance shall be not less than \$1,000,000 per claim, \$3,000,000 aggregate, on a claims-made basis. The effective dates for this insurance shall begin no later than seven days after the Effective Date and shall be valid for five calendar years beyond end date of this Agreement.

## **10. Relationship of the Parties**

The legal relationship between the Consultant and the District is that of an independent contractor, and neither Consultant or Consultant's employees are employees of the District. Consultant shall pay all salaries, wages, benefits, employer social security taxes, unemployment insurance taxes, and all other federal and state payroll taxes relating to employees, and shall be responsible for withholding all required taxes. As such, Consultant's employees are not entitled to California Public Employees Retirement System ("Cal PERS") benefits or any other benefit to which employees of the District may be entitled. Consultant shall defend, hold harmless,

and indemnify the District from and against any and all claims, demands, liability or loss, including but not limited to fees, taxes, or penalties arising out of or related to Consultant's failure to comply with the provisions of this Agreement with the District. Consultant's employees are employed by Consultant to exercise their judgment based upon their education, experience, and expertise in performing Work for the Consultant on behalf of the District. The District will not control the manner or method of the Work performed by Consultant's employees.

**11. Ownership of Documents**

All reports as well as original reports, schedules, drawings, specifications, electronic files, plans, studies, memoranda, presentation aids, computation sheets, survey data, computer hardware or software developed or purchased specifically for the Project, and other documents assembled or prepared by Consultant, or furnished to Consultant in connection with the Work are the property of the District. Consultant may retain copies of such documents, but Consultant may not make such documents available to any individual or organization without the District's prior written approval.

**12. Non Disclosure of Information**

Consultant shall not divulge to any third party, without the prior written consent of the District, any information developed or obtained through the District, in connection with the performance of this Agreement unless: a) the information is known to Consultant prior to obtaining it from the District; b) the information is, at the time of disclosure by the Consultant, then in the public domain; or c) the information is obtained by the Consultant from a third party that did not receive it, directly or indirectly, from the District.

**13. Access to Work and Records**

The Consultant shall provide the District, or any authorized representative of the District, with access to the Work whenever it is in preparation or in progress. Consultant shall provide proper facilities for such access and inspection. The Consultant shall also provide the District, or any authorized representative of the District, with access to any books, electronic files, documents, papers, and records of the Consultant that are pertinent to the Work for the purpose of making audits, examinations, excerpts, and transcriptions. The Consultant shall maintain and make available for reasonable inspection by the District accurate detailed records of its costs, disbursements and receipts with respect to items forming any part of the basis for billings to the District. Such inspections may be made by the District during regular office hours at any time until one year after the District makes the final payment under this Agreement.

**14. Personnel Assignment**

During the duration of this Agreement, the Consultant may not replace the personnel engaged in the Work without the prior written approval of the District. The District may request a change in the assignment of Consultant's personnel. Consultant shall change personnel to the satisfaction of the District no later than seven days following its receipt of written direction to change by the District.

**15. Notices**

All notices or other communications to either party by the other shall be deemed given when made in writing and delivered or mailed (not e-mailed) to such party at their respective addresses as follows:

County Sanitation District No. 2  
of Los Angeles County  
1955 Workman Mill Road  
Whittier, California 90601  
ATTN: Russell Vakharia

Consultant: Carollo Engineers, Inc.  
Address: 707 Wilshire Boulevard, Suite 3920  
Los Angeles, CA 90017  
ATTN: Jaime Burrola

Either party may change its address or representative for such purpose by giving notice thereof to the other in the same manner.

**16. Governing Law, Dispute Resolution and Litigation**

Consultant's performance of this Agreement shall be governed and construed in accordance with the laws of the State of California. Venue for any action relating to this Agreement will be the Superior Court of the County of Los Angeles, State of California.

**17. Severability**

Should any provision of this Agreement be found or be deemed invalid, this Agreement will be construed as not containing that provision, and all other provisions, which are otherwise lawful, will remain in full force and effect. To this end, the provisions of this Agreement are declared to be severable.

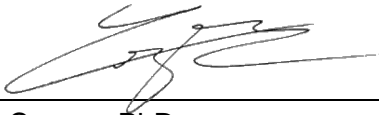
**18. Entire Agreement**

This Agreement represents the entire understanding between District and Consultant as to those matters contained herein. No prior oral or written understanding is of any force or effect with respect to those matters covered in this Agreement.

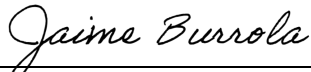
**19. Action by Chief Engineer**

Except as otherwise provided in this Agreement, the Chief Engineer and General Manager of the District (“Chief Engineer”) may take all actions on behalf of the District in connection with any approvals or actions required of or by the District under this Agreement, and Consultant may rely on any such actions by the Chief Engineer as having been approved or required by the District under all applicable laws.

CAROLLO ENGINEERS, INC  
[CONSULTANT]



\_\_\_\_\_  
Gil Crozes, PhD  
Sr. Vice President



\_\_\_\_\_  
Jaime Burrola  
Vice President / Principal Construction  
Manager

**COUNTY SANITATION DISTRICT  
NO. 2 OF LOS ANGELES  
COUNTY**

By: \_\_\_\_\_  
Chairperson

Attest:

\_\_\_\_\_  
Secretary

Approved as to Form:

**Lewis Brisbois Bisgaard & Smith LLP**

By: \_\_\_\_\_  
District Counsel



# **EXHIBIT A**

# On-Call Construction Management Services

PROPOSAL / AUGUST 2023





707 Wilshire Boulevard, Suite 3920  
Los Angeles, California 90017  
213-489-1587  
[carollo.com](http://carollo.com)

August 16, 2023

Russell Vakharia  
Carson Field Office  
Construction Management Section  
Los Angeles County Sanitation Districts  
24501 South Figueroa Street  
Carson, CA 90745

Subject: On-Call Construction Management Services

Dear Mr. Vakharia,

We are experiencing unprecedented growth and redevelopment throughout Southern California. The demands on our infrastructure has never been greater with emerging constituents, increasing volumes and new technology implementation straining our engineering and construction management resources.

The Los Angeles County Sanitation District No. 2 (District) needs reliable consulting professionals who can support your needs and quickly integrate themselves into your processes to act as an extension of your staff. Carollo Engineers, Inc. has demonstrated we are your trusted partner in your efforts to plan, design, construct and place into operations the infrastructure needed to meet today's and tomorrow's challenges. Carollo has provided a diversity of resources, skillsets and qualifications to successfully support your needs.

In this proposal, we are providing the proven CM professionals who have worked with the District and adding new team members who are skilled construction management (CM) professionals to support your estimating, scheduling and construction management needs. These additional Carollo CM personnel have hands on experience on Advanced Water Treatment Facilities, traditional Wastewater Treatment Facilities and Sewer Collection Systems with large diameter interceptors.

It's clear the District understands the importance of maintaining and improving its infrastructure. Carollo Engineers, Inc. (Carollo) has gained a similar appreciation and knowledge of your infrastructure maintenance and construction needs through the potential list of projects contained in the Request for Proposal (RFP) Construction Management On-Call Services contract.

Should you have any questions, please contact me at 213-489-1587 or [jburrola@carollo.com](mailto:jburrola@carollo.com).

Sincerely,  
CAROLLO ENGINEERS, INC.

A handwritten signature in blue ink that reads "Jaime Burrola". The signature is fluid and cursive, with a large initial 'J'.

Jaime Burrola  
Contract Manager | Vice President

# Statement of Qualifications for the Proposer

Founded in 1933, Carollo Engineers has grown to include more than 1,300 employees throughout the U.S., including more than 700 registered engineers and over 120 CM personnel (36 in California).

## Firm Overview

### Carollo Engineers

Carollo is a full-service company which has been exclusively providing water, wastewater, and reuse services for 90 years. We remain responsive to the needs of our clients as the industry leader in planning, permitting, design, construction, and operations of facilities that reliably convey water across the U.S. In fact, we are the largest firm in the country solely focused on water engineering solutions.

With one-third of our annual revenues attributable to construction-related services, Carollo's CM services are an extension of our expertise in the water and wastewater industry. **We provide a full spectrum of CM and specialty inspection services, including CM services for more than \$2 billion in municipal facilities in the last ten years both for our designs. We have provided engineering and CM services in California since 1946.**

**90** YEARS IN  
BUSINESS

● WALNUT CREEK  
CORPORATE  
HEADQUARTERS

**11** OFFICES IN  
CALIFORNIA

**36** CM STAFF IN  
CALIFORNIA

● LOS ANGELES OFFICE

Today, 30 percent of our  
nationwide resources are  
located in the Golden State.

## ABOUT CAROLLO ENGINEERS

**YEAR ESTABLISHED:** 1933

**SERVICES PROVIDED:**

Planning, Design, and Construction  
Management Services

**OFFICE LOCATION:**

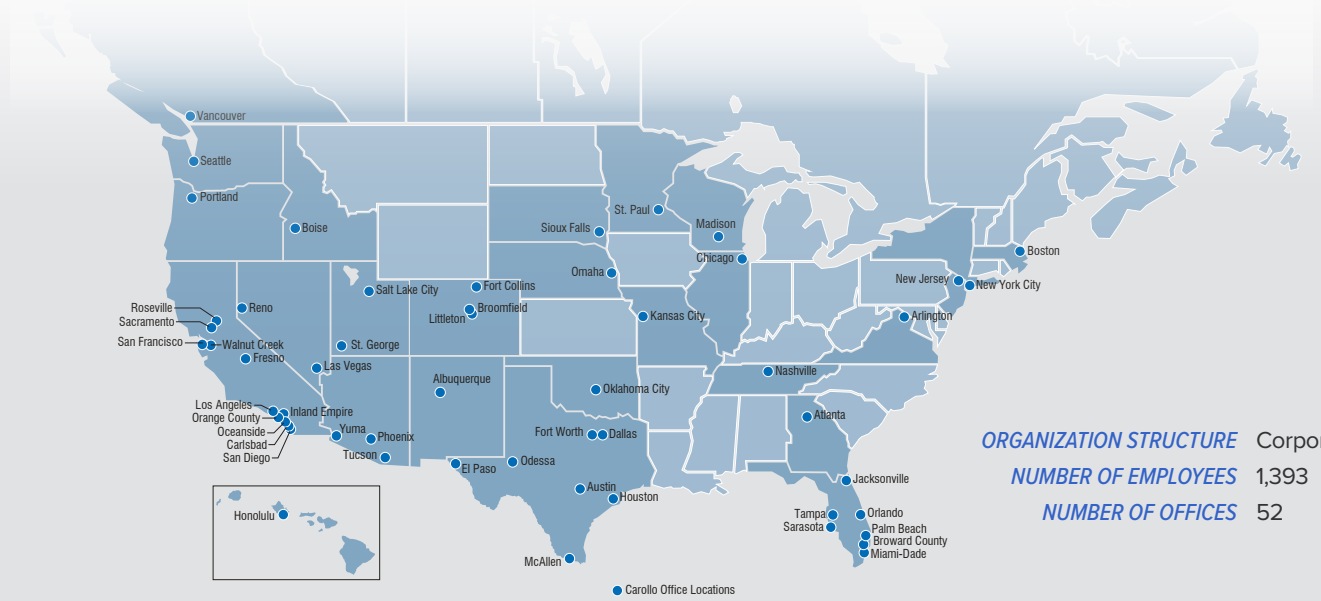
707 Wilshire Boulevard, Suite 3920  
Los Angeles, CA 90017  
(Refer to the map on page 2 for additional office  
locations)

**AVAILABLE EMPLOYEES:** 1,393

Carollo has 120 professional construction management personnel throughout the nation, 36 personnel in California and 5 personnel listed below who are available immediately to respond to any service order.

**CLIENTS SERVED:**

- Los Angeles County Sanitation Districts
- Los Angeles Department of Water and Power
- Los Angeles Bureau of Sanitation
- Los Angeles Bureau of Engineering
- Los Angeles World Airports
- Metropolitan Water District of Southern California
- Inland Empire Utilities Agency
- Orange County Water District
- Orange County Sanitation District
- Water Replenishment District (WRD)
- Eastern Municipal Water District
- City of Riverside
- West Basin Municipal Water District



**OFFICE LOCATION / STAFF SIZE**

Los Angeles  
27 employees



Orange County/Inland Empire  
111 employees



San Diego  
32 employees



Walnut Creek  
146 employees



Denver  
180 employees



We use our staff’s collective knowledge to manage and improve each subsequent project—be it a major plant expansion, the installation of new infrastructure in the public right-of-way or rehabilitation of existing systems.

Beyond construction managers, project schedulers, and project estimators, our staff includes civil, environmental, electrical, mechanical, and structural engineers, as well as scientists, planners, and multiple specialists. This bench strength provides an exceptional range of expertise, continuous peer review, and allows for incorporation of state-of-the-art design and operational features on all our projects.

**Capacity and Resources**

Our offices routinely share staff resources for improved client service. Carollo local staff resources, including construction managers, resident engineers, and operations specialists, certain rapid response in all projects. Efficient internal communication between the team and different offices aids in delivering the best results. Carollo also excels in bridging design and construction, with proven qualities of proactive involvement, quality, partnership, professionalism, and leadership, ready for the District's on-call CM contract.

Carollo has the resources and systems in place to mobilize quickly to meet any staffing needs. At some point in your projects, the need for full-time, on-site CM staff will be necessary. At that point, the assigned construction manager will monitor activities on the contractor’s schedule to make certain the right construction administration expertise is available when you need them. In this manner, you pay for services only when you need them to support your construction projects. Carollo has never failed to supply qualified personnel on any of our on-call contracts.

**Local History and Clientele**

We live, work and play in your service area. Since our first California office opened, Carollo has grown to become a leader in the Southern California municipal water industry. Operating out of our downtown Los Angeles office for more than a decade now, our staff has helped develop some of the Los Angeles Basin’s most significant water resource infrastructure. Our longevity in Southern California is based on our dedication to understanding the ever-changing regional water environment. This knowledge helps us be a “good neighbor” to local municipalities and the communities they serve by providing high-value CM services for their water needs.

## HOW THE CAROLLO LED CM EXPERIENCE WILL BENEFIT YOUR PROJECTS

- » Flexibility—We tailor our services to fit your needs.
- » Proven systems, processes, and tools in place, which also can be tailored to fit your needs.
- » Access to other skills and expertise from our national and local resources.
- » Access to the latest technology, including process improvements and solutions to construction issues we've encountered on many other projects.

### Ardurra Group, Inc.



With 1,200+ employees in 72 offices across the country, including 120 professionals in six offices throughout Southern California, Ardurra specializes in multidisciplinary engineering and consulting services and is ranked 23 in Engineering News-Record's Top 500. Locally, Ardurra's team of professionals

provides construction oversight and inspection, program management, project management, construction management and administration, civil engineering planning and design, plan review and plan check, code compliance enforcement, environmental compliance, labor compliance, and grant administration.

Since 2005, more than 60 municipalities throughout Southern California have entrusted Ardurra with their construction management and inspection needs. With an emphasis on practical, experienced, and cost-effective solutions, Ardurra has successfully delivered projects ranging from pipeline installations and rehabilitation, trenchless and tunneling installations, pump stations, steel and concrete reservoirs, treatment facilities to managing multi-project capital improvement programs. Ardurra's construction managers are well-versed in CPM scheduling, construction means and methods, WATCH requirements, and Greenbook General Specifications and are adept at maintaining a safe construction site while achieving quality projects on time and within budget. Ardurra has a comprehensive bench of inspectors who bring experience in all aspects of public agency inspection. Ardurra's inspectors are competent, knowledgeable and conform to California Building Standards Code/Title 24, city codes and ordinances, federal grant requirements, State of California Local Assistance Procedures Manual, Greenbook, AWWA and APWA standards, and, where appropriate, LEED, DSA, and OSHPD standards.

### KEY INFORMATION

**YEAR ESTABLISHED:** 1977

**SERVICES PROVIDED:**

Public works/civil planning, design, construction management and inspection; water/wastewater planning design, construction management and inspection; environmental; land development; emergency management; structural engineering; survey; as well as public outreach, plan review and plan check, code compliance enforcement, labor compliance, and grant administration

**OFFICE LOCATION:**

72 offices throughout the US  
Nearest office: 1960 E. Grand Ave., Suite 300, El Segundo, CA 90245  
Additional Southern California offices located in Newport Beach, Oceanside, Poway, Temecula

**AVAILABLE EMPLOYEES:**

120 employees in Southern California/1,250 nationwide

**CLIENTS SERVED:**

Primarily municipalities and water/wastewater agencies

## CM Solutions



CM Solutions (CMS) is a small, women-owned business specializing in project controls services to a variety of large engineering and construction projects. Since 2001, CMS personnel have provided project controls expertise for projects ranging in scope from \$500,000 to more than \$14 billion. The firm's clients include public agencies, utilities, construction management firms, CM-at-Risk, and general contractors. CMS's core focus is helping clients increase their efficiency and profitability through improved project control and management. They do this by providing critical and timely information which enables clients to make the best possible decisions on both a project and enterprise-wide basis. The result is greater levels of project efficiency and making projects easier to manage.

CMS provides experienced, proven professionals to supplement clients' on- and off-site project control requirements. By seamlessly integrating their staff into clients' existing infrastructures, CMS can address the clients' unique needs and maximize the benefits of their existing business processes. The firm's project control engineers and specialists bring real value to a variety of engineering and construction projects.

## Carollo Experience that Counts

Carollo has numerous on-call CM contracts with cities, counties, and water and wastewater agencies throughout the United States. These services range from staff augmentation to full scope CM teams, and include project management, construction management, cost estimating, scheduling, change order management, construction inspection, resident engineering, document management, project controls, and more. We use a comprehensive approach to construction services which is customized to achieve each client's unique project or on call services requirements. Our approach to providing CM services is founded on continuous attention to the following key measures of successful project delivery:

- Staffing and supporting a well-qualified and skilled CM team which has extensive and relevant experience working on similar projects.
- An approach to manage your risks and provide the quality services you paid for.
- Proven computer tools to manage cost and schedule which results in few changes and overruns.
- Fully documented decisions and timely flow of critical project information which keeps all participants informed.
- A focus on quality of the constructed work and results which conform to the designer's contract documents.
- Teamwork that avoids adversarial behavior, thus reducing claims and promoting open communication.

### KEY INFORMATION

**YEAR ESTABLISHED:** 2001

**SERVICES PROVIDED:**  
Project Controls for CM

**OFFICE LOCATION:**  
114 W Colorado Boulevard  
Monrovia, CA 91024

**AVAILABLE EMPLOYEES:** 41

#### CLIENTS SERVED:

- Inland Empire Utilities Agency
- Los Angeles Department of Water and Power
- Los Angeles County Sanitation Districts
- California Department of Water Resources
- Orange County Sanitation District
- Water Replenishment District (WRD)
- Eastern Municipal Water District
- City of Riverside
- City of Visalia
- California Department of Corrections and Rehabilitation
- LA Metro
- Los Angeles World Airports
- San Onofre Nuclear Power Plant
- San Diego Gas and Electric Company
- Southern California Gas Company

## Representative Project Experience

Our experience incorporates nearly every type of wastewater treatment process, ranging from headworks with fine screens to coarse screens, conventional activated sludge to biological nutrient removal processes, cloth filters to membranes, and UV to ozone disinfection. The table below, and the following reference projects, demonstrate the Carollo Team's varied CM experience on projects which include the same type of services requested for your on-call CM project.

## SIMILAR PROJECTS PERFORMED IN THE PAST FIVE YEARS

Client / Project	Project Elements				
	Wastewater Treatment Plant	Pumping Facilities	AWPF Projects	Sewers/ Interceptors	Tunneling
<b>Carollo Engineers</b>					
City of Riverside, CA <b>Riverside Regional Water Quality Control Plant Phase 1 Expansion</b>	■	■			
Cities of San Jose/Santa Clara, CA <b>Regional Wastewater Facility Capital Improvement Program</b>	■	■		■	
Los Angeles Bureau of Sanitation, CA <b>Hyperion Advanced Water Purification Facility Program Management and Engineering Support Services for Construction</b>	■	■	■		
Orange County Water District, CA <b>Groundwater Replenishment System Initial and Final Expansion CM Services</b>	■	■	■	■	■
San Luis Obispo City, CA <b>WRRF Upgrade Construction Management</b>	■	■			
West Basin Municipal Water District, CA <b>Palos Verdes Lateral &amp; Pump Station CM services</b>		■			■
City of Riverside, CA <b>Trautwein/Alesandro Force Main Emergency Rehabilitation</b>		■			■
<b>Ardurra Group</b>					
Elsinore Valley Municipal Water District, CA <b>Regional Plant Expansion</b>	■	■			
City of La Mesa, CA <b>Phases 1 – 4 I&amp;I Improvements</b>				■	
City of Oceanside, CA <b>Mesa/Garrison Emergency Sewer Repair</b>				■	■
City of Carlsbad, CA <b>Foxes Landing Pump Station Upgrades</b>		■			
Elsinore Valley Municipal Water District, CA <b>A-2 Lift Station Rehabilitation</b>		■		■	



Client / Project	Project Elements				
	Wastewater Treatment Plant	Pumping Facilities	AWPF Projects	Sewers	Tunneling
<b>CM Solutions</b>					
Los Angeles County Sanitation Districts, CA <b>Lancaster Water Reclamation Plant Stage 5 Expansion Phase I</b>	■	■		■	
Los Angeles County Sanitation Districts, CA <b>Lancaster Water Reclamation Plant Stage 5 Expansion Phase I</b>		■		■	■
City of Riverside, CA <b>Riverside Water Quality Control Plant Expansion Phase I</b>	■	■		■	
City of Paso Robles, CA <b>Wastewater Treatment Plant Upgrade</b>	■	■		■	
City of Visalia, CA <b>Water Conservation Plant Upgrade</b>	■	■		■	
City of Palm Springs, CA <b>Headworks &amp; Primary Clarifier Upgrade</b>	■	■		■	
Costa Mesa, CA <b>OCWD GWRS Initial Expansion</b>			■		

<p><b>\$2 Billion</b></p> <p>Value of Carollo CM projects in the last 10 years</p>	<p><b>ZERO</b></p> <p>Number of safety related claims on Carollo CM projects in the last 5 years</p>	<p><b>Top 50</b></p> <p>ENR Ranked Carollo CM Firm #32</p>
<p><b>20%</b></p> <p>Carollo's annual revenues attributable to construction-related services</p>	<p><b>2%</b></p> <p>Change order record over the past 10 years</p>	<p><b>99%</b></p> <p>Number of construction projects that are claim free</p>

## Carollo Project Experience and References



### Regional Wastewater Facility Capital Improvement Program

Cities of San Jose/Santa Clara, CA

Our CM team is providing construction management services for this \$1.6 billion capital improvement program (CIP) of 22 projects. Our on-site services include a construction management subject matter expert (CM SME), program health and safety management (safety officer), and construction coordination (risk manager).

Our CM SME performed a CM Readiness Assessment of the existing construction management program and processes, is providing constructability reviews on all projects, revising the CM Construction Administration Plan (CAP) and performing as CM Testing, Startup & Commissioning Lead. Our safety officer is implementing the Program's safety requirements as the CM Program Safety Manager and our construction coordinator is supporting key testing and start-up coordination between the Contractors and Owner's Operation and Maintenance Division.

The Readiness Assessment reviewed all CM program processes, systems, tools, organizational structures, provided recommendations which are currently implemented. The CM SME is leading the revisions to the CM CAP, which is the governing document for the construction management program. We have established consistent construction schedule reporting procedures. We are implementing a master construction schedule of all projects to identify schedule issues, track project/program milestones, and coordinate testing, startup, and commissioning activities with the operations of the existing facility.

#### REFERENCE

Shelly Guo  
Principal Construction Manger  
Shelly.Guo@sanjoseca.gov  
408-535-8300



### WRRF Upgrade Construction Management

City of San Luis Obispo, CA

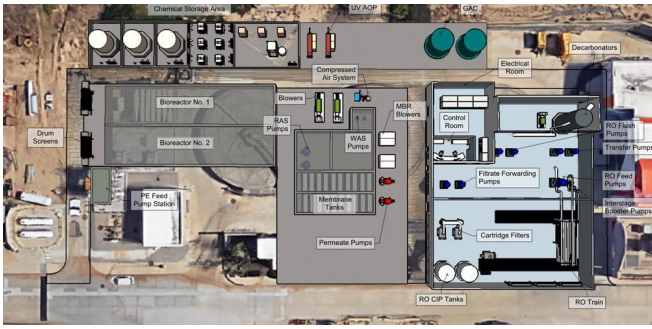
The \$111-million wastewater treatment plant project improves the Water Resources Recovery Facility's (WRRF's) ability to recover resources traditionally classified as waste. The upgrade will improve the WRRF's efficiency while helping reduce the City of San Luis Obispo's dependency on surface and groundwater supplies. The key component of the project involves construction of a new 6.3-mgd membrane bioreactor (MBR) treatment system.

Other facility improvements include expanded flow equalization capacity, headworks improvements, primary clarifier upgrades, a new ultraviolet disinfection facility, and effluent cooling towers. New primary and waste activated sludge (WAS) blending, thickening, and anaerobic digestion facilities are major elements of the solids handling improvements.

Carollo is providing complete construction management services, including documentation system setup and control using EADOC's secure, on-line web-based construction documentation system; development of a communication and construction management plan; full-time construction management; and resident project representative and resident inspection. Services also include third party testing of equipment; contractor loop checks; startup testing and operations assistance; commissioning; claims negotiations; requests for information responses and tracking; change order request review; drawing review; preparation of State Revolving Fund payment reimbursement requests; and SCADA integration.

#### REFERENCE

David Hix  
Wastewater Division Manager  
dhix@slocity.org  
805-781-7039



## Hyperion Advanced Water Purification Facility Program Management and Engineering Support Services for Construction

City of Los Angeles Bureau of Sanitation, CA

In October of 2016, LASAN contracted with Carollo to provide engineering support services for the construction of the Hyperion Advanced Water Purification Facility at the Hyperion Water Reclamation Plant. This 1.5 mgd, expandable to 5 mgd, facility will be used for the treatment of primary effluent by MBR, RO, UV AOP, and GAC for water reuse at the Los Angeles World Airports. In addition, reclaimed water will be used within Hyperion Water Reclamation Plant for a variety of applications. Product water storage, pumping, and conveyance are also included in this project.

Due to the schedule constraints and desire to maintain a balance with cost and design control, this project was implemented using a progressive design-build (PDB) delivery method. The procurement of the PDB contractor will use a two-step process consisting of (1) qualifications/short-listing and (2) proposal/selection. Key equipment was pre-qualified as part of the engineering effort.

### REFERENCE

Tim Dafeta  
Plant Manager  
timeyin.dafeta@lacity.org  
310-648-5555



## Construction Management Services for the Groundwater Replenishment System Expansion

Orange County Water District, CA

The existing 100 mgd Advanced Water Treatment Facility (AWTF) owned and operated by the Orange County Water District (OCWD) is to be expanded by 30 mgd to a total production capacity of 130 mgd. The work includes the expansion of the existing microfiltration, reverse osmosis, and ultraviolet light treatment processes, in addition to installation of pumps, chemical storage tanks, chemical dosing pumps, blowers, decarbonators, and electrical components of the AWTF.

Carollo is performing construction management for the portion of conveyance facilities at Orange County Sanitation District (OCSD) Plant No. 2. The work includes an 80 MGD pump station, valve and metering vaults, two prestressed above ground concrete circular tanks (3.5 MG and 2.5 MG), weir box, diversion structure, piping, valving, sluice gates, and associated electrical and instrumentation.

Carollo's onsite team prepares daily reports, coordinates daily inspections with the contractor, prepares photographic records of the work, coordinates with OCSD and OCWD's staff, monitors compliance with storm water runoff regulations, monitors environmental requirements, coordinates cultural resources monitoring, attends construction progress meetings, prepares change order evaluations, reviews and approves payment requests, reviews and provides recommendations for RFIs and shop drawing review comments from the engineer, uses Procore for document control and photo log, and assist with project startup and close out.

### REFERENCE

Sandy Scott-Roberts  
GWRP Program Manager  
sscott@ocwd.com  
714-378-3292



## Regional Water Quality Control Plant Phase 1 Plant Expansion

City of Riverside, CA

The Riverside Regional Water Quality Control Plant (RWQCP) was expanded and retrofitted to meet the needs of future generations. This plant expansion also introduced several new technologies designed to produce high quality effluent water and increase the plant's efficiency.

CM Solutions was responsible for the review of the Prime Contractor's fully resource and cost loaded baseline schedule. Monthly responsibilities included schedule update reviews, staying abreast of dynamic field conditions, mitigating various claims to the Owner, and coordination with the contractor and subcontractor. CM Solutions worked with the team to strategize and optimize remaining work, as well as evaluate the risk and mitigation strategies..

Carollo provided third-party CM services, which included inspection/ materials testing; equipment, start-up, testing, and commissioning; a storm water pollution prevention plan; project controls/ scheduling; contract administration; and QA/QC services. To adhere to schedule and budgetary guidelines, Carollo actively managed the construction sequencing and scheduling with the contractor so that no single work requirement would interrupt the critical path.

### REFERENCE

Kevin Goodwin  
Construction Project Manager  
Public Works Department  
kgoodwin@riversideca.gov  
951-318-3134



## West Basin Municipal Water District Palos Verdes Lateral & Pump Station CM services

Palos Verdes Recycled Water Pipeline and Pump Station Projects

Carollo is providing CM services for the District's pipeline and booster pump station (BPS) including inspection of approximately 18,000 lf of 10- to 14-inch PVC pipeline in both residential and commercial zones, with specialty inspection, and material testing. CM services involved an in-depth analysis of the project sites to mitigate and solve problems concerning traffic, easements, safety, site constraints, pipeline alignment, noise, and neighborhood concerns/public outreach.

Carollo is coordinating with the District, Contractor, Cal-Trans, Los Angeles County Flood Control, and the Cities of Torrance and Palos Verde Estates to navigate potential issues at multiple busy intersections and residential neighborhoods. Pipe alignment includes Jack and Bore pit locations, Horizontal Directional Drilling (HDD), public park access and safety, a pipeline point of connection in the middle of a highly trafficked intersection, potholing of Utilities prior to excavation, open cut trench through eight lanes of Pacific Coast Highway, and emergency access impact.

### REFERENCE

Veronica Govea  
Engineering Supervisor  
West Basin Municipal Water District  
veronicag@westbasin.org  
310-217-2411

## Ardurra Group Project Experience and References



### Regional Plant Expansion

Elsinore Valley Municipal Water District, CA

Ardurra served as the Deputy Construction Manager and SCADA specialist, and provided grant, permitting, and labor compliance services. This project had numerous interim milestones to meet issues related to wet weather conditions and deteriorated critical pipelines.

#### Key Project Components and Issues

- \$1.3 million distributed control system upgrades
- \$36.9 million plant upgrades, including:
  - » New Secondary Clarifier No. 6
  - » New flow control structure and off-spec diversion structure
  - » Construction of one lined concrete off-spec diversion pond, secondary equalization pond and a new stormwater pond
  - » New plant influent pipeline and miscellaneous improvements of pumps and electric actuators
- \$45M to \$55M for new Treatment Train C

#### REFERENCE

Jason Dafforn  
former EVMWD Director of Engineering/Water Resources (current General Manager at Valley Sanitation District)  
jdafforn@evmwd.net  
951-434-4708



### Phases 1 – 4 Inflow and Infiltration Improvements

City of La Mesa, CA

Ardurra provided contract administration, inspection services, and quality control for this project to replace or rehabilitate old 6-inch concrete sewer mains with new 8-inch PVC mains throughout the city of La Mesa. Significant construction activities managed as part of this project included traditional open trench replacement, 30-inch jack and bore installation under railroad tracks, and "pipebursting" techniques, most of which was installed in narrow easements along property lines and required close coordination between the prime contractor, subcontractor, and construction management team to minimize the impact on private property owners. The Ardurra construction manager was responsible for all coordination with affected utilities, including AT&T, SDG&E and Helix Water District, as well as provided the necessary reporting and coordination with the Water Resources Control Board, State Revolving Fund program.

- **Phase 1:** 18,000 LF 6-inch sewer replaced or rehabilitated; 2,000 LF cured-in-place polyester lining; 500 LF HDPE "pipebursting;" 200 LF 30-inch jack & bore
- **Phase 2:** 10,000 LF 6-inch sewer replaced or rehabilitated; 1,500 LF HDPE "pipebursting"
- **Phase 3:** 11,000 LF 6-inch sewer replaced or rehabilitated; 3,000 LF HDPE "pipebursting"
- **Phase 4:** 12,000 LF 6-inch sewer replaced with 8-inch; 2,800 LF 8-inch HDPE "pipebursting;" 68 manhole replacements; epoxy coated manhole rehabilitation

#### REFERENCE

Hamed Hashemian  
former City of La Mesa Engineering Project Manager (current Deputy Director of Public Works at City of Palmdale)  
hhashemian@cityofpalmdale.org  
661-267-5303

## CM Solutions Project Experience and References



### Groundwater Reliability Improvement Project (GRIP)

Water Replenishment District of Southern California, CA

The Advanced Water Treatment Facility for Groundwater Reliability Improvement Project (GRIP) is located in the City of Pico Rivera, and includes a visitor and educational center, and a pipeline running parallel to the San Gabriel River Parkway.

CM Solutions was engaged by the CM firm, and Engineers to provide collaborative scheduling services for this Design-Build (DB) project. Collaborative scheduling provides a single master scheduler serving both the contractor and the owner, creating greater efficiency and transparency, while avoiding claims by resolving problems at the jobsite level.

CM Solutions is providing monthly schedule updates with in-depth trend analysis along with cost information, as well as bi-monthly schedule review and analysis meetings with the project stakeholders. Through the progressive unitization of collaborative scheduling practices, the owner and the DB teams are more trusting of the schedules and what it is telling them. This has fostered an environment in which the teams are working closer together and are more interactive and engaged on schedules and risks.

#### REFERENCE

Ken Ortega  
Assistant General Manager  
kortega@wrd.org  
805-302-8915



### Palmdale Water Reclamation Plant Stage Five Plant Expansion Phase 1

Sanitation Districts of Los Angeles County, CA

This project was a major expansion of the working Palmdale Water Treatment Plant from 9 million gallons of wastewater per day to 15 MGD, to serve a population of 150,000. The completed project is a tertiary treatment plant with solids processing facilities. Effluent is reused for irrigation of trees and fodder crops on City of Los Angeles Department of Airports' property and also for parks in the city of Palmdale. The Palmdale WRP processes all wastewater solids generated within its service area. The wastewater solids are anaerobically digested, stored, and then dewatered using centrifuges.

CMS was responsible for the development of the fully resource and cost loaded baseline schedule. Weekly schedule updates derived from the updated master schedule were provided. Monthly responsibilities included schedule updates, revising logic and scope to reflect ongoing dynamic field conditions, schedule and pay request approval from the owner, and subcontractor coordination. Time impact analysis scenarios were performed including detailed narratives on field delays.

On a tight timeline, CMS worked closely with the general contractor and other stakeholders from both the contractors' and Owners' sides to develop and maintain a valid and trusted schedule. Differing site conditions were discovered almost immediately and had to be assimilated into the schedule for analysis. CMS aggressively facilitated numerous timely meetings to keep up with the fast pace of the project in order to accommodate unforeseen conditions and delays and to maintain a trusted schedule.

#### REFERENCE

Ted Brodeur  
Resident Engineer  
TBrodeur@LACSD.org  
301-701-4935

## Exceptions to the Technical Scope and Requirements

Carollo has reviewed the technical scope and requirements of the RFP and have outlined our exceptions below, including exceptions to insurance requirements.

### Exceptions to Contract

- **Section 1.1.3:** Add the following to the end of the sentence in the 12th line after “with the District”
  - » “and to the extent caused by Consultant’s negligent performance of the Work required hereunder. In no event shall the cost to defend charged to Consultant exceed Consultant’s proportionate percentage of fault.”
- **New Section 1.1.6:**
  - » “1.1.6 Warranty and Damages: Consultant shall not be responsible for warranties, guarantees, fitness for a particular purpose, breach of fiduciary duty, loss of anticipated profits or for economic, incidental, liquidated, or consequential damages to the District or any third party arising out of breach of contract, delay, termination, or for any other reason whatsoever. Additionally, Consultant shall not be responsible for acts and decisions of third parties, including governmental agencies, other than Consultant’s subconsultants, that impact project completion and/or success.”
- **Section 1.1.5:** Add the following to the end of the paragraph:
  - » “Consultant shall be entitled to use and reasonably rely upon all such District furnished information in completing the Work required hereunder.”
- **Section 1.2.2:** Add the following to the end of the paragraph:
  - » “The District shall pay all approved Consultant invoices within thirty (30) days of receipt.”
- **Section 1.3.3:** Add the following to the end of the paragraph:
  - » “Consultant is not responsible for damage or delay in performance caused by events beyond the reasonable control of Consultant. In the event Consultant’s services are suspended, delayed or interrupted for the convenience of the District or delays occur beyond the reasonable control of Consultant, an equitable adjustment in Consultant’s time of performance and cost of Consultant’s personnel and subcontractors may be made.”
- **New Sections 1.13, 1.14 and 1.15:**
  - » **1.13 Construction Contractor Means, Methods and Safety:**  
Consultant shall not be responsible for the means, methods, techniques, sequences, or procedures of construction selected by construction contractors or the safety precautions and programs incident to the work of construction contractors and will not be responsible for construction contractors’ failure to carry out work in accordance with the construction documents.
  - » **1.14 Construction Contractor Indemnification and Insurance:**  
The parties agree that Consultant shall be indemnified to the fullest extent permitted by law for all claims, damages, losses and expense including attorney’s fees arising out of or resulting from the construction contractor’s performance of work including injury to any worker on the job site. Additionally, Consultant shall be named as additional primary insured(s) by the construction contractor’s general liability and builders all risk insurance policies without offset and be included in any waivers of subrogation, and all construction documents and insurance certificates shall include wording acceptable to the parties herein with reference to such provisions.
  - » **1.15 Third Parties:**  
The services to be performed by Consultant are intended solely for the benefit of the District. No person or entity not a signatory to this Agreement shall be entitled to rely on Consultant’s performance of its services hereunder, and no right to assert a claim against Consultant by assignment of indemnity rights or otherwise shall accrue to a third party as a result of this Agreement or the performance of Consultant’s services hereunder.”

## Exceptions to Insurance Requirements

- **Section 1.5.4: Replace the existing paragraph with the following:**
  - » Professional Liability: The Consultant shall maintain professional liability insurance with coverage for wrongful acts, errors or omissions committed by Consultant in the course of the work performed for the District under this Agreement. This insurance shall be coverage for liability caused by Consultant's negligent acts, errors or omissions. The limit for this insurance shall not be less than \$1,000,000 per claim, \$3,000,000 aggregate, on a claims-made basis. This insurance is in effect and will be maintained for five (5) calendar years beyond completion of this Agreement.



# Individual Qualification Information

Various elements contribute to a successful project, and among them, the individuals assigned to cater to our clients' needs play a significant role.

To effectively tackle project challenges, the appointed CM team needs to be highly communicative, possess strong project controls skills, and include scheduling and estimating experts who can adapt to rapidly changing conditions and contractor progress. Furthermore, a deep understanding of industry best practices will further empower the CM team to overcome obstacles and ensure project success.

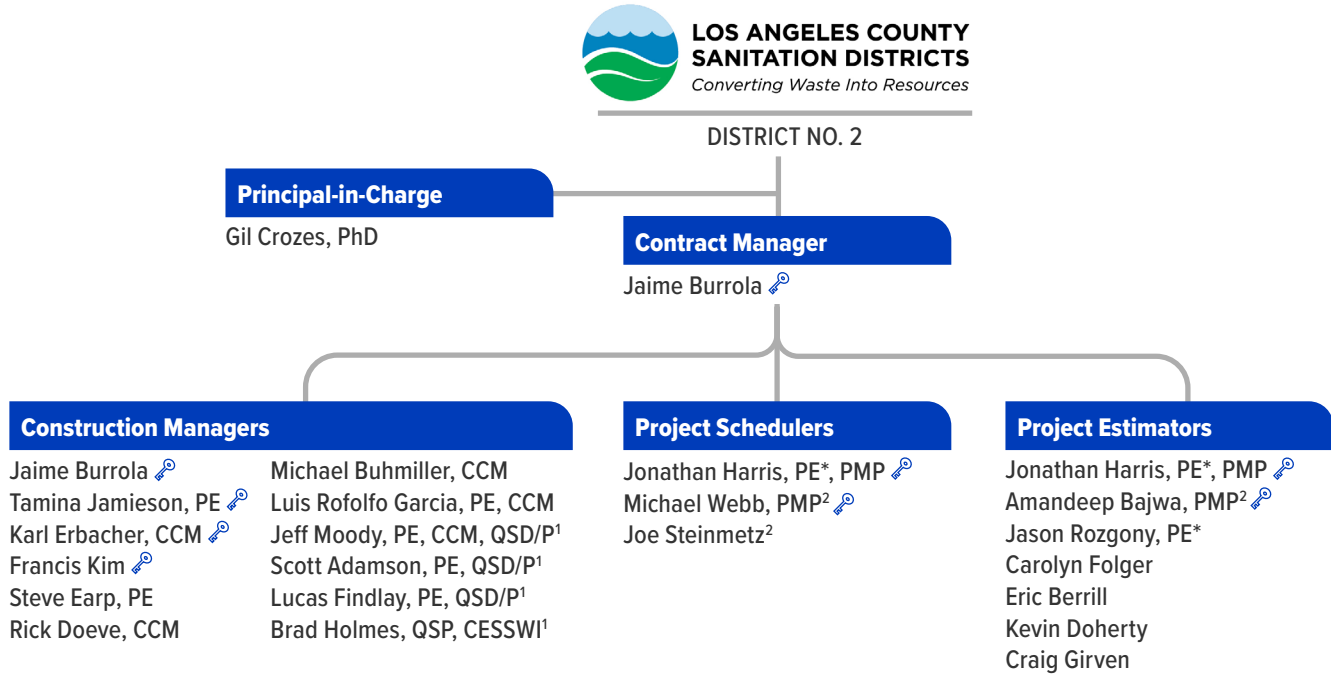
## The Ideal Team for the District

We have meticulously assembled a proficient team of CM personnel, carefully selected to support you throughout the entire contract period. It is their in-depth knowledge of wastewater conveyance and treatment construction, coupled with their proactive thinking and exceptional creative problem-solving abilities, that will drive the projects to successful completion.

In this organizational chart, you will find a clear overview of all the proposed personnel, their specific roles, and how they will collaborate to achieve your unique project objectives. As part of our commitment to deliver excellence, we have further enhanced our team by incorporating Ardurra and CM Solutions. Following the org chart, you will find brief staff profiles, expanding on the qualifications and experience of each CM team member. For more information, we have included their resumes in the Appendix.

## Team Organization

Recognizing the diverse scope of tasks involved in on-call CM services contracts, we are aware that the success of these services is tied to the qualifications and experience of both the contract manager and the CM team. It is of utmost importance that they possess relevant experience with projects of similar scope, while also demonstrating their ability to thrive within the fast-paced, as-needed contract environment.



1 - Ardurra Group 2 - CM Solutions \* PE not in California Key Personnel

Our team will be overseen and directed by contract manager Jaime Burrola. With extensive experience in wastewater and water infrastructure, Jaime has successfully managed complex municipal, heavy industrial, and commercial/multi-use projects for diverse public and private sector clients. He possesses a proven track record in large construction organizations, program development and implementation, successful project and construction management, and achieving project close-out. Jaime is well-regarded for his combination of technical, management, and communication skills. In addition, Jaime understands the importance of being responsive to the District's project manager.

## Staff Availability

As an integral part of our commitment to serve as an extension of the District staff, our team members are fully devoted and readily available whenever their expertise is required. Moreover, we believe in open communication and transparency. Therefore, we pledge to discuss our planned team(s) with the District, always clarifying the rationale behind our selections. Furthermore, prior to implementing any personnel changes, we will seek the District's approval, making certain that our collective vision aligns throughout the project's progression.

### OUR CONTRACT MANAGER AND PRINCIPAL-IN-CHARGE ALL MEET THE QUALIFICATION REQUIREMENTS OF THE RFP, INCLUDING:

- » Proficient in delivering clarity and alignment throughout the contract management process.
- » Skilled at multitasking, efficiently handling multiple tasks and responsibilities concurrently while maintaining effective project oversight.
- » Demonstrates adaptability, readily adjusting to evolving project needs, unforeseen challenges, and changing circumstances while ensuring smooth project execution and successful outcomes.

## Contract Manager / Construction Manager



### Jaime Burrola

Jaime has more than 45 years of experience in the construction industry with 25 years in wastewater and water infrastructure for various public and private sector clients. He has managed construction of more than \$1.5 billion in Southern California infrastructure in the past 10 years and has a proven record in large construction organizations including program, construction, and project management. Jaime has personally managed the construction of large wastewater treatment plants, the largest Advanced Water Purification Facility (AWPF) in the nation, was the Owner's Agent/Principal-in-Charge on the first dual, radial "curved" 84-inch tunnel in the nation, and was the Assistant Project Manager on the JWPCP Biological Reactors and Clarifiers Train E, F, G & H Project. Jaime has also worked closely with CM Solutions on the Orange County Water District AWPF project.

## Principal-in-Charge



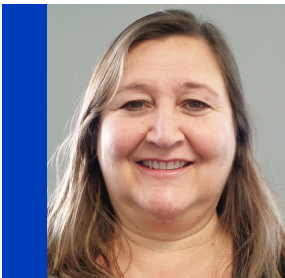
### Gil Crozes, PhD

Gil is a vice president with 32 years of experience specializing in water quality, water and wastewater facilities planning, treatment processes, studies, and treatment plant design. His field of expertise encompasses conventional water and wastewater treatment processes as well as membrane treatment processes. Gil has successfully completed many projects for the District including the on-call projects at the Valencia and Saugus plants.

## OUR CONSTRUCTION MANAGERS ALL MEET THE QUALIFICATION REQUIREMENTS OF THE RFP, INCLUDING:

- » Minimum 10 years of experience
- » Experience in one or more areas related to your project: wastewater treatment plants, sewers, tunneling, advanced water purification facilities
- » Effective communicators
- » Management of complex projects

### Construction Managers



#### Tamina Jamieson, PE

Tamina has more than 20 years of engineering and construction management experience in public sector work with expertise in public contract, construction management, and project engineering. She has designed, engineered and managed infrastructure projects and served as project manager/project engineer on several multi-million dollar water and wastewater construction projects. Tamina was also on the construction team with Jaime Burrola, who constructed the JWPCP Biological Reactors and Clarifiers Train E, F, G & H Project.



#### Karl Erbacher, CCM

Karl has 20 years of experience managing multimillion-dollar contracts while providing highlevel, focused, team leadership and mentoring. He has significant experience overseeing complex construction lifecycles and processes, a keen ability to drive development in the midst of technical uncertainties, and superior multi-tasking skills, with a proven ability to handle multiple projects while meeting tight deadlines.



#### Francis Kim

Francis has 19 years of experience in construction engineering and inspection for diverse water, recycled water, and wastewater projects in California. Francis has held roles as a resident engineer, project engineer, and inspector. His primary focus has been to deliver the timely completion of contractor's construction and administration tasks while adhering to stringent quality standards. Francis and his expertise extends to value engineering during contract document preparations and conducting constructability reviews. His involvement spans troubleshooting, meticulous plan specifications, designing layouts on MicroStation, accurate cost estimating, and effective coordination of fieldwork.

## Construction Managers



### Steve Earp, PE

Steve has more than 40 years of progressively responsible experience in engineering and construction with a focus on water and wastewater projects. He maintains a strong commitment to excellence in the constructed project and fairness in administration of the contract. His skills include technical aspects of construction, project management and organization of the large quantities of information involved in a modern public works construction project, and team building. After 11 years of experience with general contractors on water treatment, wastewater treatment, and water transmission projects, he has served as Construction Manager/Owner's Representative for water and wastewater projects ranging from \$7 million to \$195 million.



### Rick Doeve, CCM

Rick has more than 21 years of specialized expertise in engineering and construction services. He is experienced in construction budgeting, scheduling, estimating, surveying, construction safety, and inspection. In addition to representing the client full-time from the beginning of the construction phase through start-up and closeout, his on-site duties include coordination of work among the general contractor, owner (client), inspectors, and project engineers. He is also capable of reviewing shop drawings, requests for information (RFIs), change order evaluations and negotiations (including preparation of independent estimates), payment requests, and critical path method (CPM) schedules.



### Mike Buhmiller, PMP, CCM, LEED AP BD+C

Mike has more than 20 years of team leadership experience with design-build, and design-bid-build through collaboration with engineering, pre-construction, estimating, construction, commissioning, warranty closeout, project certification, financial closeout, operations and maintenance. Successfully leading Owners, Contractors, Engineers and Facility Managers to successful project completion, he has managed and directed teams for both the design and construction of private work with Fortune 500 Companies, as well as the pre-construction and construction phase of public works projects. His management leadership experience includes projects for the public educational, institutional, commercial, industrial, power generation, water treatment and manufacturing/distribution market sectors.



### Rodolfo Garcia, PE

Rodolfo has over 20 years of experience in water infrastructure projects. As a CM, he provides vision, forward planning, and assessment of key project performance metrics focused on quality, scheduling, and budget. His strong management skills are as communicator/facilitator with clients and contractors to drive project success.

## Construction Managers



### Jeff Moody, PE, CCM, QSD/P

Jeff currently holds the position of Senior Construction Manager with Ardurra. He has 24 years of project/construction management, resident engineering, inspection, and design of small and large civil engineering public works projects. He began his career as an assistant engineer designing public works projects then moving into field inspection roles progressing steadily through the ranks of inspection and project/construction management roles to a position of senior construction manager.



### Scott Adamson, PE, QSD/P

Scott Adamson has 25 years of construction management, resident engineering, inspection, and design of small and large civil engineering public works projects. He began his career in the geotechnical field as a soils technician and progressed steadily through the ranks of inspection and construction quality control to the position of Senior Construction Manager.



### Lucas Findlay, PE, QSD/P

Since graduating with his Bachelor of Science in Civil Engineering from California State University Chico, Lucas worked in engineering design before focusing his career in the construction management field. With 10 years of professional experience, his duties as a construction manager have included filling an assistant construction manager role as well as providing resident engineer and inspection services for many water, wastewater, and storm drain pipeline projects. His experience, educational background, and credentials allow him the ability to oversee and evaluate operational characteristics, services, and activities of public works construction.



### Brad Holmes, QSP, CESSWI

Brad has 16 years of experience and a proven knowledge of the construction industry and processes. He has strong communication skills coupled with the ability to lead through adversity and complete projects on time and within budget. Brad has detailed understanding of budgeting, procurement, project planning and financial control along with technical knowledge of the scope of work, good workmanship, quality and finish, cost control and adherence and maintenance of a construction schedule.

## OUR PROJECT SCHEDULERS ALL MEET THE QUALIFICATION REQUIREMENTS OF THE RFP, INCLUDING:

- » Minimum 10 years of experience
- » Proficient with Primavera P6 software
- » Effective communicators
- » Knowledgeable of the principles of CPM scheduling, scheduling contract provisions, and analysis of time extension requests

### Project Schedulers



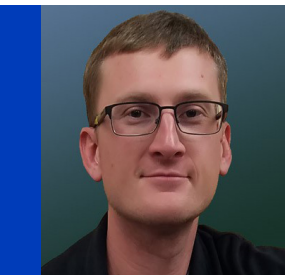
#### Jonathan Harris, PE, PMP

Jonathan brings 15 years of experience in construction management and project controls of new and retrofit construction and specializes in plant and pipeline projects. Jonathan is experienced in scheduling using Primavera P6 to review Contractor's Baseline Schedules, Monthly Updates and Time Impact Analysis for extra time claims. He also has cost estimating experience evaluating Contractor's change orders and extra work claims. He has recently completed his work for LA County Sanitation Districts as Change Order and Claims Specialist at the Valencia and Saugus treatment facilities.



#### Michael Webb, PMP

Mike is a Chief Project Controls Specialist with 25 years of experience in project controls and project management. His skillsets include advanced knowledge of project planning, scheduling and earned value formulation. Mike has worked on very complex design-build refineries, utilities, and water plants. He understands how a project comes together from concept to construction and is skilled with integrating multiple projects of various phases into a complete picture.



#### Joe Steinmetz

Joe is a highly reliable project controls specialist with 13 years of experience on large, complex projects in water/wastewater, oil and gas refinery, mining and energy. His experience includes scheduling, cost controls, systems implementation, estimating, change management, and construction management. He is proficient in project setup, scheduling, budgeting and work breakdown structure creation, and has an excellent ability for engineering and material forecasting. A talented communicator, he has an advanced ability to train teams and mentor subordinates.

## OUR PROJECT ESTIMATORS ALL MEET THE QUALIFICATION REQUIREMENTS OF THE RFP, INCLUDING:

- » Minimum five years of experience
- » Proficient with Sage/Timberline software
- » Experience preparing cost estimates for public works projects
- » Effective communicators

### Project Estimators



#### Amandeep Bajwa, PMP

Amandeep is a dynamic and energetic professional with seven years of experience in estimating, cost controls, and project management of multimillion-dollar complex construction projects including compressor stations, highways, bridges, and airports. He is experienced in estimating, cash flow projections, negotiating contracts, and change order management. He is a team player with a great attitude and thrives in a deadline-driven environment.



#### Jason Rozgony, PE

Jason is a construction professional with 25 years of experience specializing in cost estimating for water and wastewater treatment plants, pump stations, storage, and distribution systems. Prior to his cost estimating experience, he worked as a resident project engineer, superintendent, and construction manager on a variety of water treatment and remediation projects throughout the country. After transitioning from a construction operations career path to cost estimating, he worked as a discipline estimator specializing in civil and structural concrete, then advanced to a lead estimator for at-risk projects, and then as the Estimating Manager for US Operations leading a team of 28 full-time estimators. During his time as Estimating Manager his team produced at-risk price proposals for \$2B of water/wastewater treatment plant work while overseeing the production of nearly 400 opinion of probable cost estimates. Additionally, Jason is a member of the Sage Timberline Industry Advisory Board.



#### Carolyn Folger

Carolyn is a senior construction professional with more than 30 years of experience working for self-performing general contractors and engineering firms. Her project experience has been based entirely in the water and wastewater sector where she has worked as a project engineer, project manager, and cost estimator. Carolyn's technical expertise is centered on the construction, scheduling, and pricing of structural concrete, steel, and general building trades, but she is also experienced as a lead estimator capable of pricing a project's general conditions, commercial contract requirements, and developing an overall project fee model. She has served as a lead estimator for numerous at-risk projects including those exceeding \$130 million in contract value.



## Eric Berrill

Eric is a senior construction professional with 15 years of experience working in the water/wastewater sector as a mechanical superintendent and cost estimator for self-performing water treatment plant contractors. His technical expertise lies in the construction and pricing of yard pipe installation, process mechanical piping and equipment installation, and the construction of plumbing and HVAC systems. He is also experienced as a lead estimator and has done so for at-risk projects exceeding \$190 million in contract value. He is experienced with both conventional design-bid-build projects as well as alternate delivery methods including Construction Management at Risk and Design-Build. He has also prepared approximately 90 Opinion of Probable Construction Cost estimates for engineering projects.



## Kevin Doherty

Kevin is a senior electrical estimator with more than 36 years of construction experience, including more than 15 years of estimating experience for water and wastewater treatment projects. He has extensive knowledge of power generation and electrical and instrumentation systems for water and wastewater treatment facility construction. His focus has been applying his experience and knowledge to develop complete electrical and instrument and control cost estimates for various municipal and industrial water/wastewater contracts. He has completed hundreds of cost estimates for both construction bids and engineering design projects.



## Craig Girven

Craig is a senior construction professional with 22 years of construction experience in the water and wastewater industry. He spent 15 years in the field as an equipment operator, leadman, estimator, and project manager overseeing multiple crews for self-performing civil and pipeline contractors. Most recently, his efforts have been spent as a full-time lead cost estimator supporting CMAR, design-build, and hard bid projects and prepared engineer's estimates for pipeline, stormwater, pump station, and water/wastewater treatment plant projects. Craig has prepared discipline-level estimates and has led complete estimates for more than 150 design and fixed-price construction projects requiring collaboration with design engineers, vendors, and subcontractors from preliminary through final design.



## Professional References

The table below lists two professional references for each of our CM team members.

CM Team Member	References
<b>Jaime Burrola</b>  Contract Manager/Construction Manager Carollo Engineers	Shelly Guo, Principal Construction Manger City of San Jose P: 408-535-8300 / E: shelly.guo@sanjoseca.gov  Mr. Michael Markus, General Manager Orange County Water District P: 714-378-3200 / E: mmarkus@ocwd.org
<b>Gil Crozes, PhD</b> Principal-In-Charge Carollo Engineers	Traci Minamide, PE, BCEE, City of Los Angeles, LA Sanitation and Environment P: 213-485-2210 / E: traci.minamide@lacity.org  Paul Liu, PE, BCEE LADWP, Water Resources Division Recycling Policy, Water Rights, and Resource Management: P: 213-367-4048 / E: paul.liu@ladwp.com
<b>Tamina Jamieson, PE</b>  Construction Manager Carollo Engineers	Mr. Dave Bachtel, Senior Wastewater Project Manager Bachtel WW Engineers P: 951-488-5942 / E: drb204@roadrunner.com  Mr. Matt Conners, Project Engineer Frontier Water Systems P: 619-813-9614 / E: mattconners@gmail.com
<b>Karl Erbacher, CCM</b>  Construction Manager Carollo Engineers	Kirill Dolinskiy, PMP, Managing Director KRD Management Consulting P: 951-440-2809 / E: kirill.dolinskiy@krdmanagement.com  Andrew Krause, Director of environmental permitting, Derra-gen LLC. P: 661-747-1573 / E: akrause@derra-gen.com
<b>Francis Kim</b>  Construction Manager Carollo Engineers	Veronica Govea, Engineering Supervisor West Basin Municipal Water District P: 310-217-2411 / E: veronicag@westbasin.org  Sandy Scott-Roberts, GWRS Program Manager Orange County Water District P: 714-378-3292 / E: sscott@ocwd.com
<b>Steve Earp, PE</b> Construction Manager Carollo Engineers	Mr. Bruce Mitzel, Director of Field Engineering Eastern Municipal Water District P: 951-928-3777 x4476 / E: mitzelb@emwd.org  Mr. Tracy Crane, Wastewater/Recycled Water Manager El Dorado Irrigation District P: 530-622-4513 / E: tcrane@eid.org

**CM Team Member****References**

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Ardurra Group

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Philip Tunnell, Senior Civil Engineer  
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**Lucas Findlay**  
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Ardurra Group

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**Brad Holmes**  
Construction Manager  
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Los Angeles Department Water and Power  
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Scott Lopian, Senior Construction Administrator  
Eastern Municipal Water District  
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**CM Team Member**

**Jonathan Harris, PE, PMP**   
 Project Scheduler  
 Carollo Engineers

**References**

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 and Innovation  
 Colorado Springs Utilities  
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Blake Anderson, PE, Project Manager  
 Kansas City Water  
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**Mike Webb, PMP**   
 Project Scheduler  
 CM Solutions

Mr. James Hestad, Plant Operator  
 City of Palm Springs  
 P: 612-356-1032

Mr. Ken Ortega, Assistant General Manager  
 Water Replenishment District of Southern California  
 P: 562-275-4250

**Joe Steinmetz**  
 Project Scheduler  
 CM Solutions

Mr. James Hestad, Plant Operator  
 City of Palm Springs  
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Mr. Raj Punjabi MS, PE, Resident Engineer  
 Caltrans District 7 & 8  
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**Amandeep Bajwa, PMP**   
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 CM Solutions

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Ms. Maria Ferrer, Cost and Scheduler Manager - Construction  
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**CM Team Member**

**Kevin Doherty**  
Project Estimator  
Carollo Engineers

**References**

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# Statement of Insurance

Carollo has reviewed the insurance requirements specified in the RFP and can meet these requirements. We have included suggested modifications to these requirements as part of the list of exceptions on pages 12-13 of Section 1 – Statement of Qualifications for the Proposer.

# Appendix A

## Resumes





## Eric J. Berrill

**Eric Berrill** is a senior cost estimator with 18 years of experience. While with previous employers, he has served as lead estimator responsible for guaranteed maximum price (GMP) development for alternate delivery water treatment plant projects exceeding \$190M. Mr. Berrill has developed cost estimates for at-risk, self-performed mechanical portions of work, such as yard piping, process piping, and treatment equipment installation. He has experience with cost estimate preparation for various contract types, including hard bid, Construction Management At-Risk (CMAR), and Design-Build. Mr. Berrill has also prepared engineer's estimates for approximately 90 water treatment projects at design milestones ranging from 30 to 100% complete. In addition, he has worked as both a mechanical superintendent and project engineer for various water treatment and storage projects.

### Education

BS Construction Management, Colorado State University, Colorado, 2006

### Certifications

30-Hour Construction Safety and Health, OSHA, 2011

Construction Quality Management for Contractors #784, U.S. Army Corps of Engineers, 2011

10-Hour Construction Safety and Health, OSHA, 2004

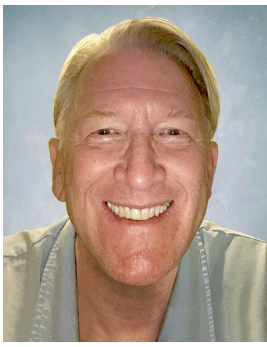
### Relevant Experience

- Cost estimator for the 30% Design of the City of Avon, Colorado, Avon Wastewater Treatment Facility Nutrient Upgrades.
- Cost estimator for the Conceptual Design of the City of Edwards, Colorado, Edwards Wastewater Treatment Plant Aeration Basin.
- Cost estimator for the 100% Design of the City of Richmond, California, Richmond Wastewater Treatment Plant Critical Improvements Project.
- Cost estimator for the Conceptual Design of the City of Kansas City, Missouri, Blue River Solids Processing Cambi Project.
- Lead estimator for the City of Spokane, Washington, Riverside Park Water Reclamation Facility (RPWRF). Project responsibilities included estimating process pipe, yard pipe, treatment equipment, HVAC, fire suppression, and plumbing; performing estimates at 30%, 60%, 90%, & 100%; and preparing at-risk Guaranteed Maximum Price (GMPs) and publicly opened bid packages. The project led to \$13 million in Value Engineering savings.
- Lead estimator for the Intel, Israel, Design-Build 4th Biological Nutrient Removal Lane. This \$23-million project involved estimating process pipe, yard pipe, and treatment equipment and collaborating with teams in the UK and Israel.
- Mechanical estimator for the Metro Water Recovery, Colorado, PAR 1244 Solids Processing project. (MWHC was awarded the project.)
- Mechanical estimator for the Metro Water Recovery, Colorado, PAR 1259 Digester Rehabilitation.
- Mechanical estimator for the City of Snowmass, Colorado, Wastewater Treatment Facility Nutrient Improvements.
- Mechanical estimator for the City of Aurora, Colorado, Solids Dewatering and Filter Additions.
- Mechanical estimator for the Design-Build Pursuit for Intel's industrial wastewater treatment plants Hillsboro, Oregon, and Chandler, Arizona.
- Mechanical estimator for the alternative delivery of the City of Spokane, Washington, Riverside Park Water Reclamation Facility (RPWRF) Next Level Treatment (NLT) Phases 1 and 2 Project.
- Mechanical estimator for the City of Eagle, Colorado, Lower Basin Water Treatment. (MWHC was awarded the project.)
- Mechanical estimator for the Sacramento County, California, Echo Water Nitrifying Sidestream Treatment (NST) and Echo Water Chemical Storage projects.
- Mechanical estimator for the Intel, Small Projects Presentation Estimate.
- Mechanical estimator for the alternative delivery of the Clark County, Nevada, Dual Media Filters project.
- Estimator for the engineer's estimates for the Colorado Springs Public Utilities, Colorado, Water Treatment Plant and Pump Stations.

## Eric J. Berrill

- Estimator for the engineer's estimates for the City of Lake Oswego, Oregon, Water Treatment Plant.
- Mechanical estimator for the alternative delivery of the Denver Water, Colorado, Hillcrest Reservoir Basin Replacement.
- Estimator for the engineer's estimates for multiple Well Pump Stations for Miami-Dade County, Florida.
- Estimator for the engineer's estimates for the City of Sacramento, California, Sacramento River Intake.
- Mechanical superintendent for the San Francisco Public Utility Commission, California, Harry Tracy Water Treatment Plant. This \$175-million project involved adding new filters, yard pipe, 11-million-gallon storage tank, high-rate clarifiers, and new ozone generation, among other improvements.
- Project engineer and superintendent for the City of Fairfield, California, Waterman Water Treatment Plant. This \$50-million project involved expanding treatment capacity from 16 mgd to 30 mgd with new Actiflo high-rate sedimentation, additional filters, equalization basins, new clarifiers, and new chemical building.
- Project engineer for the United States Army Corps of Engineers, Chalmette, Louisiana, LPV-145 (Lake Pontchartrain and Vicinity) Levee Project. This \$240-million project involved construction of 6 miles of T-Wall, including sheet pile; H-Pile; Concrete T-Wall; temporary bridge; and infrastructure.
- Field engineer for the Washington State Department of Transportation, Kirkland, Washington, Kirkland I-405 Design-Build. This \$50-million project involved construction a new bridge, additional lane, storm drainage and storage, and fish bypass.
- Estimating internship for the Kiewit Infrastructure West Company.





# Michael Buhmiller, PMP, CCM, LEED AP BD+C

## Education

MBA (Green), San Francisco Institute of Architecture

MA, Mount St. Mary's College, Los Angeles, CA, 2008

BS Information Systems, University of Redlands, 1999

AA Accounting and Business Management, University of Phoenix, 1989

## Licenses

B-General Contractor's License CSLB # 593341

C-20 HVAC Contractor's License

## Certifications

Certified Construction Manager, CMCI, 2010

Project Management Professional, PMI, 2016

LEED AP BD+C, 2014

Certified Public Project Manager & CPM Scheduling: SDC Assoc. 1999

C-38 Industrial Refrigeration

10 Hour OSHA Certification

Corps of Engineers QA/QC

AQMD/SWPPP training

Claims Development & Resolution

**Mike Buhmiller** has more than 20 years of team leadership experience with design-build, and design-bid-build through collaboration with engineering, pre-construction, estimating, construction, commissioning, warranty closeout, project certification, financial closeout, operations and maintenance. Successfully leading Owners, Contractors, Engineers and Facility Managers to successful project completion, he has managed and directed teams for both the design and construction of private work with Fortune 500 Companies, as well as the pre-construction and construction phase of public works projects. His management leadership experience includes projects for the public educational, institutional, commercial, industrial, power generation, water treatment and manufacturing/distribution market sectors.

## Relevant Experience

→ Owner authorized representative for the \$45 million Capital Improvement Project 2490 Advanced Water Purification Facility for the Los Angeles Bureau of Engineering, California.

→ Owner authorized representative for Capital Improvement Projects for the City of Santa Monica, California. This \$8 million project includes the following components: Police Station Chiller Plant replacement contract; Police Station 911 Call Center FM200 fire suppression system upgrade; Police Station grey water storage, pumps and controls; City Hall rooftop fall protection prevention program; City Hall Mitsubishi Air Conditioning system install; Fire Station #2 Cooling Tower replacement; 8 locations required closed loop treatment upgrade; 6 city owned buildings required extensive HVAC repairs and upgrades; 8 locations retrofit to networked Siemens BMS Controls System; Santa Monica Pier implement a bird control program to minimize water pollution; 3 Park Center interior/ exterior building upgrades; and 2 Library Air Conditioning system upgrades.

→ Principal representative and HazMat coordinator for the Design-Build Energy Conservation Measures for OpTerra Energy Services, Montebello Unified School District. This \$33 million project included 54 scopes of new & replacement work; 21 site locations for project placement and execution; Collaboration with Design Build General Contractor engineering and construction teams for DSA approval; Collaboration with Montebello Unified School District for programming of the new solar

projects; Collaboration with Montebello Unified School District for design review/ approval of the new solar projects; Managed Authority Having Jurisdiction (4 Fire Departments) fire lane/ fire access review and approval; Supported Design Team's in DSA Over The Counter plan review for site adapt plans with PC # structural; and Pre-construction review and approval of project submittals by the MUSD Facilities Department.

→ Owner authorized representative for the LAUSD Valley Region Project Execution Group, California. This \$19 million project consisted of two school projects for complete HVAC System Replacement with new campus Fire Alarm Systems; Numerous design projects: large onsite storm water retention systems and AC paving replacement projects; Pre-construction collaboration with design professionals: architects and engineers; Construction service collaboration with general and subcontractors in advance of design-bid-build; temporary housing with six modular classrooms on each campus with ADA Access Compliance; and Close out services.

→ CM for several site remediation projects and worked well with CA DTSC.

→ Owner authorized representative for the LAUSD Valley Region Project Execution Group, California. This \$12 million project consisted of 6 ADA Access Compliance Projects w/campus upgrades; Pre-construction collaboration with design professionals: architects and engineers; Numerous modernization projects in design; Construction service collaboration with general and subcontractors in

## Michael Buhmiller, PMP, CCM, LEED AP BD+C

advance of design-bid-build; and Close out services.

→ Owner authorized representative for the LAUSD Valley Region Project Execution Group, California. This \$2 million project consisted of eight new school projects that were closed and certified by DSA at the end of the one-year GC warranty. Also included closeout services: punch list resolution, financial and retention closeout, project certification with California Department of State Architect (DSA), project closeout, archive all documents, lessons learned.

→ Owner authorized representative for the Data Center Centrifugal Chiller Replacement project for the Los Angeles County Office of Education, California. This \$1.2 million project consisted of pre-construction collaboration with design professionals: architects and engineers; numerous modernization projects in design; construction service collaboration with general and subcontractors in advance of design-bid-build; and close out services.

→ Owner authorized representative for the LAUSD Helen Bernstein High School Punch List Closeout. This \$10 million project involved construction management collaboration with LAUSD IOR, AOR to resolve 1,000 outstanding punch list items and corrective reconstruction for this DSA LETTER 4 project, and close out services: punch list resolution, financial and retention closeout, project certification with California Department of State Architect (DSA), project closeout, archive all documents, lessons learned.

→ Owner authorized representative for the LAUSD South Los Angeles Area new High School No. 3, California. This \$90 million project included pre-construction, construction, and close-out services for the installation of central utility plant centrifugal chillers, boilers and auxiliary equipment. Responsible for post-bid design, advertise, bid, award, construction management and post construction phase activities for 300,000 square feet of educational space, a 2,025-student inner city high school. Responsible to manage staff and contractor to ensure the project scope as awarded is built in full conformance with the plans, specs, schedule and cost limits. Responsible for keeping

project on track to achieve contractual completion date. Responsible for working with City agencies to obtain approval of offsite plans for street, sidewalks, traffic signals, etc. Responsible for preparing and issuing plans and specifications for bid, review plans for constructability and working with AE team to complete bid document package. Responsible for reviewing contractor's schedule, monitoring progress, reviewing contractor/owner delays and keeping project on track to achieve contractual completion date. Responsible for reviewing contractor change order requests for merit, estimating, negotiating and writing change orders. Responsible for Architect bulletins, DSA Field Change Directives, and to achieve timely and accurate responses. Managed coordination meetings with architect, contractor, etc. to resolve potential delay issues in advance.

→ Owner authorized representative for pre-construction, construction, and closeout of Full-Day Kindergarten for 18 Elementary Schools for the Los Angeles Unified School District, California. This \$12 million project consisted of pre-construction collaboration with design professionals: architects and engineers; numerous modernization projects in design; construction service collaboration with general and subcontractors in advance of design-bid-build; and closeout services: punch list resolution, financial and retention closeout, project certification with California Department of State Architect (DSA), project closeout, archive all documents, and lessons learned. Responsible for planning, organizing, directing, coordinating, activities on multiple concurrent sites. Performed day-to-day contract administration; review/approve progress payments, change orders and project/document closeout.

→ Contractor Project Management team for EPC design/build projects to \$250M.

→ Owners Rep for Los Angeles County Office of Education headquarters building & 24/7 data center– replace (3) chiller central plant while operating.

→ Owners Rep for LAUSD three (3) HVAC central plant replacement projects.





## Jaime Burrola

**Jaime Burrola** has more than 40 years of experience in the construction industry with an extensive background in complex municipal, heavy industrial and commercial/multi-use projects for various public and private sector clients. Mr. Burrola has managed construction of more than \$1.2 billion in Southern California infrastructure over the past 10 years. He has a proven record in large construction organization including interagency coordination, program development and implementation, successful program, project and construction management, successful project close-out, daily direction of a team of highly-qualified managers and inspectors, budget controls and change order management, development and modification of resources to maintain schedules, dispute resolution and regulatory/environmental compliance.

### Education

BS Engineering Technology (Construction Management) California State University, Long Beach, 1988

AS Building Technology, Don Bosco Technical Institute, 1977

### Professional Affiliations

Association of California Water Agencies

CalDesal

Construction Management Association of America

Orange County Water Association

WaterReuse, California

### Relevant Experience

→ Construction Management Subject Matter Expert for the \$ 1.6 B San Jose / Santa Clara Regional Wastewater Reclamation Facility, California. He is providing Program level CM services in performing a CM Readiness Assessment of the existing construction management program and processes, is providing constructability reviews on all projects, revising the CM Construction Administration Plan (CAP) and performing as CM Testing, Startup & Commissioning Lead. The Readiness Assessment reviewed all CM program processes, systems, tools, organizational structures, provided recommendations which are currently implemented. He is leading the revisions to the CM CAP, which is the governing document for the construction management program. He has established consistent construction schedule reporting procedures and implementing a master construction schedule of all projects to identify schedule issues, track project/program milestones, and coordinate testing, startup, and commissioning activities with the operations of the existing facility.

→ Construction manager for the Orange County Water District Groundwater Replenishment System (GWRS) Program, Fountain Valley, California. Mr. Burrola managed construction for this \$492 million award-winning program, including the \$300 million Advanced Water Purification Facility. He oversaw all project phases for ten construction and four procurement contracts, and managed the team throughout the five-year project. The CM staff provided constructability reviews, master scheduling of multiple design packages, bid and award support and full third-party construction management services, including contract administration and site inspection, training and

commissioning services. Mr. Burrola proactively addressed and incorporated the contractor's issues as change orders without impacting the schedule. Mr. Burrola provided adequate staffing resources and proper implementation of project controls, quality assurance procedures, reviewed commissioning and start up plans and performed program and projects close out.

→ Principal-in-charge for construction of the Mesa Consolidated Water District Colored Water Treatment Facility, Costa Mesa, California. Construction of the \$17.3 million, 9-mgd nano-filtration (NF) groundwater treatment plant included sand separators, cartridge filters, NF feed pumps, NF membrane trains with concentrator membrane train, CIP system, carbon dioxide storage and feed system, decarbonator/scrubber system and existing chemical building modifications. Mr. Burrola provided adequate staffing resources and proper implementation of project controls, quality assurance procedures, reviewed commissioning and start up plans and performed program and projects close out.

→ Principal-in-charge on the Indirect Potable Reuse/Reservoir Augmentation Demonstration Project, City of San Diego, California. This 1-mgd Advanced Water Purification Facility (AWPF) demonstration plant is located at the North City Water Reclamation Plan (NCWRP). The demonstration plant purifies tertiary water using microfiltration/ultrafiltration, reverse osmosis and advanced oxidation. Mr. Burrola provided adequate staffing resources, ensured proper implementation of project controls and quality assurance procedures and reviewed commissioning and start up plans.

## Jaime Burrola

→ Program construction manager for the Reclaimed Water Expansion Project (RWEPP) for El Toro Water District, California. The project was a multi-phased, citywide project installing 15 miles of 6-inch to 30-inch waterlines in the community, including reclaimed water meter installations and an expansion of the wastewater treatment plant to deliver reclaimed water. Mr. Burrola provided program management expertise, developed the multi-phased concept, implemented the web-based interactive map for tracking the project construction status and informing the community of the project status, managed the construction management team, and interfaced with the District's public outreach firm.

→ Construction manager for the \$120 million Eastern Municipal Water District's San Jacinto Valley Regional Water Reclamation Facility Expansion – Title 22 Tertiary Treatment Upgrade and Plant 2 Facilities Project, San Jacinto, California. Mr. Burrola managed the construction for a multiple milestone, complex sequence construction upgrade which included Title 22 additions. The final stage of the project consisted of modifications to existing facilities. Mr. Burrola provided adequate staffing resources and proper implementation of project controls, quality assurance procedures, reviewed commissioning and start up plans and performed program and projects close out.

→ Principal-in-charge for the Orange County Sanitation District Santa Ana River Interceptor – Mainline Realignment and Relocation Project, Yorba Linda, California. Mr. Burrola served as PIC for the construction of a new 54-inch gravity sanitary sewer, a dual 30-inch siphon across the Santa Ana River and approximately 5,200 lf of new 84-inch to 102-inch encased tunneling encasing the 54-inch sanitary sewer connection to the existing SARI pipeline. Mr. Burrola provided adequate staffing resources and proper implementation of project controls, quality assurance procedures, reviewed commissioning and start up plans and performed program and projects close out.

→ Program manager for the Elsinore Valley Municipal Water District Capital Improvement Project (CIP) Program, Lake Elsinore,

California. Mr. Burrola managed an integrated program and construction management team for this \$110 million program. The program's goal was to deliver 35 municipal facilities' improvements contracts for preconstruction services, contracting and construction management through startup and the contractor's one-year warranty. Mr. Burrola provided administrative staff augmentation performing a monthly program report to the board, writing staff/board reports, participation in monthly engineering and construction committee meetings, participation in weekly/daily engineering department staff and project meetings, grant fund application processing and fund reporting. He also led the team which provided constructability reviews, master scheduling of multiple design packages, bid and award support, and full third-party construction management services, including contract administration and site inspection, training, and commissioning services. The projects ranged in size from \$2 million to \$40 million, and included the replacement of water distribution pipelines, large service water meters, replacement of approximately 300 water meters and service lines, drilling and equipping water wells, as well as constructing reservoirs, water pump stations, sewage lift stations, trunk sewers, infrastructure facilities and an arsenic removal treatment plant.

→ Program construction manager for the Water Reclamation Sewer Collection System Phase I project for Hi-Desert Water District, California. The project was a multi-phased, citywide project to install 25 miles of sewer main lines and approximately 1,200 lateral connections in the first phase of the three-phase program, including a public outreach program implemented by the District. Mr. Burrola provided program management expertise, developed the multi-phased concept for tracking the project construction status and informing the community of the project status, developed a multiple-crew construction management team to maintain coordination with the Contractor on three simultaneous headings, provided monthly program oversight, and interfaced with the District-led public outreach program.



## Gil F. Crozes, PhD

**Dr. Gil Crozes** is a vice president at Carollo with 27 years of experience specializing in water quality, water and wastewater facilities planning, treatment processes, studies, and treatment plant design. He served the company as Manager of the Research Group for 10 years and also led a companywide Desalination Initiative. He coordinated the delivery of over 10 groundwater desalination projects, the majority of them located in California, Texas, Florida, Utah, and the Rocky Mountain states. His field of expertise encompasses conventional water and wastewater treatment processes as well as membrane treatment processes. He has membrane system expertise in reverse osmosis, nanofiltration, ultrafiltration, and microfiltration, along with ion exchange resin, and electrodialysis reversal, with applications in drinking water, reuse, and wastewater treatment. Other process expertise includes ozonation, advanced oxidation, activated carbon adsorption, air stripping, ultraviolet (UV) disinfection, and distribution systems water quality management. He has become well recognized in the water industry, having authored over 100 technical articles and papers. Relevant project experience includes:

### Education

PhD Environmental Engineering, Institut National Des Sciences, Appliquees, France, 1994

MS Environmental Engineering, Institut National Des Sciences Appliquees, France, 1989

BA Biochemistry, University Paul Sabatier, Toulouse, France, 1988

### Professional Affiliations

American Water Works Association, Membrane Technology Research Committee (Former Committee Member), Disinfection Systems Committee (Former Chair)

American Membrane Technology Association

International Desalting Association

WaterReuse Association

Water Environment Federation

### Relevant Experience

→ Principal-in-charge for the Santa Clarita Valley Sanitation District / Sanitation Districts of Los Angeles County, California, Valencia Advanced Water Treatment Facility. This \$100 million project involves treatment of the Valencia Water Reclamation Plant's secondary effluent to remove chlorides before the effluent is discharged to the Santa Clarita River. Carollo was responsible for the design of the MF, NF and High Recovery Reverse Osmosis (HERO) process that treats 7 mgd of secondary effluent and produces less than 53,000 gallons per day of brine that is trucked to the JWPCP.

→ Principal-in-charge for the Los Angeles Bureau of Sanitation, California, Donald C. Tillman Advanced Water Purification Facility (AWPF). The AWPF will treat tertiary effluent from the facility to purify water suitable for groundwater replenishment via spreading. The treatment process for the proposed facility is comprised of ozonation, biologically activated carbon (BAC), and ultraviolet (UV) advanced oxidation processes (AOP) with potential sidestream treatment comprised of microfiltration (MF) and reverse osmosis (RO). The project results in purifying 25 mgd of facility influent. The project will also consist of the following: conversion of the existing chlorine disinfection system to either UV or ozone disinfection for the entire plant peak flow of 80 mgd; chemical systems; and electrical substation and back-up generators improvements. Related and enabling projects (not part of this project), which have

the goal of being built prior to the project construction, include the following: primary flow equalization; maintenance building and warehouse improvements; berm improvements; and an ozone demonstration project.

→ Principal-in-charge for the Santa Clarita Valley Sanitation District / Sanitation Districts of Los Angeles County, California, Valencia WRP Aeration Blower and Diffuser Replacement ESCO. An Energy Services Company (Schneider Electric) will provide energy services and improvements to the existing North Process Air Compressors and Air Diffusion System at the Valencia Water Reclamation Plant (WRP) and other improvements at the plant that can generate energy and other cost savings. The objective of this project is to select and install energy and operationally efficient process air compressors (turbo blowers) and air diffusion equipment. Carollo, as a subconsultant to Schneider Electric (ESCO), is leading all design efforts for this project. Carollo's services and efforts to date include Turbo blower equipment and vendor analyses for equipment selection; diffuser equipment and vendor analyses for equipment selection; existing facilities process modeling and hydraulic modeling for entire WRP; and preliminary design for project components.

→ Technical director of process for the Jordan Valley Water Conservancy District Southwest Groundwater Treatment Project, West Jordan, Utah. Carollo provided design,



## Gil F. Crozes, PhD

permitting, and construction of a new 7-mgd RO treatment plant, associated groundwater well fields, raw water conveyance pipelines, and a reverse osmosis by-product disposal system.

→ Principal-in-charge for the City of Los Angeles, California, Hyperion Treatment Plant Digestion Gas Utilization Project (DGUP). Carollo was retained by the Los Angeles Bureau of Engineering to provide support with construction management and engineering services during construction. The \$127 million project uses an average of 7.2 MSCFD of digestion gas to produce up to 28 MW of power. The project was procured using a Design Build Operation delivery method with the facilities transferring to the City of Los Angeles after 10 years of operation.

→ Principal-in-charge for the City of Los Angeles Department of Public Works Bureau of Engineering, Terminal Island Water Reclamation Plant Advanced Water Purification Facility Ultimate Expansion Project, California. Principal-in-charge and technical reviewer for the expansion of the advanced water purification treatment facility from 6-mgd to 12-mgd. The expansion includes additional microfiltration and reverse osmosis systems, advanced oxidation processes (AOP) system, and a balance of upgrades to the existing pumping systems, chemical addition system, comprehensive new control system, auxiliary systems, and utilities. The project includes the addition of an innovative AOP system using ultraviolet irradiation and sodium hypochlorite that will treat the full flow of 12-mgd and provide Full Advanced Treatment (FAT). To operate at a constant flow, as well as maximize production, the expansion includes a 2-million-gallon concrete tertiary effluent equalization tank upstream of the AWP. Prior to the DB project, Dr. Crozes led two process evaluations tasks for optimizing and integrating the AOP.

→ Principal-in-charge for Water Replenishment District of Southern California (WRD), Robert W. Goldsworthy Desalter Expansion, California. Consistent with the mission of the WRD, its Water Independence Now (WIN)

program, the Robert W. Goldsworthy Desalter (RWGD) Expansion project will promote the beneficial use of groundwater within its service area while also mitigating the legacy saline plume that has infiltrated the West Coast Basin. Carollo was selected by WRD and the City of Torrance as the designer of the plant expansion and addition of two new groundwater supply wells. Carollo was hired to provide design and construction-phase engineering services for the treatment plant expansion. The work consists of the expansion and rehabilitation of several of the Desalter facilities.

→ Principal-in-charge for the Carollo team in support of the Enhanced and Alternative Methods and Technologies for the Assessment of the Los Angeles Aqueduct project for the Los Angeles Department of Water and Power (LADWP), California. The project included internal review of the system infrastructure and LADWP's Capital and Operations and Maintenance Programs. The project also included external review of the inspection and remediation processes of other agencies and alternative methods of system assessment.

→ Technical advisor for the United Water Missouri Water Treatment Plant modifications project, Jefferson City, Missouri. This project included the rehabilitation of the existing eight granular media filters and the construction of a new chemical handling facility. The design team utilized cost-effective piping modifications to provide filter-to-waste capabilities as well as a new instrumentation and control system to improve finished water quality.

→ Technical director of process for the Magna Water Company Barton Wellfield Water Treatment Plant Magna, Utah. Carollo provided engineering services related to funding assistance, pilot testing, and design, as well as construction management of a new 15.4-mgd treatment plant that uses electro dialysis reversal for removal of TDS, perchlorate, and arsenic. The brine is further blended with raw sewage in a 50/50 ratio and treated with anaerobic biofilters to completely remove perchlorate prior to discharge to the environment.



## Richard A. Doeve, CCM

**Richard Doeve** an associate with Carollo Engineers, has more than 21 years of specialized expertise in engineering and construction services. He is experienced in construction budgeting, scheduling, estimating, surveying, construction safety, and inspection. In addition to representing the client full-time from the beginning of the construction phase through start-up and closeout, his on-site duties include coordination of work among the general contractor, owner (client), inspectors, and project engineers. He is also capable of reviewing shop drawings, requests for information (RFIs), change order evaluations and negotiations (including preparation of independent estimates), payment requests, and critical path method (CPM) schedules. His recent experience includes:

### Education

BS Construction,  
California State  
Polytechnic University,  
Pomona, 1993

AS Construction  
Technology, Don Bosco  
Technical Institute, 1988

### Certification

Certified Construction  
Manager, CMAA, 2014

Certificate OSHA 30-  
Hour Construction Safety  
and Health Trained, 2018

Certificate, CalOSHA 10-  
Hour Construction Safety  
and Health Trained, 2015

Certificate, Fall Protection  
Training (2 contact  
hours), Lance Picotte  
Safety Consulting, 2010

Certificate, Environmental  
Compliance Assessment,  
Training, and Tracking  
System (ECATTS),  
International Center for  
Leadership Development,  
2016

Certificate, Concrete Field  
Testing Technician -  
Grade I, American  
Concrete Institute, 2011

### Professional Affiliations

Construction  
Management Association  
of America (CMAA)

### Relevant Experience

→ Assistant construction manager/inspector for the \$199 million Groundwater Replenishment System Final Expansion for Orange County Water District. The portion of work that Carollo was responsible for took place at Orange County Sanitation District's Plant No. 2 in the City of Huntington Beach, California. The overall project at Plant No. 2 included construction of a 2.5- and 3.5-million-gallon, prestressed concrete, strand wrapped, circular tank with concrete roof for equalization of trickling filter secondary effluent, new Valve Vaults, Metering Structure, Pump Station, Diversion Structure, and Weir Box. All associated yard piping, site grading, paving, landscaping, electrical, instrumentation, and control system work was included.

→ Assistant construction manager for the \$192 million Regional Water Quality Control Plant 40-mgd Phase 1 Plant Expansion construction management services (CMS) for the City of Riverside, California. The overall project included construction, modifications, and additions to the new membrane bioreactor (MBR) treatment train diversion and influent flowmeter structures; four new primary clarifiers and associated odor containment covers; new sludge and scum pumping stations for the MBR treatment train; primary clarifier odor control with a new multicell, moisture-controlled biofilter using synthetic media including foul air duct work and fans; new fine screen facility; new MBR treatment train aeration basin; expansion of splitter box, return activated sludge splitter box, and associated equipment including modifications to air piping and diffusers in existing aeration basins; new single-stage aeration blower; new MBR treatment process and associated equipment retrofitted

into existing secondary clarifiers adapted to house the membrane cassettes; new scour air blower building; new solids blending facility; two new strand-wrapped prestressed concrete tank anaerobic digesters and new thickened waste activated sludge facility; new fats, oils, grease (FOG) receiving and processing station; new primary effluent equalization basin divided into a diurnal 5-million-gallon basin and a 5-million-gallon wet-weather basin and pumping station; six standby diesel engine generators; all yard piping, site grading, and paving, utilities, drainage, yard structures, and landscaping; and all associated electrical, instrumentation, and control system work.

→ Construction administrator for the \$29.8 million Moreno Valley Regional Water Reclamation Facility 16-mgd Preliminary Treatment and Acid-Phase Anaerobic Digestion (APAD) project for the Eastern Municipal Water District, California. The project included construction, modifications, and additions to the headworks facility, influent pump station, Plant 2 grit basins, Plant 1 blower building, acid-phase digester, methane-phased digester, low-pressure digester gas holder, acid-phase digester gas flare, boiler facility, 12-kV digester/tertiary effluent pump station electrical buildings, and all associated electrical, instrumentation, and control system work.

→ Construction administrator for the \$28 million Moreno Valley Regional Water Reclamation Facility 14-mgd Secondary Clarifiers and Tertiary Treatment (SCATT) Expansion project for the Eastern Municipal Water District, California. The project included construction, modifications, and additions to Plants 1 and 2 secondary treatment polymer



## Richard A. Doeve, CCM

facilities, aeration basin effluent splitter box, secondary clarifiers, return activated sludge/waste activated sludge (RAS/WAS) pump station, secondary scum pump station, tertiary filter influent pump station modifications, tertiary filter flow control valve station, tertiary filters and filter backwash, tertiary chemical building, chlorine contact basin splitter box and induction box, chlorine contact basins, chlorine building modifications, electrical buildings, all appurtenances related to these processes.

→ Office support engineer for the \$7.3 million San Jacinto Regional Water Reclamation Facility Equalization Basin project for the Eastern Municipal Water District, California. He provided office support during construction and modifications to the secondary effluent equalization basins, filter influent pump station, flocculation basin, tertiary alum/polymer facilities, chlorine system, chlorine contact basin, tertiary effluent storage ponds, out-of-compliance ponds, and a tertiary effluent/utility water pumping system.

→ Construction manager for the \$8.5 million Dry-Year Yield Wellhead Treatment Facility project for the City of Ontario, California. The project was constructed at two separate project sites and included the construction of two new block buildings with removable well room structures, a new ion exchange system with brine tank farm, a brine connection to an existing industrial waste system, two new vertical pumps in existing wells, a new sodium hypochlorite generation system, new SCADA system programmed by the City's programmer, a new 12-kV power system, interconnecting pipelines through a major city park, and a new piping connection to an existing underground reservoir system.

→ Construction administrator for the \$149 million Perris Valley Regional Water Reclamation Facility 22-mgd Plant 3 Expansion for the Eastern Municipal Water District, California. The project included construction, modifications, and additions to the tertiary/dewatering return water pump station, Plants 2 and 3 return activated sludge/waste activated sludge (RAS/WAS) pump station, sludge dewatering building, primary and

secondary clarifiers, Plants 2A and 3 aeration basins, Plants 2A and 3 blower buildings, primary influent and effluent splitter boxes, primary sludge/scum pump station, grit chambers, headworks, influent lift station, WAS thickening building, digesters, sludge storage tank, low-pressure digester gas holder, septage receiving station, advanced primary treatment chemical/ferric chloride facility, cogeneration facility, electrical buildings, all appurtenances related to these processes, and all associated electrical, instrumentation, control systems, yard piping, paving, and grading.

→ Construction manager for the \$5.5 million Well No. 37 Ion Exchange Facility and Brine Pipeline project for the City of Pomona, California. The project included the construction of a new 800-gpm well-water ion-exchange treatment system with on-site sodium hypochlorite generation and a new vertical pump into an existing well. The new brine pipeline was a mile long, routed down city streets, and contained a 300-foot section of jacking and boring under two active Southern Pacific Railroad tracks. The new brine pipeline was connected into the existing Edison-Etiwanda Brine Sewer truck line.

→ Resident engineer/construction manager for the \$22 million Temecula Valley Regional Water Reclamation Facility 18-mgd Expansion for the Eastern Municipal Water District, California. The project included expansion of the primary and secondary treatment facilities consisting of rectangular primary and secondary clarifiers; aeration basins; chlorine contact basins; tertiary filters; a digester; sludge storage and holding tanks; a low-pressure gas holder; pond water, return activated sludge/waste activated sludge, and tertiary effluent pump stations; and extensive yard piping modifications.

→ Construction manager on the \$160 million Grand Californian Hotel for the Disney Corporation. He coordinated between the contractor and guest-room operator and was responsible for construction, budget, and schedule issues for turning over 751 guest rooms and 4 major presidential suites to the hotel operator.





## Kevin J. Doherty

**Kevin Doherty** is a dedicated senior electrical estimator with more than 35 years of electrical experience, and 19 years of estimating experience for water and wastewater treatment projects. His focus has been applying his experience and knowledge to develop complete electrical and instrument and control cost estimates for various municipal and industrial water/wastewater contracts.

### Education

IBEW Local Union 68,  
Denver, Colorado, 1996

Nuclear Power School,  
Orlando, Florida, 1986

Electrical A School,  
Orlando, Florida, 1986

### Licenses

Journeyman Electrician,  
Colorado

### Software Skills

Timberline Estimating  
Software

Accubid Estimating  
Software

### Relevant Experience

→ Senior electrical estimator for Denver Water's Hillcrest Pump Station, Denver, Colorado. Provided a detailed cost estimate for the electrical and I&C for a new pump station which includes installation of new 15KV Switchgear, 5KV Power Distribution Center, and MCC's, duct bank, lighting, general power, fire alarm, lightning protection, security, PLC, and instrumentation.

→ Senior electrical estimator for Tri County Hydro Power, Ridgeway Dam Hydro Power Project, Ridgeway, Colorado. Provided a detailed cost estimate for the electrical installation of a new hydro power plant which consisted of two turbine generators, one being 4MW and the other a 2MW. This included power distribution, lighting, controls, instrumentation, fire alarm, and an overhead power distribution service.

→ Senior electrical estimator for the Sand Creek WRF, Aurora, Colorado. PLC conversion and Rehab and improvements. Provided a detailed cost estimate for the electrical and I&C for improvements to an existing WRF which includes electrical demolition, modifications to existing electrical MCC and Switchgear, Generator, duct bank, fiber optics, security, PLCs, and instrumentation.

→ Senior electrical estimator for the Metro Water Recovery, Nuisance Struvite and De-waterability improvements (PAR 1280), Denver Colorado. Provided a detailed cost estimate for the electrical and I&C which includes electrical demolition, MCC, grounding, PLCs, and instrumentation.

→ Senior electrical estimator for the Metro Water Recovery, TU8 Load Center and transformer Replacement (PAR1333), Denver Colorado. Provided a detailed cost estimate for the electrical and I&C for improvements to an TU8 Load center which includes electrical demolition, MV Transformers, 480V load center, modifications to existing

electrical equipment, duct bank, grounding, lighting, PLCs, and instrumentation.

→ Senior electrical estimator for the Regional Wastewater Treatment Facility, City of Logan, Utah. Provided a detailed cost estimate for the electrical and I&C for a new wastewater treatment facility which includes installation of new 15KV Switchgear, Diesel Generators, and MCC's, duct bank, lighting, general power, fire alarm, lightning protection, security, PLC, and instrumentation.

→ Senior electrical estimator for the San Francisco Public Utility Commission (SFPUC), Southeast water pollution control plant Biosolids Digester Facility Pump Station; San Francisco, California. Provided a detailed cost estimate for the electrical and I&C for a new Biosolids Digester Facility which includes installation of new 15KV Switchgear, 5KV Power Distribution Centers, and MCC's, duct banks, lighting, general power, fire alarm, lightning protection, security, PLC, and instrumentation.

→ Senior electrical estimator for City of Beaumont's Salt Mitigation WWTP Upgrade; Beaumont, California. Provided a detailed cost estimate for the electrical and I&C for upgrades to an existing Salt Mitigation WWTP which includes installation of new Switchgear, Generators, and MCC's, lighting, general power, fire alarm, lightning protection, PLCs, Control Panels, and instrumentation.

→ Senior electrical estimator for the Alameda Sims WWTP, City of Houston, Texas. Provided a detailed cost estimate for the electrical and I&C for improvements to an existing WWTP which includes installation of new MV Switchgear, MV Controllers, duct bank, lighting, general power, fire alarm, grounding, PLC, and instrumentation.

→ Senior electrical estimator for the Sioux Falls Water Reclamation Facility, City of

## Kevin J. Doherty

Sioux Falls, South Dakota. Provided a detailed cost estimate for the electrical and I&C for new additions to the existing facility which includes installation of new 15KV Switchgear, Diesel Generators, 5KV Switchgear, and MCC's, duct bank, lighting, general power, fire alarm, lightning protection, security, PLC, and instrumentation.

→ Senior electrical estimator for City of Columbus Hap Cremean Water Plant – UV Disinfection; Columbus, Ohio. Provided a detailed cost estimate for the electrical and I&C for a UV Disinfection System which includes installation of new MCC's, lighting, general power, fire alarm, PLC, Control Panels, Filter Console, and instrumentation.

→ Senior electrical estimator for Upper Occoquan Service Authority, Building H1 Filter Press Building Improvements; Centreville, Virginia. Provided a detailed cost estimate and design for the electrical and I&C for improvements to an existing Filter Press building which included installation of new MCC's, lighting, general power, PLC, and instrumentation.

→ Senior electrical estimator for City of Odessa, Well Field and RO Building, Odessa, Texas. Provided a detail cost estimate for a design build project including overhead power distribution to a well field and electrical and I&C to a RO Building, High Service Pump Station, CL2, chlorine buildings, and electrical building.

→ Senior electrical estimator for Orlando Utilities, Ozone Improvements SW Water Treatment Plant, Orlando, Florida. Provided a detailed cost estimate for the electrical and I&C for the installation of new ozone generators. Also included installation of a CCTV and fire alarm system.

→ Senior electrical estimator for MF/UF Pilot Plant, Santiago, Chile. Provided a detailed cost estimate for the electrical and I&C installation of a new RO plant including RO Booster, CIP, backwash, feed, and neutralization pumps.

→ Senior electrical estimator for Schweitzer Engineering Laboratories, Kandahar Helmand Power Project, Kandahar, Afghanistan. Provided a detailed cost estimate for

the electrical installation of a new hydro turbine generator. This included power distribution, lighting, controls, instrumentation, fire alarm, and an overhead power distribution service.



## Steven B. Earp, PE

**Steve Earp** has more than 36 years of progressively responsible experience in engineering and construction with a strong commitment to excellence in the constructed project. His skills include technical aspects of construction, as well as management/team building.

### Education

BS Architectural Engineering, California Polytechnic State University, San Luis Obispo, 1982

AA Aeronautics, San Bernardino Valley College, 1975

### Licenses

Civil Engineer, California

### Professional Affiliations

American Society of Civil Engineers

Construction Institute

### Relevant Experience

→ Construction manager for the Eastern Municipal Water District, California, \$150 million Perris Valley Regional Water Reclamation Facility (RWRF) Plant 3 Expansion. The project included construction, modifications, and additions to the tertiary/dewatering return water pump station, RAS/WAS pump station, sludge dewatering building, primary and secondary clarifiers, aeration basins, blower buildings, primary influent and effluent splitter boxes, grit chambers, headworks, influent lift station, WAS thickening building, digesters, sludge storage tank, low-pressure digester gas holder, advanced primary treatment chemical/ferric chloride facility, and electrical buildings.

→ Resident engineer for the Riverside Regional Water Quality Control Plant Phase I Plant Expansion for the City of Riverside, California. The \$195-million project includes construction of MBR Treatment Facilities, Fine Screens Facilities, Expansion of Chlorine Contact Basins, Multiple Chemical Injection Facilities, one new Aeration Basin and rehabilitation of four existing Aeration Basins, new Aeration Blower, two new Backup Generation Systems (total of 6 units), four new Primary Clarifiers and rehabilitation of four existing Primary Clarifiers, new Equalization Basin, two new Digesters and rehabilitation of 2 existing Digesters, new Digester Control Building, new hot water boiler systems, new 12kv Electrical System and Upgrades to existing 12kv system, new Locker Room Facilities, SCADA system upgrades and expansion.

→ Project manager for the City of San Luis Obispo, California, WRRF Water Reclamation Upgrade Construction Management Project.

→ Construction manager for the Eastern Municipal Water District, California, \$22.5 million Temecula Valley RWRF Expansion to 18 mgd. The project included expansion of

the primary and secondary treatment facilities consisting of rectangular primary and secondary clarifiers; aeration basins; chlorine contact basins; tertiary filters; a digester; sludge storage and holding tanks; a low-pressure gas holder; pond water, return activated sludge/waste activated sludge, and tertiary effluent pump stations; and extensive yard piping modifications.

→ Construction manager for the Eastern Municipal Water District, California, \$7 million Moreno Valley RWRF Bardenpho™ Modifications. The project included retrofitting the existing Bardenpho™ Oxidation Ditch to reduce energy consumption and increase treatment capacity of the ditch, without adding new tankage. The work included converting the ditch to a conventional step-feed nitrification/denitrification aeration basin with high efficiency aeration panels. This upgrade provided both the ability to triple the capacity of the existing basin and provided significant energy savings through increased aeration efficiency.

→ Construction manager for the Eastern Municipal Water District, California, \$35 million Hemet Water Filtration Plant Construction Services Project. Carollo was retained to design and construct a 10-mgd membrane filtration plant, expandable up to 40 mgd.

→ Construction manager for various Eastern Municipal Water District, California, projects including: a \$3 million Digester Heating Upgrades and a \$26 million Perris Valley RWRF Tertiary Expansion.

→ Resident engineer for the City of Redlands, California, 2003 Water Recycling Project. The \$19 million project uses state-of-the-art membrane filters to produce 6 mgd of recycled wastewater.

→ Resident engineer for the City of Winnemucca, Nevada – Water Reclamation Facility Improvements. The construction manager at risk (CMAR) project included installation

## Steven B. Earp, PE

of new sewer piping and manholes at existing sewer lines, new raw wastewater pump station, new raw wastewater force main, new headworks, new bio-reactor, two new secondary clarifiers including RAS/WAS and scum pumping, new solids storage and dewatering facility, rapid infiltration basins, operations and maintenance building, yard and process piping, potable water well, and miscellaneous civil improvements.

→ Construction manager for the Mission Springs Water District, California, Alan L. Horton Wastewater Treatment Plant Expansion No. 4. The \$7 million project includes a new 5-mgd influent pump station and headworks, two 0.75-mgd oxidation ditches and clarifiers, a return activated sludge/waste activated sludge pump station, and sludge drying beds.

→ Construction administrator for the Eastern Municipal Water District, California, Temecula Valley RWRF Expansion to 12 mgd. The \$20 million, fast-track construction project expanded the capacity of the activated sludge plant by 50 percent.

→ Construction support engineer for the Eastern Municipal Water District's Perris Water Treatment Plant, California. This \$19 million fast-track project uses state-of-the-art membrane filters to treat 10 mgd from the Colorado River Aqueduct.

→ Superintendent for a \$4.5 million reservoir project; project engineer for a \$75 million pumping plant project; field engineer for a \$45 million pipeline project and a \$15 million pipeline project for J.F. Shea Construction, Inc., Walnut, California (formerly Advanco Constructors).

→ Project manager/superintendent for a \$4 million water filtration plant project; superintendent for the dredging of Santa Barbara Harbor; project engineer for a \$100 million solid waste recycling facility; project manager/superintendent for a \$400,000 wastewater plant addition; project manager for completion and start-up of a \$43 million wastewater facility, served as project engineer during balance of project for J.R. Filanc Construction, Oceanside, California.

→ Construction resident engineer for a \$13 million wastewater plant addition for Carollo Engineers, Santa Ana, California.

→ Interim superintendent for a prestressed concrete plant, during start-up and initial six months of operation of new casting facility, including a new batch plant, and prestressed concrete design engineer for Utility Vault Company, Fontana, California.

→ Project engineer for Ashton Construction/Smithhammer Engineering, San Bernardino, California.



## Karl F. Erbacher, CCM

**Karl Erbacher** has 20 years of extensive experience in construction management, technical oversight, compliance, and quality assurance. He has demonstrated successes managing multi-million dollar contracts while providing a high level of focused team leadership and mentoring. He has significant experience overseeing complex construction lifecycles and processes and possesses the ability to drive development during technical uncertainties. Karl is a skilled problem solver who adeptly leads teams and develops effective solutions, which leads to successful project outcomes. Talented in managing high degrees of change in demanding, fast-paced, and complex settings, Karl is a highly effective communicator with excellent support skills and a proven ability to handle multiple projects while meeting tight deadlines.

### Education

AD Construction Management, Saddleback College, Mission Viejo, CA, 2003

### Licenses

Certified Construction Manager 2015  
OSHA 30 HR Safety Certification  
NFPA 70E Arch Flash Training  
QSP

### Relevant Experience

→ Construction resident engineer and construction manager for the \$224 million DGUP project at the Hyperion Treatment Facility for the City of Los Angeles, California. Karl served as CM, materials testing, hazardous materials acquisition and inspection manager as well as permit acquisitions coordinator. The project utilizes two combustion turbine generator and heat recovery system generator trains in combination with steam turbine generator to produce electrical power and steam, meeting operational needs of HTP. The DGUP project will be one of the largest energy recovery projects on the West Coast. He managed and coordinated the on-site use of Aqueous ammonia, procured all permits through multiple jurisdictions, and managed materials control and procurement.

→ Construction resident engineer, construction manager, and inspector for the RWRF Project Package 1 for Elsinore Valley Municipal Water District, California. Karl served as construction manager, materials testing, hazardous materials acquisition, and inspection manager, as well as permit acquisitions coordinator for EVMWD, which upgraded the current facility adding flow control structure, Clarifier 6 Oxidation ditch, new operations building, piping, and appurtenances. He managed and coordinated the completion of the new operations building, managed the site safety meetings, reports, and fire life safety coordination with EMFD, and managed materials control and procurement.

→ Resident engineer and construction manager for the Flager Well project for Elsi-

nore Valley Municipal Water District, California. Karl oversaw cost and schedules; completed P6 schedule reviews and detailed analysis of critical path work; managed staff in preparation of project change orders; provided coordination of engineering staff; and performed operational testing and turnover of Flager Well. He was responsible for overcoming RTU cabinet and complete SCADA design flaw, transformed agriculture wells to potable well site and distribution center, and negotiated change orders favorably for the District.

→ Resident engineer and construction manager for a Wells Rehabilitation project for Elsinore Valley Municipal Water District, California. Karl oversaw cost and schedules; completed P6 schedule reviews and detailed analysis of critical path work; managed staff in preparation of project change orders and provided coordination of engineering staff, performed operational testing and turnover of four well sites. He successfully completed the project on time and on budget while building trust with the client.

→ Resident engineer for the San Jacinto Valley Regional Recycled Water Reclamation project for Eastern Municipal Water District, California. Karl oversaw cost and schedules; completed P6 schedule reviews and detailed analysis of critical path work; managed staff in preparation of project change orders and provided level 1 cost estimating. He successfully negotiated \$10 million dollars of changes and managed Level 1 cost estimates for the project saving the District \$3.5 million.

→ Construction coordinator for the 1630 East Pump Station and Reservoir Conversion for Inland Empire Utilities Agency, California.

## Karl F. Erbacher, CCM

This project modified and converted 3.5-million gallon potable water reservoir (1299 E Reservoirs) to recycled water, consisting of a new recycled, staged water pump station inclusive of seven large pumps (400-hp units) SCADA system, VFD and soft start motors, RTU cabinets, surge system, and electrical equipment (e.g., transformers, switch gear, MCC), following ARRA American Recovery and Reinvestment Act guidelines.

→ Construction coordinator for the 1630 West Recycled Water Pump Station for Inland Empire Utilities Agency, California. Karl managed construction, consisting of three 250-hp vertical turbine pumps, piping, valves and appurtenances, approximately 200 lf of 24-in pipeline with connection to existing 24-in recycled water lines, electrical equipment room with motor control centers, switchgear, new main power feeds, switches, transformers and panels, instrumentation, and controls as well as installation of Vineyard Park restroom facility, including specified features and utilities connections.

→ Construction manager for a Monitoring Wells and Lysimeters project for Inland Empire Utilities Agency, California. Karl managed the drilling and equipping for three monitoring wells on San Sevaine/Victoria lysimeter clusters; spearheaded project control initiatives, schedule monitoring, jurisdictional notifications, quarterly grant reporting, and construction inspection. His forward planning skills were instrumental to overall project success.

→ Construction manager for a 1158 Reservoir Modification for Inland Empire Utilities Agency, California. This project involved the refurbishment and modification of two oil storage reservoirs to serve as 1158 pressure zone recycled water storage, with tank capacity of 4.9-million gallons; recycled water to be conveyed to tanks from RP-4, with RP-4 recycled water pump stations and RP-4 1158 recycled water pipeline used to provide storage to meet peak demands.

→ Project engineer for the 1158 and 1299 Pump Stations project for Inland Empire

Utilities Agency, California. This project involved installation of approximately 775 lf of 48-in cement mortar lined coated pipeline, vaults, meters, valves, piping appurtenances, medium voltage switchgear, duct banks, switches, transformers, electrical and instrument equipment, a new electrical building and connections to existing piping, electrical, and control systems. The project included a total of 29 changes orders (17 additive and 12 deductive), resulting in a net total credit to the Agency of \$264k.

→ Area construction manager for a previous firm, Alisa Viejo, California. Karl consecutively managed numerous multi-million dollar contracts, overseeing construction of all major public works associated with redevelopment of the Tustin Marine Base, including wastewater facilities' construction management, storm drain system, roadways, and power supply distribution; supervised, coordinated and scheduled the construction of five city parks and three recreation centers that included pools, spas and sport courts. He managed the largest government public-use land parcel (a \$400 multi-million redevelopment in Orange County, California), developed and implemented a new construction quality control program, and was bestowed the highest award for excellence in construction management.

→ Superintendent for a previous employer, Irvine, California. Karl scheduled, estimated costs, coordinated contractors, oversaw code compliance, reviewed construction plans / documents / specifications; conferred with supervisors, consultants, contractors, and various Agency staff on field design conflicts, construction requirements, and contract documents; conducted pre-construction meetings, assuring full contractor comprehension in terms of contract compliance; identified potential problems. He managed the construction of 296 luxury homes and completed multi-family projects, consisting of 100 units on time and within budgetary constraints.



## Carolyn A. Folger

**Carolyn Folger** is a goal-oriented cost estimator with 38 years of experience in the water, wastewater, and heavy construction industries. She is continually recognized for meeting goals and creatively solving problems, her proficiency in estimating and management of water and wastewater projects, and her technical expertise in industry-specific topics such as interpretation of bid documents, construction contracts, technical specifications, contract drawings, and CPM schedules.

Carolyn brings a broad background in construction management, having supported construction projects ranging from \$700,000 to \$92 million. She has coordinated with construction and division managers to supervise multiple employees while managing more than 20 subcontractors. She has successfully negotiated numerous subcontracts, purchase agreements and contract terms, and conditions for multiple projects. Her construction management experience includes:

### Education

BS Construction Management, University of Cincinnati, 1988

AAS Construction Engineering, University of Cincinnati, 1987

### Certifications

30-Hour Construction Safety and Health, OSHA, 2011

30-Hour Outreach Training for the Construction Industry, OSHA, 2011

FMI Leadership Institute, 2007

Supervisor Safety Training II, Western Summit Constructors, Inc.

Supervisor Safety Training I, Western Summit Constructors, Inc.

Eos Group Timberline Estimating, Association for the Advancement of Cost Engineering Certification Program

### Relevant Experience

→ Cost estimating for the Denver Water, Colorado, Hillcrest Reservoir and Pump Station Replacement, \$100 million, CMAR.

→ Cost estimating for the City of Thornton, Colorado, Hammer Pump Station and Chemical Building Project, \$20 million, Hard Bid.

→ Cost estimating support for the City of Westminster, Colorado, North Huron Interceptor. Assisted with cost estimating consistent with design level submittals for the detailed design and routing of the under-capacity sections of sewer interceptor, resulting in approximately 7,400 linear feet of new interceptor piping. \$14 million.

→ Cost estimating for the City of Stillwater, Oklahoma, Recycle and Finished Water Pump Station, \$44 million, Design-Bid-Build.

→ Cost estimating for the County of Hawaii Hilo WWTP Rehabilitation and Replacement, \$104 million, Design-Bid-Build.

→ Cost estimating for the East Bay Municipal Utility District, California, Orinda WTP Disinfection Improvements, \$250 million, Hard Bid.

→ Project/construction manager for the Cheyenne Board of Public Utilities, Wyoming, R.L. Sherard Water Treatment Plant, \$42 million.

→ Project engineer for the City of Springboro, Ohio, Water Treatment Plant, \$5 million.

→ Cost estimating for the El Paso Water, Texas, Roberto R. Bustamante WWTP Headworks Improvements, \$124 million, CMAR.

→ Cost estimating for the Sioux Falls, South Dakota, Water Reclamation Facility Improvements and Expansion, \$235 million, CMAR.

→ Cost estimating for the Sand Creek, WRF PLC Conversion, Aurora Colorado, \$4 million, CMAR.

→ Cost estimating for the Miami-Dade Water and Sewer Department, Florida, South WWTP Consent Decree Program, \$1.6 billion, Design-Bid-Build. Worked on more than 20 of the project deliverables.

→ Cost estimating for the Lake Havasu City, Arizona, Island WWTP Flow Equalizing Basin, \$5 million, Hard Bid.

→ Cost estimating for the Clark County Water Reclamation District, Nevada, Flamingo Water Resource Center Primary Sludge Thickening Improvements, \$68 million, Hard Bid.

→ Cost estimating for the Los Angeles Bureau of Sanitation, California, Los Angeles-Glendale Water Reclamation Plant Advanced Water Purification Demonstration Facility, \$34 million, Design Build.

→ Cost estimating for the City of Austin, Texas, Wild Horse Ranch WWTP Expansion, \$47 million, Hard Bid.

→ Project/construction manager for the South Platte Renew, Colorado, Littleton/Englewood WWTP, Colorado, \$92 million.

## Carolyn A. Folger

- Project/construction manager for the Town of Castle Rock, Colorado, A-2 Well House and Well 28R Equipping, \$700,000.
- Project/construction manager for the Town of Castle Rock, Colorado, Craig & Gould Infrastructure Improvements, \$14 million.
- Cost estimating for the San Francisco Public Utilities Commission, California, Channel Repairs, \$1.5 million, Design-Bid-Build.
- Cost estimating for the King County, Washington, Sunset Heathfield Pump Stations, \$15 million, Design-Bid-Build.
- Cost estimating for the City of Somerville, Massachusetts, Somerville-Nunziato, Storage Tank, \$9 million, Design-Bid-Build.
- Cost estimating for the City of New York City, New York, Hannah Street Pump Station, \$42 million, Design-Bid-Build.
- Cost estimating for the Town of Eagle, Colorado, Water Treatment Plant Upgrades, \$23 million, CMAR.
- Cost estimating for the City of Santa Fe, New Mexico, Canyon Road WTP Improvements, \$13 million, Hard Bid.
- Cost estimating for the City of Cincinnati, Ohio, Lick Run Valley Conveyance, \$100 million, Design-Bid-Build.
- Cost estimating for the City of Lima, Ohio, CSO Storage Tank, \$52 million, Design-Bid-Build.
- Project/construction manager for the City of Cincinnati, Ohio, Muddy Creek and Westbourne Combined Overflow Facility, \$5.2 million.
- Cost estimating for the San Francisco Public Utilities Commission, California, Oceanside Digester Gas Project, \$3 million, Design-Bid-Build.
- Cost estimating for the Metro Water Recovery, Colorado, PAR 1280 and 1237, Design-Bid-Build.
- Cost estimating for the City of Rio Rancho, New Mexico, WWTP 1 Improvements, \$28 million, Design-Build.
- Cost estimating for the Clark County, Water Reclamation District, Nevada, Filtration and Clarification Expansion, \$50 million, CMAR.
- Cost estimating for the Upper Blackstone Clean Water, Massachusetts, Wastewater Treatment Facility Nutrient Upgrade Phase A, \$16 million, CMAR.
- Project/construction manager for the City of Corpus Christi, Texas, New Broadway WWTP, \$52 million.
- Project/construction manager for the City of Cincinnati, Ohio, Sycamore Creek Wastewater Treatment Facility, \$1.9 million.
- Project engineer for the City of Fernald, Ohio, Advanced Wastewater Treatment Facility, \$13.7 million.
- Project engineer for the City of West Lafayette, Indiana, Wastewater Treatment Facility, \$15.8 million.
- Project engineer for the Western Virginia Water Authority, Virginia, Roanoke Water Pollution Control Plant, \$16.9 million.
- Project engineer for the City of Altoona, Pennsylvania, Westerly Wastewater Facility, \$25 million.
- Cost estimating for Dory Hill & Black Hawk, Colorado.
- Cost estimating for the Ft. Irwin Energy, California, \$5 million, Design-Build.
- Cost estimating for the Orange County Eastern, Florida, Hard-Bid.
- Cost estimating for Visalia, California, Hard-Bid.
- Cost estimating for Fort Polk, Louisiana, Hard-Bid.
- Cost estimating for the City of Flour Mound, Texas.





## Rodolfo Garcia, MSCE, MBA, PE, CCM, QSD, P3

**Rodolfo Garcia** is a construction management professional with over 22 years of experience in the construction and water resources industries. He has a solid track record of successfully managing multi-disciplinary construction projects from conception to fruition with annual values over \$20M. He excels at leading, managing, building, training, and optimizing the performance of skilled project teams that continually meet or exceed client and organizational expectations.

### Education

MSCE Construction Engineering & Management, University of Southern California, 2022

MBA Business Administration, University of Miami, 2016

BS, Civil Engineering, Instituto Tecnológico De Tijuana, 2000

### Licenses

Professional Engineer (PE), California

### Certifications

Certified Construction Manager, CMAA

Envision Sustainability Professional (ENV SP), ISI

Qualified SWPPP Developer (QSD), California Water Boards

Public-Private Partnership Fundamentals, IDB, ITESM

OSHA 30-Hour Construction Safety and Health, UC San Diego Extended Studies

### Relevant Experience

→ Civil engineer for the City of Oxnard, California, Construction Management Services for the Advanced Metering Infrastructure Installation Project. Lead coordination to maintain the project schedule and provide cost control while updating the status and documentation of the meter installation.

→ Director of Operations for Consultoria de Ingenieria Para Soluciones Integradas (CISI), Mexico City, Mexico. Directed construction management activities and on-site operations covering a portfolio that averaged between 15-20 water resources engineering and construction projects a year of a large-scale water supply conveyance system: Cutzamala Water Conveyance System, field water well systems, pump houses, treatment plants, and drainage control structures. Led, trained, and optimized the performance of skilled project teams executing all phases of engineering and construction projects and supervised work crews of up to 200 people for critical events. Instrumental in controlling all project planning, bidding, engineering, budgeting, costs, construction, and close-out. Projects included:

- 1 mile long of 124" in-diameter high-pressure water conveyance system construction - Cutzamala Water Conveyance System.
- 450-mgd Pump House Renovation – Cutzamala Water Conveyance System.
- 450-mgd Discharge Header Design 2nd High-Pressure Line – Cutzamala Water Conveyance System.
- 100-mgd Water Wells Rehabilitation and Replacement Program (3-well fields). Teoloyucan Water Conveyance System, Tlahuac Water Conveyance

System and Reyes-FFCC Water Conveyance System.

- Hydraulic and Transient Analysis Review – Cutzamala Water Conveyance System.
- Flood Control Management Plan Feasibility Study – Mexico City.
- Telemetry System for Water Wellfield Operation – Tlahuac Water Conveyance System.
- Telemetry System for Water Wellfield Operation – Teoloyucan Water Conveyance System.
- 99" PCCP Structural Condition Assessment Pipe Program and Pipe Repair Design – Cutzamala Water Conveyance System.
- Design, engineering, and construction of a 450-mgd Chlorination Disinfection System Upgrade – Cutzamala Conveyance Water System.
- Design, engineering, and construction of a 34-mgd Chlorination Disinfection System Upgrade – Teoloyucan Water System.
- Design, engineering, and construction of a 34-mgd Pump Stations Renovation Program – Motor/pump, appurtenances, infrastructure upgrade for Reyes-FFCC Water Conveyance System.
- 99" & 48" PCCP, Steel and HDPE Pipeline Leak Repair and Replacement Program. Cutzamala Water Conveyance System and Tlahuac Water Conveyance System.
- Design, engineering and construction of 1000-mgd Flood Control Infrastructure – Magdalena River – Mexico City.

## Luis Rodolfo Garcia, PE, CCM, MBA, P3

- 10-miles of 15' dia. Tunnel Condition Assessment Program – Cutzamala Conveyance Water System.

→ Civil engineer for California Water Service, Torrance, California. Mr. Garcia developed design and engineering tasks to Capital Delivery group for projects included seismic integrity concerns and long-term outage due to wildfire events: Seismic Retrofit Upgrade Designs – Aboveground Storage Tanks for the Fremont Valley Water System at Antelope Valley District, Hermosa Redondo Water System at Rancho Dominguez District, and the East Los Angeles District; 10,000 Gal. Hydropneumatic Pressure Tank for the Fremont Valley Water System at Antelope Valley District; 600-gpm Booster Pump Station Design for the Westlake District; 12", 10", 8", 6" in diameter Water Main Replacement Program Plan Review with the State Department of Drinking Water for the Rancho Dominguez Water System at the Rancho Dominguez District.

→ Senior project manager/solutions manager for the Pressure Pipe Inspection Company (PPIC), Phoenix, Arizona. Coordinated and directed project teams executing a wide range of international projects, partnering with project engineers to ensure field crews, equipment, and material resources met necessary levels to ensure successful project completion within timeline and budgetary parameters. Projects included: (2004 – 2011)

- 40-mile 99" PCCP Pipeline Condition Assessment – Cutzamala Conveyance System.
- 50-mile Hydraulic and Transient Analysis Review – Cutzamala Conveyance System.
- 30-mile 84" PCCP Pipeline Condition Assessment – Puerto Rico Aqueduct.
- 15-mile 99" Pipeline Leak Inspection – Cutzamala Conveyance System.
- 15-mile 48" Pipeline Leak Inspection – Tlahuac Water Conveyance System.
- 10-mile 48" Pipeline Leak Inspection – Teoloyucan Water Conveyance System.

- 20-mile 48" and 36" Pipeline Leak Inspection – Miami-Dade Water Utility.
- 10-mile 36" Pipeline Leak Inspection – Local Water Utility, Madrid, Spain.
- 15-mile 84" PCCP Pipeline Condition Assessment – China-Linares Water Conveyance System.
- 10-mile 84" PCCP Pipeline Condition Assessment – Chapala Aqueduct.
- 5-mile 72" PCCP Pipeline Condition Assessment – Calderon Aqueduct.
- 20-mile 72" PCCP Pipeline Condition Assessment – Colorado River-Tijuana Aqueduct.
- 10-mile 72" PCP Pipeline Condition Assessment – SEDAPAL System, Lima, Peru.
- 10-mile 72" PCP Pipeline Condition Assessment – INTERAGUA System, Guayaquil, Ecuador.



## Education

BA Construction Administration, Everglades University, 2010

# Craig R. Girven

**Craig Girven** has 25 years of experience in the water and wastewater industry where half of his time has been spent working in the field as an operator, laborer, leadman and project manager, giving him invaluable field experience and insight. Most recently, his efforts have been spent as a full-time cost estimator for engineering projects and CMAR, design-build, and hard bid projects. Craig has prepared discipline-level estimates and has led complete estimates for more than 150 design and fixed price construction projects requiring collaboration with design engineers, vendors, and subcontractors from preliminary through final design. His primary area of expertise and focus is in civil and yard piping portions of projects.

## Relevant Experience

- Lead estimator, NWRRDS Transmission Main and Forebay Facility Project, Metro Water, Arizona. Project included construction of 2 Each MG Storage Tanks and Pump Station with construction of approximately 37,000 linear feet of 24-inch transmission main. The Transmission main included construction of 2 bridge crossings, a 600-foot tunnel crossing of a major highway, multiple trenchless crossings and all associated appurtenances.
- Lead estimator, MWRRDS Well and Collector Project, Arizona. Project included construction of 3 separate well sites as well as 9,000 linear feet of 20-inch and 24-inch collector main. Including all sitework at the well sites and all appurtenances related to the collector mains.
- Lead estimator, Thornton Water Project-Segment B, Colorado. Project included approximately 80,000 linear feet of 42-inch pipeline installation, multiple creek crossings, multiple trenchless installations, fiber optic conduit installation with the pipeline, and all associated appurtenances.
- Lead estimator, Polk County Transmission Main Projects, Florida. This set of projects included 10 separate bid packages for pipes ranging from 8- to 42-inch mains. Included trenchless crossings, open cut installation, horizontal directional drills, trench dewatering and all associated appurtenances.
- Lead estimator, Contra Costa Pipeline Phase 2CA, California. Project included installation of approximately 40,000 linear feet of 90-inch steel pipe. This included construction of meter vaults, gate structures and control buildings, trenchless installations, connection to an existing canal, and all associated appurtenances.
- Lead estimator, Twin 72-inch Rehabilitation/Replacement project, Raleigh, North Carolina. Project included replacement of 70,000 linear feet of existing 72-inch RCP via slip-lining, CIPP, and open cut methods, \$35M.
- Lead estimator, East Neuse Pump Station Project, Raleigh, North Carolina. Project included construction of a new 25 mgd sewage pump station including twin 72-inch gravity influent pipes and twin 90-FRP gravity effluent, \$50M.
- Lead estimator, State Street Utility Upgrade, Raleigh, North Carolina. Project included replacement of approximately 15,000 linear feet of existing water mains and sewer main including all laterals, services, air release valves, gate valves, tie-ins to the existing system, and all associated restoration, \$15M.
- Lead estimator, Annacis Island Wastewater Treatment Plant Outfall project, Vancouver, Canada. Project included construction of a new 14-foot diameter outfall via TBM approximately 120 feet deep, \$250M.
- Estimator/project manager, Crabtree-Upper Pigeon House Tunnel Interceptor, Hard-Bid project. Project included installation of tunneling shafts for 10 tunnels connecting the main interceptor line for the City of Raleigh. The shafts ranged in depths from 25 feet to 35 feet deep. Project also included open cut installation of 1,200 linear feet of 42-inch HOBAS pipe, \$6.5M.

## Craig R. Girven

→ Estimator/project manager, Lenoir Street/South Street Two-Way Conversion Hard-Bid project, Raleigh, North Carolina. Project included conversion of two existing one-way streets into two-way streets. Included 3,500 linear feet of water main replacement, 1,200 linear feet of gravity sewer replacement, 18,000 square yards of Mill and overlay, as well as installation of 48 handicap ramps, \$5.3M.

→ Estimator/project manager, Garner Water Main Hard-Bid Project, Garner, North Carolina. Project included installation of approximately 10,000 linear feet of 16-inch water main, 14,000 linear feet of 8-inch water main, 1,000 linear feet of 8-inch gravity sanitary sewer, and 14,000 square yards of FDR asphalt replacement, \$3.3M.

→ Lead estimator, Kerr Lake Regional Water Treatment Plant Upgrade Design-Build, Henderson, North Carolina. Project included 12 mgd upgrade to the existing water treatment plant which included a new super pulser system, wheeler bottom filters, 600 horsepower (HP) high service pump, clearwell storage, and an additional thickener, \$41M.

→ Lead estimator, Union County-Yadkin River Water Treatment Plant and Finished Water Infrastructure Design-Build project, Monroe, North Carolina. Project included new water treatment plant including a new administration building, plate settler filtration system, nozzle filters, 1.5-mg filtered water storage tank, 6-mg raw water storage tank, chemical building, residual storage ponds, and all associated appurtenances. The project also included 11 miles of 36-inch DIP finished water main including interconnects and all appurtenances and restoration, \$106M.

→ Lead estimator, Wiggins Water Treatment Plant Upgrade, Raleigh, North Carolina. Project included construction of an additional tube settling basin, two new filters, 1.5-mg clearwell storage, and associated appurtenances, \$30M.

→ Lead estimator, Mark B. Whitiker Water Treatment Plant Master Plan, Knoxville, Tennessee. Project included construction of a raw water reservoir in the nearby mine pit

via micro-tunneling, new pumps, and a gravity flow line back to the plant, \$40M.

→ Civil/yard piping estimator, Maxson Wastewater Treatment Facility Upgrade Design-Build project, Memphis, Tennessee. Upgrade project including but not limited to the construction of a PAA tank, two new clarifiers, RAS sludge tank, headworks restoration, extensive excavation, installation of a new 8'x10' box culvert effluent, bypass pumping of existing plant flow during construction, new 84-inch RCP piping, and miscellaneous piping to connect existing systems to the new portions of the plant, \$300M.

→ Civil/yard piping estimator, Wilson Boulevard and 118<sup>th</sup> Street Wastewater Pump Station Rehabilitation Design-Build, Jacksonville, Florida. Project included rehabilitation of two existing wastewater pump stations including structural and replacement of all interior pipework and pumps, \$15M.

→ Lead estimator, Smith Creek Wastewater Treatment Plant Upgrade, Raleigh, North Carolina. Project included construction of a new grit intake structure, replacing existing pumps, and upgrading the SCADA system, \$15M.



## Jonathan E. Harris, PE, PMP, CCM

**Jonathan Harris** joined Carollo in 2013 and has experience in many aspects of civil and environmental engineering in all phases of the project life cycle, with project values ranging from \$85,000 to \$135 million. He is experienced in site development, new and retrofit construction, and specializes in plant and pipeline projects. Installations have included site work, structural concrete and masonry, structural steel and roofing, HVAC, process mechanical equipment and piping, utility coordination and connection, and electrical, instrumentation, and controls components for water and wastewater projects. He has gained project management experience through project planning, budgeting and scheduling, development of statements of work, requests for proposal and contract documents, and by completing project closeout tasks. He is currently pursuing a Master's Degree in Civil Engineering at Iowa State University, with a specialty in Construction Engineering and Management, with a graduation date slated for December 2018.

### Education

MS Civil Engineering,  
Iowa State University,  
2018

BS Civil Engineering,  
University of Pittsburgh,  
2007

### Licenses

Professional Engineer,  
Colorado

### Certifications

Project Management  
Professional

Certified Construction  
Manager, Construction  
Management Association  
of America, 2023

OSHA 10-Hour  
Construction Safety

OSHA 40-Hour  
Construction Safety

### Professional Affiliations

American Society of Civil  
Engineers

Environmental and  
Water Resources  
Institute Colorado  
Section Co-Chair

American Water Works  
Association

Construction  
Management Association  
of America

He has provided primary project support, contract administration, project management, and quality assurance representation on developments, upgrades, and repairs. He has also provided civil and environmental inspections, reviews, and quality assurance responsibilities during construction to ensure compliance with design, contract drawings, specifications, regulations, and government requirements. His project experience includes:

### Relevant Experience

→ Construction manager for the \$44.1 million Pellet Softening Improvements project for South Adams County Water and Sanitation District. The construction manager-at-risk project involves construction of a 14-mgd water softening plant. The plant, when completed in late 2020 to early 2021, will feature reactor and filter based full-scale water softening and filtration using calcium carbonate pellet seeds with chemical addition to reduce the calcium hardness from 418 mg/L to 44 mg/L. Responsibilities include ESDC and CM budget development and management, personnel management, construction management, resident engineering, special inspections for concrete, masonry, and pre- and post-installed anchors, and cost, schedule, and document controls via monthly reviews of applications for payment, potential change orders, construction schedule updates, and record and contract drawings.

→ Field engineer for the \$78.5 million Water Treatment Plant Replacement project for the City of Thornton, Colorado. The design-build project involved construction of a 20-mgd traditional flocculation, sedimentation, and filtration treatment plant with chemical addition. Responsibilities included review and response to contractor's baseline

schedule to assure conformance with all contract requirements as well as monthly schedule update reviews during construction.

→ Field engineer for the \$125 million Colorado Springs Southern Delivery System Water Treatment Plant for Colorado Springs Utilities, Colorado Springs, Colorado. Responsibilities included preparation of submittal reviews and coordination.

→ Senior construction management consultant for the Arcadia Lake WTP Expansion Program, City of Edmond, Oklahoma. The program involves civil work to complete a new raw water intake, raw and finished water pipelines and pump stations, finished water storage tanks, and two phases of plant improvements. Carollo is coordinating construction services design support for the OPCC, sequencing, contract time determination, and constructability review.

→ Field engineer for the Water Conserve 2 project for the City of Orlando, Orlando Florida. The project involved yard piping improvements for scum, return activated and waste activated sludge, conversion of an unused aboveground tank to a waste activated storage tank, replacement of all RAS and WAS pumps, replacement of belt presses, and electrical and instrumentation



## Jonathan E. Harris, PE, PMP, CCM

improvements to support the new equipment.

→ Resident engineer for the 87th Ave. and Wadsworth Blvd. Lift Station Replacement Project for the City of Westminster, CO. The project involved demolition of an existing wet well, installation of a valve vault, three horizontal directionally drilled roadway crossings to facilitate more than a mile of force main, excavation and shoring for construction of a lift station and overflow tank, and electrical utility connection, and electrical and instrumentation to support the new lift station. Quality assurance responsibilities included documentation, communication and coordination of all activities, civil and environmental inspections and reviews during construction to ensure compliance with design, contract drawings, specifications and government regulations and requirements. Contract administration responsibilities included submittal reviews, subcontractor coordination, issuing and tracking RFI's, work change directives, and change orders, including detailed pricing reviews and internal estimates, monthly schedule update reviews and reviewing and processing of applications for payment.

→ Resident engineer for the Biological Nutrient Improvements project for Colorado Springs Utilities at the Las Vegas Street Wastewater Treatment Facility, in Colorado Springs, Colorado. Main elements of the project included modifications to the aeration basins to create new zones for MLE and A2O process configurations, improvements to the IMLR pumping system, instrumentation improvements, and construction of new electrical transformers, switchboards, and a motor control center. Responsibilities included quality assurance inspections for all project components including demolition, excavation, sitework, structural steel, welding, and concrete, mechanical piping and pumps, HVAC, and electrical, instrumentation and controls. Startup oversight, assistance, and verification was provided for all equipment throughout the duration of the project. In addition, contract administration responsibilities included RFI and submittal coordination, change order development, processing, pricing review, and execution,

monthly schedule update reviews, review and approval of monthly applications for payment, and detailed photo and construction observation documentation.

→ Field engineer for the PAR 1225 South Headworks and Grease Processing Facility Improvements project for Metro Water Recovery, Denver, Colorado. The work involved extensive modifications to the existing screening, grit removal, and grease processing facilities for the 100-mgd South plant. Responsibilities included detailed shop drawing reviews for mechanical process piping, review of contractor start-up plans, and monthly schedule update and contract time extension request reviews and responses.

→ Field engineer for the \$171 million Coffee Creek Water Resource Recovery Facility Expansion project located in Edmond, Oklahoma. The work involved construction of a new influent lift station, headworks, selector basins, digester complex, blowers, secondary clarifiers, RAS and mixed liquor pump station, yard piping, and modification of existing piping, oxidation ditches, and stormwater and sludge holding ponds. Responsibilities include revised schedule, recovery schedule, and monthly schedule update reviews, and construction management and contract administration consultation in assistance to the Project Manager.

→ Field engineer for the PAR 1259 Digester Rehabilitation project for Metro Water Recovery, Denver, Colorado. The work involved piping modifications within the digester mall, transfer pump replacement, re-coating of the digester interior, replacement of emergency rooftop valves, and electrical improvements for the process area. Responsibilities included monthly schedule update reviews.

→ Lead design engineer for the Transportable Antenna System Infrastructure Project for the RSTR, Colorado Springs, Colorado. He completed site development and structural concrete design, construction drawing and specification coordination, and project completion. He also coordinated the permitting process and supervised installation activities.



## Alexandria (Tamina) Elan Jamieson, PE

**Tamina Jamieson** has 23 years of engineering and construction management experience in public sector work with expertise in public contract, construction management, and project engineering. She has designed, engineered, and managed infrastructure projects and served as project manager/project engineer on several multi-million-dollar water and wastewater construction projects.

### Education

BS Civil Engineering,  
University of Florida

BS Ocean Engineering,  
Florida Atlantic University

Certificate, Engineering  
Management for  
Construction, University  
of California, Los Angeles

### Licenses

Professional Engineer,  
California

### Professional Affiliations

National Society of  
Professional Engineers

American Society of Civil  
Engineers

### Relevant Experience

→ Resident engineer for the City of San Luis Obispo, California, Water Resource Recovery Facility. The project involves third-party construction management of upgrades and improvements to the headworks facility; upgrades and new equipment in the primary clarifiers; new 2-mm fine screen facility; upgrades to the existing bioreactor facility and three new bioreactors; new membrane facility; new ultraviolet disinfection facility; new cooling tower facility for effluent cooling; new waste activated sludge and primary sludge blended sludge tank; new sludge thickening facility; new sludge digestion tank and conversion of an existing digester to a sludge storage tank; site odor control facilities; warehouse/maintenance shops, offices, training rooms, locker rooms, lunch rooms, and control rooms; expanded equalization basin capacity; and additional site improvements, including an improved fire protection system, site security, storm-water facilities, yard piping, site landscaping, and frontage improvements.

→ Resident engineer for the Eastern Municipal Water District, California, Old Town Sewer Improvements. Provided oversight and monitored activities for a 3,000-foot, \$12 million tunneling project in Old Town Temecula. A secondary 15-inch sewer was added to alleviate the overflow in the existing 8-inch sewer. To minimize traffic interference and maintain access to businesses in this tourist town, new sewer was installed by jack-and-bore and directional drilling. Served as a full-time representative onsite for the duration of the project and supervised and coordinated activities of two construction inspectors and additional subcontractors, including survey, materials inspection, and labor compliance. As resident engineer, responsibilities included:

- Review, coordination, and processing of submittals and requests for information.
- Monitoring and verifying construction activities per design.
- Running weekly and monthly project meetings with the contractor and client.
- Coordination of billing and multiple funding agency requirements with the client.
- Preparation of weekly and monthly progress reports of work status for the client, design engineer, and financing agency.
- Management of all document control, including photo records and daily logs, during construction.

→ Resident engineer for the City of Holtville, California, Wastewater Treatment Plant Improvements. This \$14 million upgrade of a 0.85-mgd wastewater treatment plant was mandated in order to eliminate ammonia from effluent by the end of 2016. The treatment system includes a Biolac<sup>®</sup> aeration basin for initial processing of wastewater flow and a secondary clarifier for solids settlement. Served as a full-time representative onsite for the duration of the project, supervising and coordinating activities of two construction inspectors and additional subcontractors, including survey, materials inspection, and labor compliance. As resident engineer, responsibilities included:

- Review, coordination, and processing of submittals and requests for information.
- Monitoring and verifying construction activities per design.
- Running weekly and monthly project meetings with the contractor and client.

## Alexandria (Tamina) Elan Jamieson, PE

- Coordination of billing and multiple funding agency requirements with the client.
- Management of all document control, including photo records and daily logs, during construction.

→ Project manager/project engineer for the City of Clovis, California, Sewage Treatment Project at the Water Reuse Facility. The \$38 million project included construction of a new, award-winning, state-of-the-art, 2.8-mgd wastewater treatment plant using design-build-operate project delivery. Main treatment technologies include Siemens Cannibal Solids Reduction, membrane filtration, and closed vessel ultrafiltration disinfection. Responsible for review, coordination, and processing of submittals and requests for information. Also responsible for all aspects of construction of the operations building, including coordination between the client, architect, contractor, and vendors. Throughout the project, tracked quantities of all material used and the dates materials were purchased to account for material cost escalation from bid time to actual construction.

→ Resident engineer for the Southern Nevada Water Authority, California, IPPS Bypass Pipeline. The \$14 million project consisted of installation of a 96-inch bypass pipeline at Lake Mead. Responsible for review, coordination, and processing of all submittals and requests for information; processing of invoices for payment; and tracking and verifying all change order documentation.

→ Project manager/construction manager for the San Jose Water Company, California, Saratoga Water Treatment Plant Raw Water Intake. The \$4 million project consisted of an installation of a water intake structure, relocation of microfiltration units, and temporary rerouting of an environmentally sensitive stream. Made sure construction requirements were met while adhering to strict environmental regulations.

→ Project manager/construction manager for the Calpine-Metcalf Energy Center, California, Metcalf Offsite Utilities. The \$3.5 million project included installation of off-site

utilities to a new power plant. Procured permits and coordinated with contractor and client for routing of pipelines through onsite and offsite location. Monitored contractors' work, resolved conflict issues, processed all submittals and requests for information, reviewed and approved invoices and pay applications, processed invoices to the client, and coordinated testing and inspections.

→ Resident engineer for the City of San Jose, California, Silver Creek Pipe Installation. The \$18 million project included a seven-mile-long reclaimed water pipe installation. Processed submittals and requests for information, monitored contractors' scope of work, reviewed and approved invoices for payment, reviewed contractors pay applications, and processed invoices to the client.

→ Project manager for the Northern San Mateo County Sanitation District, California, Vista Grande Pilot Plant Phase I and Phase II. The project involved installation, construction, design, and closeout of several smaller projects, including pump stations, pilot testing plant for stormwater treatment, and stormwater overflow control.

→ Resident engineer for the City of San Diego, California, Water Main and Reservoir Rehabilitation. Provided construction management for a \$10 million, five-mile-long water main in Miramar Road and a \$12 million, 10-MG water reservoir rehabilitation. Monitored construction progress, verified that work was completed per plan, and met minimum quality standards and code requirements. Researched, planned, and coordinated work with City utilities to minimize construction interferences, scheduled quality control inspection and installation verification testing, and coordinated with all appropriate City departments, engineers, and designers that may be required to witness or be aware of activities. In addition, reviewed and approved construction materials and equipment to be installed and reviewed contractors construction methods for safety, quality control, construction standards, and schedule impacts.





## Francis Kim

**Francis Kim** has 19 years of experience in construction engineering and inspection on a variety of water, recycled water, and wastewater projects in California. As a resident engineer, project engineer and inspector, he confirms the contractor's construction and administration tasks are completed on-time and within quality standards. He has been responsible for equipment, materials inspection, and installation and has a dedication to maintaining high standards of quality while keeping project costs low. Francis' experience also includes value engineering in contract document preparations and constructability reviews. He has been involved with troubleshooting, plan specifications, preparing design layouts on MicroStation, cost estimating and coordinating field work.

### Education

BS, Civil Engineering,  
California State  
Polytechnic University,  
Pomona

### Certifications

Oracle Primavera P6  
Certified

Confined Space  
Awareness Training  
OSHA 30-hour

CPR with AED, First-Aid

### Relevant Experience

→ Deputy construction manager/resident engineer for Filter Plant & Clearwell Improvements, Phase 1A, Central Contra Costa Sanitary District (Central San), California. The \$28 million improvements to Central San's existing Filter Plant and Clearwell Recycled Water Facilities, was designed to produce disinfected tertiary effluent that meets Title 22 requirements. Francis' main responsibilities include tracking, recording, and distributing all project documentation, processing and reviewing RFI's and submittals, reviewing contractor pay applications and change order cost verifications.

→ Resident engineer for the Solids Handling Facilities Improvement Project, Central Contra Costa Sanitary District (Central San), California. The project included replacement and improvements to Central San's Solids Handling Facilities. Responsibilities include project documentation tracking and communication, processing and reviewing RFI's & Submittals, and Contractor Pay Applications.

→ Resident engineer for the initial Advanced Water Purification Facility (AWPF) and Pump Station, Monterey One Water (M1W), California. This M1W project is a state of the art 5-mgd AWPF which converted irrigation water and storm water runoff for injection into the Monterey Peninsula ground water basin and recycled water for community use. This project included full system startup and commissioning and was delivered on budget with less than 5 percent in change orders. Served as an expert to resolve any issues with contractor change orders, project budget, and schedule.

→ Resident engineer/inspector for Capital Improvement Projects (CIP) and On-Call Services, Elsinore Valley Municipal Water District (EVMWD), California. Francis provided construction management services for the multi-contract CIP to improve water, wastewater and recycling facilities, including new well fields, distribution system upgrades including reservoirs, pipelines and pump stations, treatment plants and lift stations. Mr. Kim serves as Resident Engineer for several contracts, as follows:

- Waite Street 1467 Zone 2.5-mg Reservoir Project. Francis served as Resident Engineer for the construction of a 2.5-mg welded steel tank project.
- Belt Filter Press Building Electrical Improvements Project. Francis served as Resident Engineer and Inspector to provide electrical equipment upgrades at the District's regional treatment plant.
- Waite Street 1467 Zone Pipeline Project. Francis served as Resident Engineer for the construction and installation of this 10,000-lf distribution system pipeline project.
- Wildomar Recycled Water System – Phase I Off-site. The Wildomar Recycled Water project consisted of two phases. Phase I was the off-site phase and involved the installation of approximately 30,000-lf of staggered recycled water pipelines in four areas of the Cities of Lake Elsinore and Wildomar. Francis provided coordination and inspection support services on this project.
- Wildomar Recycled Water System – Phase 2 On-site Conversion. Francis served as the Resident Engineer for this

## Francis Kim

CIP project which consisted of converting 25 irrigation systems of privately-owned properties from potable water to recycled-water use. Conversions primarily consisted of performing cross-connection tests, disconnecting existing systems with reconnection through new recycled water irrigation piping and appurtenances. During the process of the project, Francis developed a recycled water SOP for the District to implement on all future recycled water projects.

- Sperry Well Drilling and Equipping Project. Francis was responsible for construction, startup and operation of a wellhead facility and discharge pipe system which distributes agricultural water to surrounding communities in Riverside County. The project was part of the Caltrans Utilities Relocation Agreement between the City of Riverside, CA DOT and Meeks and Daley and included the demolition of an existing well pump.

→ Resident engineer for the Regional Urban Water Augmentation Project (RUWAP), Marina Coast Water District (MCWD), Marina, California. The project consists of constructing approximately 40,000 linear feet of 24-inch transmission main pipeline in paved and non-paved roadways and easements, connecting to existing facilities, pipeline valves and appurtenances, two bore and jack roadway crossings, a 2 MG welded steel reservoir with potable water backup pumping system and associated appurtenances and electrical and SCADA. The project is funded in whole or in part by the following funding sources in addition to District funds: Drinking Water State Revolving Fund (SRF) and Proposition 1 Ground Water (Prop 1).

→ Resident engineer for the St. James Catholic School Recycled Water Service Irrigation Conversion Project, West Basin Municipal Water District (WBMWD), California. Provided construction management and administration services. The previous irrigation system at the St. James Catholic School was converted to use recycled water. Performed inspection for a site conversion from domestic irrigation to recycled water including a water meter conversion. Most of the work took place within school property and

consisted of modifications to the existing irrigation system to accommodate a recycled water supply. During the construction of the Anza Lateral Project in 2010, a 4-inch diameter service lateral was constructed to serve the school so a new connection to the existing recycled water distribution system was not required. Coordinated activities and meetings with contractor, Labor Compliance Consultant, District, Cal Water, St. James Catholic School representatives, City of Torrance and Los Angeles County Department of Public Health Services (DPH). Documented and managed all project documentation (shop drawings, RFI's, change orders, reports, progress payments, memos, meeting minutes, approvals) Assisted in change order evaluation, negotiation, and final recommendations for approval. Participated in the cross-connection test with West Basin, Cal Water and LA County DPH.

→ Resident engineer for the Mesa Water District SCADA Systems Upgrade Project, Mesa Water District, California. The project consisted of retrofitting existing SCADA equipment at 25 existing site locations in adjoining cities of Costa Mesa, Newport, and Huntington Beach, with a District-owned radio telemetry system. Francis' duties involved oversight in developing the scope to study, analyze and re-design the project documents, then manage the construction and installation of a functional, reliable, and secure radio telemetry system to meet the needs of Mesa Water.

→ Field engineer for the Advanced Water Purification Facility (AWPF) and Pipeline and Seawater Intrusion Barrier Projects, Orange County Water District (OCWD), California. Francis served as a field engineer on the \$300 million project where he spearheaded the civil requirements, including site remediation/decontamination, asbestos abatement, demolition, well destruction and locating existing utilities. His duties included plan-checking and specification review, scheduling, and cost estimating, submitting RFIs, work plans and shop drawings, reviewing submittals, preparing design layouts, negotiating and coordinating with owner and representative engineers, subcontractors, and vendors.



## S. Jason Rozgony, PE

**Jason Rozgony** is a construction professional with 26 years of experience specializing in cost estimating for water and wastewater treatment plants, pump stations, and distribution systems. The majority of his work experience was obtained while working for general contractor emphasizing CMAR delivery. Prior to his cost estimating experience, he worked as a project engineer, superintendent, and construction manager on a variety of water treatment and remediation projects in Illinois, Texas, Michigan, Iowa, Missouri, Connecticut, Colorado, Utah, and Wyoming. Since transitioning from a construction operations role to cost estimating he and his teams have developed at-risk bids and guaranteed maximum price proposals exceeding \$2 billion for water/wastewater treatment plant work while producing over 500 opinion of probable cost estimates.

### Education

BS Civil Engineering,  
South Dakota School of  
Mines and Technology,  
1995

### Licenses

Professional Engineer,  
Colorado

### Relevant Experience

→ Cost estimator for the Water Delivery Comprehensive System Assessment and Update, Dallas Water Utilities, Texas. Carollo performed a comprehensive investigation of projected water demands, aging infrastructure, service reliability, benchmarking, water quality, risk management, and efficiency improvements. The project involved the analysis of many different hydraulic scenarios, predict the consequences, and identify the optimum approach to address those consequences.

→ Cost estimator for the City of Oklahoma City, Oklahoma, WC-1006 Water System Hydraulic Evaluation Citywide. Carollo is updating the City's distribution system model and performing a master plan. The project team is performing modeling and preliminary routing and connection analysis; developing flushing and disinfection practices for the Hefner-Draper Interconnect project, developing water demand projections, updating the hydraulic model demands with recent billing data and allocate future demand, calibrating the model, evaluating the existing and future system, and identifying improvements.

→ Cost estimator for the City of Aurora, Colorado, North Campus Electrical Phase II. In order to improve electrical safety and standardize on control across the North Campus Well Field, Carollo provided the design for the electrical, control, and programming replacement for 17 wells. This included the separation of power from control for arc flash safety and the re-programming of each well to provide consistency across the wellfield as well as the

City. Control narratives were developed to simplify and optimize operation based on experience from historical production.

→ Cost estimator for the City of Aurora, Colorado, North Campus Horizontal Well Pilot. The Carollo team evaluated several alternative horizontal well technologies to improve yield over conventional vertical wells. Ultimately, radial collector wells predicted the highest yield per dollar spent, and two wells are currently in design and permitting through Colorado Department of Public Health and Environment and the Division of Water Resources.

→ Cost estimator for the City of Westminster, Colorado, North Huron Interceptor. Responsible for cost estimating consistent with design level submittals for the detailed design and routing of the under-capacity sections of sewer interceptor, resulting in approximately 7,400 linear feet of new interceptor piping. \$14 million.

→ Estimator for the Tualatin Valley Water District, Oregon, Willamette Water Supply project. This regional water supply program will be planned, designed, and constructed so that it is fully operational by 2026. The program includes an expanded intake, pump station, 20 MG reservoir, approximately 30 miles of 66-inch-diameter steel transmission pipelines, and a new, seismically resilient WTP that will initially produce up to 60 mgd with a future build-out of 120 mgd. \$1 billion.

→ Estimator for the West Harris County Regional Water Authority, Texas, Value Engineering for Central and Repump Pump Stations.

## S. Jason Rozgony, PE

- Estimator for the Polk Regional Water Cooperative, Florida, PRWC Water Supply Improvements, Phase 1. Project included the conceptual and preliminary design of two RO water treatment plants (15 mgd and 30 mgd), routing studies, conceptual design of 120 miles of pipeline, and completion of an integrated water supply study of the Peace Creek Watershed.
- Estimator for the City of Odessa, Texas, Water Quality Improvements – Phase III. This 55-mgd surface water treatment project included a new 20 mgd high rate flocculation/sedimentation facility which replaced existing facilities. This project included the Water Treatment Plant Rehabilitation and Miscellaneous Upgrades in which Carollo conducted a process evaluation to improve the water quality, which has high levels of hardness and total dissolved solids (TDS). The improvement project includes structural rehabilitation, new chemical and electrical facilities with advanced water treatment in mind, city-wide SCADA upgrades, and the construction of new plate settlers in lieu of aging flocculation and sedimentation basins. Construction value estimated at \$154 million.
- Estimator for the City of North Miami Beach, Florida, Northwood Water Treatment Plant – Phase II Improvements. Construction value estimated at \$30 million.
- Estimator for the City of Aurora, Colorado, Wemlinger CT Chamber Project. The project involved the design of a 2.5 mg buried concrete disinfection chamber with a serpentine channel and a baffling factor of 0.80 outside of the treated water reservoir at the Wemlinger WPF. Construction value estimated at \$19 million.
- Estimator for the South Adams County Water and Sanitation District, Colorado, Pellet Softening, Disinfection, and Facility Improvements Project. The project involves adding a 14-mgd softening treatment system consisting of pellet reactors, recirculation pumping, seed washing, seed and pellet transfer pumping, pellet storage, stabilization basins, filters, and multiple new chemical treatment systems to integrate with the existing plant. Construction value estimated at \$42 million.
- Estimator for the City of Las Vegas, Nevada, Filtration Building Improvements. Construction value estimated at \$20 million.
- Cost estimator for the City of Salem, Oregon, Geren Island WTP Improvements. Carollo developed, vetted, and deployed near-term mitigation strategies in less than three weeks. This included design of temporary treatment systems, installed without shutting down the plant during this high-water demand period. For the long-term, Carollo compared treatment options' effectiveness and costs based on risk factors. Provided cost estimating for the project delivered through a CM/GC method to construct a new ozone facility. Construction value estimated at \$39 million.
- Estimator for the East Bay Municipal Utility District, California, Orinda Water Treatment Plant Disinfection Enhancement project. Construction value estimated at \$270 million.
- Estimator for the Willmar Municipal Utilities, Minnesota, Northeast Water Treatment Plant project. Construction value estimated at \$11 million.
- Estimator for the Central Utah Water Conservancy District, Utah, Duchesne Valley Water Treatment Plant Strainer project. Construction value estimated at \$4 million.
- Estimator for the Eagle Bend Metropolitan District, Colorado, Gun Club Raw Water Expansion Design and Construction Management Services. \$3.6 million.
- Estimator for the City of Sunnyvale, California, Water Pollution Control Plant Secondary Treatment and Dewatering Facilities Design. This project included expanding the secondary treatment process to a conventional activated sludge (CAS) process, adding dewatering and thickening facilities for sludge handling, and adding sidestream ammonia treatment. The CAS process will remove nitrogen in anticipation of upcoming nutrient regulations in the San Francisco Bay. Construction value estimated at \$50 million.

# SCOTT ADAMSON, PE, QSD/P

## SENIOR CONSTRUCTION MANAGER

### PROFESSIONAL REGISTRATION

Registered Professional Engineer  
California No. C65467

### EDUCATION

San Diego State University  
B.S., Civil Engineering, 1997

### CERTIFICATIONS

California Stormwater Quality Association (CASQA) Qualified SWPPP Developer (QSD) & Qualified SWPPP Practitioner (QSP) Certification #23001

NASSCO ITCP for CIPP  
CIPP-110-0321

Confined Space

### AFFILIATIONS

American Public Works Association (APWA)

Construction Management Association of America (CMAA)

### YEAR ENTERED PROFESSION

1997

### ARDURRA HIRE

2006

### QUALIFICATIONS

Scott Adamson has 25 years of construction management, resident engineering, inspection, and design of small and large civil engineering public works projects. He began his career in the geotechnical field as a soils technician and progressed steadily through the ranks of inspection and construction quality control to the position of Senior Construction Manager. During his career he has worked as an extension of staff for such agencies as the City of Del Mar, City of La Mesa, and City of San Diego as well as water districts such as Oceanside Water Utilities, Elsinore Valley Water District, and Vista Irrigation District. As a lead construction manager, he is responsible for the day-to-day management of the department as well as actively managing his own projects. He is in the field on a daily basis providing guidance to our staff of construction professionals.

### PROJECT EXPERIENCE

**Sewer Improvements Inflow/Infiltration, City of La Mesa** – Construction Manager/Inspector for this \$4.6 million sewer main replacement and rehabilitation program which took place at various locations throughout the City. This was a four-phase project, replacing or rehabilitating approximately 43,000 LF of concrete sewer main. Replacement operations included traditional cut and cover, CIPP lining, Pipebursting, and Jack and Bore. These locations included sewer mains located in the street as well as challenging easements along canyons and on hillsides. Scott provided construction management services as well as inspection during all four phases. In addition to typical construction management services, he was also called on to provide creative solutions, based on field experience, for difficult replacements below structures and in limited access locations.

**Foxes Landing Lift Station Upgrades, City of Carlsbad** – After 29 years in service, the City of Carlsbad decided to undertake the reconstruction of this critical lift station in order to accommodate increase in daily peak flows as well as provide additional protection against possible discharges into the adjacent, environmentally sensitive Agua Hedionda Lagoon. Scott served as Principal-in-Charge on this project. His responsibilities included providing input on large complex change orders, providing quality control reviews, and stepping in to manage the project during vacations and sick days.

**Poinsettia Standby Lift Station, City of Carlsbad** – Principal-in-Charge on this \$700,000 lift station upgrade project. With the existing Poinsettia Lift Station already operating at near capacity, the City installed a 15,000-gallon prefabricated overflow tank and trailerable pump system in order to provide additional capacity in peak flow events. Scott's primary duties on this project were comprised of providing quality control reviews of the Ardurra's staff and procedures, and consulting with the City and staff regarding change order negotiations.

**A-2 Lift Station Rehabilitation, Elsinore Valley Municipal Water District** – Principal-in-Charge for the rehabilitation of an existing 3,600-gpm lift station located within the City of Lake Elsinore, CA. Scott's primary duties on this project were comprised of providing quality control reviews of the Ardurra's staff and procedures, and consulting with the District and staff regarding change order negotiations.

**East Point Loma Trunk Sewer Rehab K115043, City of San Diego** – Resident Engineer for this project, which included the installation of approximately 8,700 LF of 30" Vitrified Clay Trunk Sewer Pipeline Rehabilitation, using state of the art trenchless rehabilitation technologies. Scott successfully developed and coordinated solution strategies for this complex project, provided engineering recommendations, and maintained excellent written and verbal correspondence with City of San Diego Project Management, City Staff, Contractors, Private Property Owners, and the Naval Facilities Engineering Command (NAVFC) throughout the project. The General Contractor on this project was Insituform Technologies Inc. with subcontractors Charles King Co. and ProPipe, Professional Pipe Services.

Responsibilities included preconstruction services, construction management services, inspection services, controls and schedule assistance, estimating, change order and claims management, safety and security monitoring, Stormwater Pollution prevention plan inspection, CCTV review and evaluation, and construction contact closeout, and warranty coordination.

**P-1 Sewer Rehabilitation Project, City of San Diego** – Resident Engineer for this sewer rehabilitation project, which involved the lining of approximately 35,000 linear feet of 8-inch sewer main through trenchless construction techniques. The primary method of lining was expandable pipe or “Expanda,” with CIPP lining also utilized for a approximately 10 percent of the total footage lined. Additional construction items included rehabilitation of all laterals in the public right-of-way by CIPP lining, installation of new lateral cleanouts, and the replacement and rehabilitation of badly deteriorated manholes. Manhole rehabilitation was achieved through the installation of a spray on “Zebron” epoxy lining system. Scott acted as extension of staff to the City of San Diego Field Engineering Division and was responsible for overseeing all aspects of the project, including contract administration, document and submittal control, running progress meetings, and daily field inspection duties.

**Q-1 Pipeline Rehabilitation Project, City of San Diego** – Scott provided resident engineering and inspection services on this sewer rehabilitation project for the City of San Diego. This project involved the lining of approximately 48,000 linear feet of 8-inch sewer main through trenchless construction techniques. Rehab methods included both CIPP lining as well as “Expanda” or “Rib-Lock” lining. Additional construction items included rehabilitation of all laterals in the public right-of-way by CIPP lining, installation of new lateral cleanouts, and the replacement and rehabilitation of badly deteriorated manholes. Manhole rehabilitation was achieved through the installation of a spray on “Zebron” epoxy lining system.

**Normal Avenue Sewer Group Improvements, City of La Mesa** – Construction Manager for this \$1.1 million sewer main replacement project in the City of La Mesa. This project included approximately 6,000 linear feet of sewer main replacement as well as approximately 1,000 linear feet of 10-inch CIPP lining and various point repairs. Scott provided construction management services and acted as lead for the project inspector.

**Alvarado Trunk Sewer Replacement, Phase 1, City of La Mesa** – Resident Engineer/Inspector for the replacement of approximately 2,000 linear feet of 18-inch trunk main along Fletcher Parkway in the City of La Mesa. This main was being modified and replaced in order to allow the construction of a large apartment facility over the alignment of the main. The existing clay main was removed and replaced with 18-inch PVC, which included an approximately 200 linear foot reach that was sleeved with a 24-inch HDPE sleeve and concrete encased.

**FY21-22 Storm Drain Rehabilitation, City of La Mesa** – Senior Construction Manager. The goal of this project was to rehabilitate badly deteriorated CMP storm drain pipelines throughout the City of La Mesa through the installation of cured-in-place pipe lining (CIPP). The lines included sizes ranging from 18-inch through 42-inch CMP and included approximately 1,800 linear feet of CIPP lining, including construction of new catch basins and headwalls.

**Johnson Drive Storm Drain Replacement, City of La Mesa** – Construction Manager for this \$.75 million CMP replacement project. This project included the replacement of approximately 1,000 linear feet of double barrel 24-inch CMP storm drain with a concrete box culvert. The project also included the replacement of approximately 1,000 linear feet of 8 and 12 inch diameter sewer main and CIPP lining of approximately 500 linear feet of 12-inch sewer main. This was an extremely challenging project as it involved many utility relocations and unforeseen conflicts. The project management included extensive coordination with the conflicting utilities project managers and construction staff. Scott provided construction management services as well as overseeing and acting as lead for the project field inspectors.

**Downtown Village Streetscape Improvement Project, City of La Mesa** – Construction Manager for this \$6 million enhancement of the City of La Mesa’s old town business district. This project included the complete removal of existing pedestrian sidewalks and associated curb lines, replacement of relocated curb and new decorative sidewalk, installation of “Silva Cell” storm water treatment systems at new tree well locations, and pavement replacement along the alignment. The project also included realignment of existing storm drain systems and installation of approximately 2500 linear feet of new 8-inch sewer main.

# LUCAS FINDLAY, PE, QSD/P

## RESIDENT ENGINEER

### PROFESSIONAL REGISTRATION

Registered Professional Engineer  
California No. C87905

### EDUCATION

California State University, Chico  
B.S. Civil Engineering, 2012

### CERTIFICATIONS

Qualified SWPPP Developer (QSD) and Qualified SWPPP Practitioner (QSP) Certificate  
No. 27340

YEAR ENTERED PROFESSION  
2013

ARDURRA HIRE  
2016

### QUALIFICATIONS

Since graduating with his Bachelor of Science in Civil Engineering from California State University Chico, Lucas worked in engineering design before focusing his career in the construction management field. His duties as a construction manager have included filling an assistant construction manager role as well as providing resident engineer and inspection services for many water, wastewater, and storm drain pipeline projects. Tasks typically managed by Lucas have included construction inspection, photo documentation, submittal review, RFI processing and commenting, change order review and negotiation, quantity tracking, progress pay processing, and chairing regular progress meetings. Lucas has knowledge of regionally accepted standards, principles, and practices used in the planning, design, inspection, and construction of public works facilities. His experience, educational background, and credentials allow him the ability to oversee and evaluate operational characteristics, services, and activities of public works construction.

### PROJECT EXPERIENCE

**Los Coches Sewer Improvements from Lakeside Maintenance Hole 0555 to 0599, County of San Diego** – Resident Engineer for the installation of 6300 LF of 8- to 15-inch CIPP liner and the installation of 3200 LF of Articulated Concrete Block (ACB) as part of an Environmental project located within the Los Coches Creek. The project also included a couple removal and replacement sections of sewer main, and many manhole rehabilitations also located within the Los Coches creek. As Resident Engineer for this project, Lucas coordinated biological and cultural monitoring with the County's Environmental Services Unit (ESU) and maintained project compliance with the RWQCB and Army Core permits. The successful completion of this project was a key component for satisfying the County's requirements of the RWQCB Enhanced Compliance Actions (ECA).

**Spring Valley Outfall Sewer Diversion and Meter Abandonment, County of San Diego** – Resident Engineer for the installation of 89 LF of 54" PVC sewer pipe, installing 2 EA reinforced concrete sewer manhole structures, manhole rehabilitation, and abandoning 2 EA failing sewer vaults in place. The project required a 30 MGD sewer bypass system with 100% redundancy for all active outfall sewer work. The project was located through many different owners including City of San Diego, MTS, County of San Diego, and private HOA owned property all of which required coordination of work through completion of the project.

**Downtown Water and Sewer Pipelines Replacement – Phase I, City of Oceanside** – Provided inspection of 8" PVC water, 8" PVC sewer, and asphalt replacement. Lucas provided support in the inspection of water and sewer appurtenances including the installation of water services, blow offs, fire hydrants, air vacs, thrust blocks, inline valves, valve clusters, tie-ins, sewer laterals, and sewer manholes. Lucas assisted in coordination and planning that involved local businesses affected by the planned shutdowns.

**J.O. 10614 Nickel Creek Improvement, Ramona Municipal Water District** – Provided inspection of PVC water and sewer installation, automatic combination air release/air vacuum valve installations, blowoff installations, fire hydrant installations, thrust block and valve seat installations, transition couplings, end cap installations, tie-ins, sewer manhole installations, sewer cleanout installations, and sewer lateral installations. Lucas administered and reviewed CCTV inspection, oversaw hydrostatic testing, flushing and disinfection of all installed waterlines, air testing of sewer main, vacuum testing of sewer manholes, and mandrel testing of sewer main.

**Sewer Age & Condition Related Rehabilitation, City of Vista** – Provided inspection of cured-in-place pipe (CIPP) installation, produced daily inspection reports, reviewed post construction CCTV, and processed change orders.

**South Santa Fe Wet Utilities, City of Vista** – Provided inspection of storm drain installation, storm drain cleanout construction, sewer main installation, sewer manhole construction, sewer main and manhole testing including mandrel tests, low pressure air tests and vacuum tests, water main installation, trenching and shoring safety, traffic control plans, and asphalt replacement.

**Gravity Main Sewer Rehabilitation, City of Vista** – Prepared and advertised Request for Proposal (RFP) seeking CCTV with laser ring profiling and NASSCO MACP MH Inspection services for design purposes. Designed plans and specs for the rehabilitation of 3,700 linear feet of 36-inch Ductile Iron Pipe (DIP) trunk sewer including mortar repair and epoxy coating of designated manholes. Performed thickness calculations for a CIPP liner according to ASTM F1216 for the 36-inch pipe assuming a fully deteriorated host pipe condition and fully saturated soil above. Designed two pumped sewage bypass plan alternatives including pump sizing, bypass pipe sizing, bypass piping alignment, and storm water inlet protection. Performed flow capacity calculations of 36-inch trunk sewer comparing flow capacity before and after liner installation.

**Digester Gas Beneficial Use Program, San Bernardino Municipal Water Department (\$28 million)** – Provided resident engineering services for the Digester Gas Beneficial Use Program (DGBU) which was comprised of four individual projects: 1) Low Emission Flare; 2) Electrical Infrastructure Improvements (EII); 3) 1110.2 Resultant Project which included the Blower Electrification Work; Digester gas holding equipment and various transfer pup stations; and 4) Tertiary Treatment System Project. This project required careful highlining of the digester gas for the tie-ins of the low- and high-pressure digester gas pipelines. All the projects had to be coordinated to not interfere with each other and required detailed MOPO Plans to make the entire DGBU facilities operational.

**FY 19/20 Flood Control Maintenance Project, County of San Diego** – Provided resident engineering and inspection services for multiple culvert repairs and replacements including installation of RCP culverts, HDPE culverts, CIPP lining existing culverts, headwalls, slurry filling voids beneath culverts, slurry backfill, minor concrete pipe collars, rip rap, asphalt replacement, striping, hydroseeding, water pollution control, construction site management, and traffic control.

**Culvert Replacements for AC Maintenance, County of San Diego** – Provided resident engineering or assistant resident engineering services for many culvert replacements including inspection of storm drain pipe replacement, invert paving, culvert abandonment, earthwork, minor concrete structures, various types of headwalls, minor concrete protection pads, slurry backfill, minor concrete pipe collars, CSP inlets, rip rap, asphalt replacement, AC berms and spillways, curb and gutter, chain link fence, wooden fence, pedestrian railing, culvert delineators, striping, roadside signs, re-plant vegetation, hydroseeding, clear water bypass, water pollution control, construction site management, and traffic control.

**La Costa Water Main Replacement, City of Carlsbad** – Provided resident engineering services on this relocation project including inspection of 577 LF of horizontal directional drilled 8" HDPE waterline, 352 LF of open trench 8" PVC waterline, and tie-ins. Lucas provided construction inspection, construction administration, and project close-out. Typical tasks included project document control, chairing construction project meetings, project coordination between the City, Contractor, and Public, submittal reviews, RFI processing, change order processing, progress payment processing, daily inspection and photo documentation, punch list, and final project documents.

**Valve Replacement Phase I, City of Carlsbad** – Provided resident engineering services on this valve replacement project including inspection of removal and replacement of water valve clusters at 19 sites. Lucas provided construction inspection, construction administration, and project close-out. Typical tasks included project document control, chairing construction project meetings, project coordination between the City, Contractor, and Public, submittal reviews, RFI processing, change order processing, progress payment processing, daily inspection and photo documentation, punch list, and final project documents.



# BRAD HOLMES, QSP, CESSWI

## RESIDENT ENGINEER

### CERTIFICATIONS

OSHA 10 Hour Training  
CPR and First Aid  
Competent Person Training  
(Trench safety and Excavation)  
Construction Management  
Certificate (Cal Poly Pomona)  
QSP (Qualified SWPPP  
Practitioner)  
CESSWI (Certified Erosion  
Sediment Storm Water  
Inspector)  
Confined Space Training

### SOFTWARE

HCSS  
P6  
Excel  
Bluebeam

### QUALIFICATIONS

Brad has 16 years of experience and a proven knowledge of the construction industry and processes. He has strong communication skills coupled with the ability to lead through adversity and complete projects on time and within budget. Brad has detailed understanding of budgeting, procurement, project planning and financial control along with technical knowledge of the scope of work, good workmanship, quality and finish, cost control and adherence and maintenance of a construction schedule.

### PROJECT EXPERIENCE

**Steve P. Rados, Inc., Santa Ana, CA** – Project Manager. (July 2015 – December 2022)

- Presented change orders to owners and subcontractors.
- Priced additional cost of change order and negotiated as needed.
- Negotiated material pricing with suppliers and issued contract documents.
- Implemented quality control programs to monitor progress.
- Conducted weekly meetings with project superintendents to go over project progress and upcoming schedules.
- Assembled project teams, conducted preconstruction meetings, delegated tasks and verified task completion.
- Studied and understood job specifications and drawings to determine appropriate construction methods.
- Reviewed and approved all project costs including all invoices.
- Prepared and submitted monthly billings.

### Projects

- **San Jacinto Valley Raw Water Conveyance Facilities, Phase 1 Pipeline, Eastern Municipal Water District** – 10,800 LF of 60" WSP including 2 60" BFVs, 5 30" BFVs, 14-day shutdown for our tie in. 96 Locations of cathodic protection on existing pipeline throughout the Hemet/San Jacinto Valley. Project Value: \$15,626,500
- **San Jacinto Valley Raw Water Conveyance Facilities, EM-25 Flow Control and Chlorination Facility, Eastern Municipal Water District** – 1,000 LF of 60", 48" and 36" pipe. Numerous BFVs including Globe Valves, Check Valves, Gate Valves, etc. Flow control and chlorination facility. Two underground CIP vaults inside of MWD facility including a meter vault and valve vault as well as 7 day shutdown for tie in into 147" MWD pipeline. Project Value: \$8,227,000
- **Orange-Western Sub-Trunk & Los Alamitos Trunk Sewer Rehabilitation,\* Orange County Sanitation District** – 48,000 LF of pipeline cleaning and grouting (SUB), manhole rehabilitation, and approximately 500LF of 21" VCP and 30" casing. Project Value: \$17,775,000 \*Started project but was removed to run both projects for Eastern Municipal Water District.
- **Sterling Natural Resource Center Del Rosa Sewer Collector, East Valley Water District (sub to Balfour Beatty, Inc.)** – Construct Del Rosa Sewer Collector. 48" HDPP (456-LF), 36" HDPP (3,848-LF), 24" HDPP (1,035-LF), 18" HDPP (787-LF), 24 Manholes and (2) Jack and Bores, includes all excavation, shoring, backfill, bedding & shading materials, traffic control, potholing, bypassing, abandonments and precast structures. Project Value: \$6,308,000

- **MWD LA-30 Connection, Los Angeles Department of Water and Power** – Project consists of the installation of approximately 1,350 LF of 48" welded steel pipe (WSP), approximately 350 LF of 20" and 24" WSP including cathodic protection, direct burial valves and a flowmeter, a regulator station and a pressure relief station consisting of precast vaults, regulator valves, pressure relief valves and electrical work. Contract Value: \$12,602,865
- **Tequesquite Arroyo Trunk Sewer Line Phase II B, City of Riverside** – Installation of 10,000 LF of 36" FRPM by micro tunneling and open cut, installation of 39 precast polymer manholes, construction of 950 LF of PVC sewer mains ranging from 8" to 18" and 540 LF of 24" diameter cured -in-place pipe liner. Contract Value: \$13,000,000
- **Elysian Reservoir Water Quality Improvement Project, Los Angeles Department of Water and Power** – Project renovated an existing 55-million-gallon reservoir in Elysian Park by replacing existing asphalt liner and installing new cover. Constructed 2 buildings which each housed an electrical and mechanical room. Buildings operated 11 Butterfly valves for the flow of water in 3 new CIP Concrete Vaults with new 800 LF of 48" WSP bypass line with cathodic protection. Contract Value \$18,342,561

**Los Angeles Engineering, Covina, CA** – Project Manager. (September 2007 – July 2015)

- Started at LAE as a yard hand and was given an opportunity to be an apprentice Labor. Worked up to a foreman and ran multiple jobs. Soon after was brought into the office and helped with estimating and worked as a Project Manager.

Projects

- **108th Street ET. Al., County of Los Angeles** – Demolition, grading, AC paving, curb and gutter, driveways, cross gutters. Contract Value: \$8,000,000
- **Azusa Water Treatment Plant, City of Azusa** – Filtration sludge basin, water line, sewer line. Contract Value: \$350,000
- **Del Prado Streetscapes, City of Dana Point** – Curb and Gutter, L&I, street lighting, electrical duct bank, street signals, direct contact with SDG&E, Paving, sidewalks, bus pads and driveways. Contract Value: \$12,000,000
- **Lindero Canyon Road Bridge Widening, City of Westlake Village** – False work, barrier, L & I, dirt import, electrical duct bank, street lighting and bridge lighting and polyester concrete, direct contact with Cal Trans. Contract Value: \$6,000,000
- **Temescal Canyon Park, City of Los Angeles** – One million gallon underground storm water storage tank, force main, double box culvert, shoring, synthetic playground surfacing, electrical duct bank and CMU restroom. Contract Value: \$8,000,000

# JEFF MOODY, PE, CCM, QSD/P

## SENIOR CONSTRUCTION MANAGER

### PROFESSIONAL REGISTRATION

Registered Professional Engineer  
California No. C63609

Certified Construction Manager, CCM

### EDUCATION

San Diego State University  
B.S., Civil Engineering, 1997

### CERTIFICATIONS

California Stormwater Quality Association (CASQA) Qualified SWPPP Developer (QSD) & Qualified SWPPP Practitioner (QSP) Certification #23619

### AFFILIATIONS

American Society of Civil Engineers (ASCE)

Construction Management Association of America (CMAA)

### QUALIFICATIONS

Jeff currently holds the position of Senior Construction Manager with Ardurra. He has 24 years of project/construction management, resident engineering, inspection, and design of small and large civil engineering public works projects. He began his career as an assistant engineer designing public works projects then moving into field inspection roles progressing steadily through the ranks of inspection and project/construction management roles to a position of senior construction manager. During his career he has worked as an extension of staff for such agencies as the City of Del Mar, City of Dana Point, City of Lemon Grove, City of Carlsbad, City of San Diego, City of Escondido, City of Oceanside Lake Elsinore Municipal Water District, Western Municipal Water District, Santa Fe Irrigation District, Rincon Water District, Olivenhain Municipal Water District, Otay Water District, San Diego County Water Authority, Pardee Homes, DRHorton Homes, Lenarr Homes. As a Senior Construction Manager for Ardurra, he is responsible for day-to-day management of construction projects as well as inspection and sub consultant staff. He is in the field daily providing guidance to our field staff of construction professionals.

### PROJECT EXPERIENCE

**Pump Station Projects, *Elsinore Valley Municipal Water District (EVMWD)*** – Senior Construction Manager, Resident Engineer, and Inspector for a series of EVMWD pump station including Flagler Pump Station, Aldelfa Pump Station, Encina Pump Station, and Palomar Pump Station. The construction of each pump station had its own unique challenges. Aldelfa and Encina pump stations were constructed in a very dense neighborhood with limited access. Keeping the construction contained to the construction site was a challenge. In addition, the Encina pump station had some major grading associated with the project. There were tiebacks for a retaining wall, which were drilled under a structure on the adjacent property, which posed challenges to not disturb the structure. The Flagler and Palomar pump stations included pulling water from existing agriculture wells near the project sites. The existing wells and wellheads had not been used for a long time. The contract required well rehabilitation, flushing and disinfection. All of the above-mentioned pump stations included multiple pumps which connected directly into the potable water system, Chemical feed systems and chemical storage tanks, electrical rooms with MCC, switchgear and other electrical panels, various sized welded steel storage tanks, CMU buildings and site walls and site improvements. Jeff's roles on these projects included construction management, resident engineering, and inspection duties. These duties included submittal, RFI, change order and progress payment review and approval, periodic inspections and reports, contract negotiations and plan and specification interpretation.

**San Dieguito Pump Station Replacement, *Santa Fe Irrigation District*** – Resident engineer and inspector on this \$5.5 million project. The project included the Construction of new 1.7 MGD pump station, pump station intake rehabilitation, dam emergency blow-off construction, new surge tank and foundation, new generator and foundation, potable/service water system for new facilities, plant access roads for new facilities, data and telecommunication system upgrades as well as a new SDGE service. Jeff's roles included Senior Construction Manager, Resident Engineer, and Inspector. Tasks included project inspection, submittal review and tracking, change order review and negotiation, RFI review and tracking, payment processing, photo documentation (including aerial photos), document control, single point of contact for District. The existing pump station was required to stay in service throughout the entire construction without interruption.

**El Camino Real Pipeline Replacement, *Olivenhain Municipal Water District*** – Senior Construction Manager, Resident Engineer, and Inspector for this project. The project consisted of all night work and the construction of over 5000 LF of 12" C-900 DR-18 potable water line. The project also included numbers of water service connections/cutovers to 5 different shopping centers and 3 medical facilities.

One of the challenging parts of this project was only having 8 hours to complete the new connections and cutovers due to business having to open the next day and keeping the medical facilities high lined with continuous water service.

**Campo Road Sewer Replacement Project, Otay Municipal Water District** – Senior Construction Manager, Resident Engineer, and Inspector for this project. The project consisted of all night work and the construction of over 8700 Lf of 12" PVC SDR-26 sewer main, 26 manholes and 2 jack and bore locations. This project had many challenging parts including working at depths for 20 to 30 feet with slopes ranging from 1-3%. Additionally, working with and alongside highway speed conditions on Campo Rd at night and maintaining adequate traffic control and lighting. The construction also included excavation a 32-foot manhole with 10 feet of a restaurant building. In the entire 8700 LF there were no leaks when tested and only 2 short low points had to be remediated.

**Wastewater System Expansion Projects, Mockingbird, Trotwood, and Chemehuevi Areas, City of Lake Havasu** Senior construction manager on three expansion projects (\$10 million each), which involved installation of 53 miles of 12-inch PVC sewer main, 50 miles of 4-inch PVC sewer laterals, decommissioning 4,300 septic tanks, house connections, yard restorations, and 53 miles of residential sub-grade preparations and paving. Jeff provided construction consultation, construction engineering, scheduling support, cost controls, agency coordination, construction management, and inspection services for this project. Subcontractors included survey, geotechnical, and asphalt testing. Jeff has been integral in establishing improved progress tracking and reporting and negotiating allowances so that the City received the optimal project results while allowing the contractor to institute improved work efficiency procedures.

**Lakeland Village Water System Improvements, Elsinore Valley Municipal Water District** Senior construction manager on this \$5 million project that involved construction of a 0.8-mg welded steel reservoir, two pump stations, and associated facilities and appurtenances. The construction on the reservoir site consisted of site clearing and grubbing; grading operations including export of over 6,500 cubic yards; installation of a soldier pile-tieback system retaining wall with a shotcrete finished face; construction of an 0.8-mg welded steel reservoir; and construction of a 1,000-square-foot CMU pump station building and associated pumps, piping, electrical, SCADA, and appurtenances. An additional intermediate pump station facility was constructed. Construction involved upgrades to an existing pump station including construction of a temporary pumping system, a new CMU pump station building, and associated pumps, piping, electrical, SCADA, and appurtenances. Jeff provided construction consultation, construction engineering, scheduling support, cost controls, bidding services, prequalification services, agency coordination, construction management, and inspection for this challenging project. Subcontractors included survey and materials testing.

**Pipelines 3, 4 & 5 Relining at the San Luis Rey River, San Diego County Water Authority.** Resident Engineer and Certified Welding Inspector on this \$10 million relining project, which included the construction of approximately 10,000 feet of 74, 90 & 96 inch-outside-diameter collapsed welded steel liner inside of three existing prestressed concrete cylinder pipes. The work included environmental fencing and flagging, clearing and grubbing, dewatering, installation of interior bulkheads, temporary erosion control, excavation, shoring and bracing, temporary sound wall, temporary fencing, cutting and demolition of existing PCCP, fabrication and installation of steel liner sections, fabrication and installation of replacement steel pipe sections, welding, grouting between the liner and the existing prestressed concrete cylinder pipe, placing field applied cement mortar lining, installing cathodic protection system, placing reinforcing steel and concrete encasement, backfill, disinfection of piping, access road restoration, hydro seeding, and revegetation.

**Chlorine Dioxide Generation and PACL Feed Improvements Project, Santa Fe Irrigation District** – Senior Construction Manager, Resident Engineer and Inspector for the construction for a new Chlorine Dioxide generator system PACL tank replacement. Inspection included geotechnical as well as all SCADA testing. The project included the installation of a new pressurized, steel horizontal PACL tank along with associated piping. Installation of a new vertical FRP sodium chlorite tank, transfer pumps and piping. Installation of a new chlorine dioxide generator skid, batch tank and feed structure and associated piping.

## JOSEPH E. STEINMETZ

Project Controls Specialist – Senior Scheduler

### SUMMARY

Joe Steinmetz is a highly capable project controls specialist with 16 years of experience on large, complex engineering construction projects including major water/wastewater, energy, highways, ports, oil and gas refineries, and mining projects. His experience includes scheduling, time impact analysis, cost controls, estimating, and systems implementation, change management, and construction management. Joe is skilled in project setup, scheduling, budgeting and work breakdown structure creation, and has an excellent ability for engineering and material forecasting. A talented communicator, he has an advanced ability to train teams and mentor subordinates.

### RELEVANT EXPERIENCE

#### Project Controls Specialist | CM Solutions | Monrovia, CA

2017 – Present

*San Diego Gas & Electric, Electric System Planning & Grid Modernization; Albert Robles Center for Water Recycling, WRD; Pleasant Valley State Prison - wastewater treatment facility upgrades; LA County Sanitation District; Long Beach WRP Repairs; Morro Bay WRF Improvements & Program Management; Puente Valley Operable Unit; San Lorenzo Lift Station; POLB, Harbor Dept Admin Building Complex; Caltrans, I-10 HOV Lanes & Bridge Widening; Caltrans, I-15 Widen Lanes & Bridges*

- Work with client project teams to develop achievable project baseline schedules.
- Review and prepare analysis of general contractor baseline schedule and/or monthly schedule update submittals for contract compliance and dispute resolution.
- Assist with collaborative scheduling services providing schedule and forecast planning details to all project stakeholders.
- Meet with contractor & prepare schedule update submittals, including monthly reporting narratives and schedule PDFs.
- Analyzed project data and prepared successful time impact analysis that led to project time extensions being granted.
- Work with SDGE project team on monthly cost reporting, variance explanations, process improvements and risk management.

#### Analyst I, Project Controls | WorleyParsons | Arcadia, CA

2016 – 2017

*Chevron Richmond Modernization Project, Richmond, CA; SoCalGas Compressor Station Upgrade Project*

- Procurement reporting including accruals, cash flow, forecasting and arrival on site tracking.

### Education

**BSc, Accounting**, California State Polytechnic University, Pomona, CA

### Software

Primavera P6  
Deltek Acumen, Fuse  
InControl  
Prediction+  
Oracle  
Smart Plant Materials  
MS Office (Word, Excel)

### Core Skills

Scheduling  
Master Schedules  
Schedule Review  
Time Impact Analysis  
Change Management  
Cost Engineer

- Change management total installed cost estimating.
- Site rotation for construction management support including site walks, progress verification, compilation of contractor data and reporting.

## **Systems Analyst II, Systems Implementation and Support | WorleyParsons | Arcadia, CA**

2013 – 2016

*Canpotex Portland Bulk Terminals Expansion Project, Seattle, WA*

*BPXA Arctic Program, Anchorage, AK & Arcadia, CA*

*Celanese Fairway Project, Houston, TX*

*Kami Iron Ore Project, Toronto, Canada*

*MacKay River Commercial Project, Calgary Fort McMurray, Canada*

*New Zealand Growth Project, Arcadia, CA*

*Sasol US Gas-To-Liquids Project, Houston, TX*

- Implementation and training of project controls systems in offices across North America.
- Rotation to job site in Fort McMurray for training of construction staff.
- Setup of work breakdown structure for engineering, material and construction.
- Lead strategy meetings for engineering, material and construction procedure in relation to total installed cost and progress reporting.
- Participated in system support, resolution management of service tickets, system patch testing for bugs and improvements.

## **Analyst I, Project Controls | WorleyParsons | Arcadia, CA**

2009 – 2013

*SAMREF Clean Fuels Project*

- Lead cost controller on several major process units.
- Produced the monthly progress and cost report while also being active in the overall engineering forecast.
- Highly active in implementation of a new total installed cost system.
- Lead the equipment and material quantity tracking and forecast in the newly implemented cost system.
- Produced the monthly internal corporate financial statements and report.

## **Analyst Associate, Project Control | WorleyParsons | Arcadia, CA**

2007 – 2009

*Chevron Pro + Projects*

- Change management coordination and reporting.
- Participated in compiling actual cost, hours and forecast for monthly project reporting.
- Day trips to the refinery to support construction reporting and auditing.

## AMANDEEP SINGH BAJWA, PMP, CCP

MEP Estimator

### SUMMARY

Mr. Amandeep Bajwa is a dynamic and energetic professional with 11 years of experience in estimating and cost controls of multimillion-dollar complex construction projects including compressor stations, highways, bridges and airports. He is experienced in cash flow projections, estimating, negotiating contracts and change order management. He is a team player with a great attitude and thrives in a deadline-driven environment.

### RELEVANT EXPERIENCE

#### Cost Engineer/Estimator | CM Solutions | California

2019 – Present

*Southern California Gas, Construction Phase of Blythe Compressor Station (\$289M)*

- Monitor and forecast for general contractor & ancillary construction support contracts.
- Forecast, monitor & control integrated CM owner team expenses.
- Prepare check estimates; negotiate contractor change orders; assist change management team with negotiating change orders/claims.
- Estimate additional scope of work; budgeting and cash flow forecasting.
- Quantity survey work installed on site; review general contractor's weekly reports, monthly invoices and processing in SAP.
- Monitor actual field changes, project progress, contractor's staffing levels and minimize deviations such as cost overruns.
- Compile monthly field information related to cost status; incorporate into internal monthly report for management review.
- Participate in contractor's weekly progress meetings, change management and cost control meetings.
- Review RFI's with project engineer to identify potential change orders for cost impact.

#### Multiple Roles | Larsen & Toubro Limited

2011 – 2016

*Sheikh Khalifa Interchange (\$162M, included 4 bridges, a tunnel etc.)*

*Mafraq-Ghweifat Highway (\$274M, 32 miles, 3 bridges)*

*Abu Dhabi Airport Expansion/Midfield Terminal Complex (\$257M)*

#### Construction Manager, Abu Dhabi, U.A.E.

- Promoted to CM role to plan, schedule, execute & control construction of a 10mile section of highway.

### Education

**MS, Civil Engineering,**  
University of Kansas

**BS, Civil Engineering,** Nagpur  
University

### Professional Certifications

PMP

CCP (Certified Cost Professional)

Green Belt – Lean Six Sigma

OSHA 30

### Professional Organizations

PMI

AACE

### Software

SAP

ECM

Procure

Onscreen Takeoff

HCSS

Primavera P6

MicroStation

MS Office Suite

### Core Skills

Estimating

Cost Controls

Earned Value Management

Bidding

Change Management

Contract Negotiation

Project Management

Problem Solving

- Oversaw subcontractor's work, addressed RFI's, coordinated the execution work to drive productivity as planned, solved day-to-day challenges and managed subcontractor invoices.
- Liaised with legal team to review and issue contracts to subcontractors and external trade partners. Sourced, negotiated pricing of 200+ items & saved \$1.5M and established blanket purchase agreements.
- Drove improvements, resolved issues; suggested digitalization solutions that decreased survey time by 50% & cost by 75%.
- Estimated resources, costs, durations, prepared the budget and assisted in the preparation of resource loaded schedule.
- Analyzed project status and prepared progress reports (earned value management) highlighting cost & schedule performance and providing all concerned parties with regular feedback.
- Provided technical support in construction planning, quality control, interpretation of design, application of construction methods, resolution and documentation of design conflicts, and constructability reviews.
- Updated company database for progress photos, schedule, risk and cost data to be used for future projects.

### **Project Engineer/Cost Estimator, Abu Dhabi, U.A.E.**

- Prepared detailed estimates by performing quantity takeoff from contract documents for excavation, earthwork, subgrade, IRS, underground utilities, concreting and pavement works.
- Identified in-house resource availability to perform sections of project work, to support preparation of RFP's, soliciting bids, proposal evaluation, communication with the bidders, finalizing subcontracts.
- Monitored scope change requests; advised client about effect on cost, schedule, quality; informed project team on approved changes.
- Compared pricing of alternate work methods; calculated & monitored productivity and expenditure against budget.
- Monitored estimated vs. actual cost, performed change management & control activities.
- Collaborated at weekly progress meetings with field engineers and subcontractors to oversee job progress & coordinate work.
- Single-handedly managed the project from first Interim Payment Application to project closeout report preparation, which included quantification of work done at the site, change order estimation and coordination with the client for timely approval.

### **Bidding & Estimation Engineer, Chennai, India**

- Compiled tenders for several infrastructure construction projects in India & UAE; secured 4 out of 9 bid build projects.
- Liaised closely with key stakeholders including clients, senior management and engineering alliance partners to manage their needs and meet their expectations, and managed bid phase services.
- Identified and selected innovative solutions, identified risks, performed value engineering activities and engaged with subcontractors & suppliers to ensure competitive bids.



## MICHAEL WEBB

VP of Construction Services /Project Controls Specialist - Principal

### SUMMARY

Michael Webb has over 25 years of experience in project controls and project management for large, complex design-build water and wastewater plants, refineries, utilities, hospitals and commercial facilities. His skillset includes advanced knowledge of project planning, scheduling and earned value formulation. He understands how a project comes together from concept to construction and is skilled with integrating multiple projects of various phases into a complete picture. Michael also leads the CM Solutions construction services group with business development and strategic planning.

### RELEVANT EXPERIENCE

#### **VP, Construction Services & Principal Scheduler/Planner | CM Solutions | Monrovia, CA**

2015 – Present

*San Jose Santa Clara RWF* - CM Project Controls Lead for team of schedulers and estimators. Work directly with the CM team and City leadership to provide assessment of CIP project performance, to manage and report on construction schedules, and to provide delay analysis on projects. Also improve processes and procedures and develop guidelines for schedulers and estimators.

*Huntington Memorial Hospital, Pasadena, CA* – Provide integrated project schedule, including baseline schedule with monthly updates, for multiple seismic upgrades and capital improvement projects.

*WRD, Albert Robles Center for Water Recycling, Pico Rivera* – Lead Collaborative Scheduler providing schedule development, monthly updates, reporting and construction management oversight for both the owner and contractor.

*Riverside Water Treatment Plant Expansion (\$198M)* – Major upgrade to existing plant including extensive civil, structural, mechanical, electrical and instrumentation work.

*California Department of Corrections and Rehabilitation* – Pleasant Valley State Prison – Contractor’s scheduler for wastewater treatment facility upgrades.

*California Department of Corrections and Rehabilitation – Tehachapi, CA* – Developed and maintained contractor’s schedule for health care, pharmacy and dental care buildings upgrades.

### Education

**MBA**, Northeastern University

BS, Industrial Management,  
University of Lowell

### Professional Certifications

PMP (past)

### Professional Organizations

AACE, member

### Software

MS Office

Primavera P6

MS Project

Various schedule analysis tools

### Core Skills

Business Development

Project Planning

Project Management

Scheduling

Time Impact Analysis

Change Control

Process Improvement and Best Practices

*Los Angeles World Airport / Steve Bubalo Construction* – Expansion and upgrade to electrical, domestic and fire water systems at Center Way, Park One and theme building areas.

*Headworks & Primary Clarifier Upgrade in Palm Springs / Veolia* – Provide schedule review of contractor's baseline schedule and monthly updates.

*WOL JV Silver Lake Reservoir Project* – Relocation/building new reservoir storage facility at 43-acre headworks spreading grounds.

*Dept. of Water Resources / Ames Construction – Cherry Valley, Crafton Hills, Citrus Pump Stations* – Expansion/upgrade of existing facilities, new pump station with office, storage buildings and new switchyard.

*EMWD* – On call reviews for 12 projects ongoing within this water district; co-author of a new schedule specification, review of contractor's baseline and update schedules, reviews of various time impact analysis and narratives submitted to the Owner.

### **Chief Project Controls Specialist | WorleyParsons | Monrovia, CA**

2005 – 2014

*Chevron – South Africa Clean Fuels II – Multi-Aspect Refinery Upgrade and Expansion Project*

*ExxonMobil – Point Thomson Project – Upstream Arctic Modular EPC Project.*

*SAMREF – Clean Fuels Project – Multi-Aspect Refinery Upgrade and Expansion Project.*

*Chevron – Richmond Bundled Projects – Hydrogen Compressors Upgrade. Facilities upgrade including installation of several new compressors, existing equipment upgrades and all required piping and utilities.*

*BP – Exploration Alaska Program – GC2 Emulsions Handling Phase 1A.*

*Conoco Phillips – Ultra Low Sulfur Diesel – Hydrotreater Project*

- Created Level 2 and Level 3 detailed schedules utilizing an interactive planning process. Managed project performance reporting against established baseline data.
- Integrated procurement tracking system to overall project schedule. Evaluated & reported on engineering disciplines progress using earned value methodology.
- Provided project performance analysis and recommendations for project improvements to project manager, project team and client on project progress and schedule achievement.

### **Project Scheduling Manager | CRB Builders | St. Louis, MO**

2001 – 2003

*Biotech: Clinical Manufacturing Facility; Abgenix – Fremont, CA (18-month schedule, \$160M)*

- Developed master schedule working with Abgenix and all subcontractors directly, ensuring all parties' commitment and understanding. Regularly met with Abgenix, construction consultants and subcontractors to review schedule, and evaluate actions necessary to mitigate schedule risks. Assessed overall project schedule progress and prepared detailed progress monthly reports.

### **Project Manager | GTE Technology Organization | Cambridge, MA**

1998 – 2000

*Ingram Micro – WAN assessment and Global WAN RFP; Federal Reserve Information Technology – IT Architecture Evaluation; Artnet.com – E-business architecture assessment and design; Kuwait Computer Company (Kuwait City, Kuwait) – ISP Business Planning; Pacific Cellular Corporation (Taipei, Taiwan) – ISP Business Planning*

### **Master Scheduler | ICF Kaiser | Boston, MA**

1994 – 1996

*Deer Island Wastewater Treatment Plant Construction (8-year schedule, \$2B+)*

- Developed master schedule working with MWRA and all subcontractors directly, ensuring all parties commitment and understanding.

[carollo.com](http://carollo.com)



**EXHIBIT B**



***Los Angeles County Sanitation Districts***  
**Request for Proposals for On-Call Construction Management Services**

**1. GENERAL INFORMATION**

**1.1 Invitation and Purpose of Solicitation**

Los Angeles County Sanitation District No. 2 (District) is inviting proposals from qualified firms to provide on-call Construction Management Services for the Los Angeles County Sanitation Districts (Districts) Construction Management Section. Up to four (4) firms will be selected for a period of three (3) years, with a not-to-exceed amount of \$1,000,000 for each firm.

**1.2 Definitions**

For the purposes of this Request for Proposal the following terms and definitions shall apply:

- 1.2.1 This Request for Proposal in its entirety, including the attached Terms & Conditions, will be referred to as “RFP” (Attachment 1).
- 1.2.2 Each firm submitting a Proposal will be referred to as “Proposer”.
- 1.2.3 The successful Proposer will be referred to as “Consultant”.
- 1.2.4 Los Angeles County Sanitation District No. 2 will be referred to as “District”. The Los Angeles County Sanitation Districts in their entirety will be referred to as “Districts”.
- 1.2.5 The contract between the District and the Consultant will be referred to as “Agreement”.
- 1.2.6 The scope of work the Consultant will perform under the terms of the Agreement will be referred to as “Work”.

**2. SCOPE OF WORK**

**2.1 Overview of the Districts and Background Related to this RFP**

- 2.1.1 The Districts are a federation of public agencies that manage the wastewater and solid waste needs of over 5.5 million people in Los Angeles County. This includes the design, construction, operation and maintenance of eleven (11) wastewater treatment plants, a large network of sewers, solid waste facilities, energy facilities and recycling centers.
- 2.1.2 The Districts often has forty (40) or more construction projects ongoing at any given time. Individual contract values range in size from under \$50,000 to over \$100 million. Construction projects are generally related to the construction, rehabilitation/maintenance or upgrades to Districts wastewater treatments plants,

pumping plants, sewer lines and landfills. Projects are performed by private construction contractors. Construction projects are undertaken throughout all areas of Los Angeles County. Contracts are awarded to the lowest responsible, responsive bidder. District's staff performs the vast majority of the construction management of this work.

## **2.2 Consultant Scope of Work, Qualifications and Personnel Qualifications**

The Consultant shall provide on-call Construction Management services to augment District staff. Work of Consultant personnel will be overseen by a Supervising Engineer in the District's Construction Management Section. The primary positions that the Consultant shall have available include:

*Construction Manager (CM):* The CM will be the field Construction Manager responsible for one or more District projects. Duties include, but are not limited to: ensuring that Contractors are performing work per the Contract Documents; responding to field questions and Request(s) for Information (RFI); running weekly progress meetings; reviewing and processing the Contractor's monthly schedule and progress payment; coordinating resolution of issues with District's Design staff, third party entities and others involved in the project; writing project correspondence; and performing other related duties.

The CM shall have a bachelor's degree in Civil Engineering, Construction Management or closely related field, be knowledgeable of the latest construction practices, and shall have a minimum of five (5) years of actual construction management experience on multi-disciplinary public works projects, preferably related to the type of construction work the District undertakes. The CM shall also possess the ability to communicate effectively both orally and in writing, and be able to quickly learn the software systems used by the District. On occasion, the District may request a CM with more experience to handle particularly complex projects or act as a supervisor for on call CMs.

*Project Scheduler:* The Project Scheduler will review Critical Path Method (CPM) schedules and time extension requests submitted by Contractors. The District's scheduling specifications require Contractors to use Primavera P6 software for most medium to large sized projects, and Microsoft Project for small, linear projects. The Project Scheduler may also assist the District in establishing or maintaining P6 Master Schedules and related software systems, and also provide input to the District's scheduling specifications.

The Project Scheduler shall have a minimum of five (5) years of experience reviewing construction CPM schedules for public works projects using Primavera P6. The Project Scheduler shall be knowledgeable regarding the principles of CPM scheduling, scheduling contract provisions, analysis of time extension requests, Primavera P6 software, and be able to communicate effectively both orally and in writing.

*Project Estimator:* The Project Estimator will prepare or review cost estimates for construction change orders, or for different project alternatives.

The Project Estimator shall have a minimum of five (5) years of experience preparing and reviewing cost estimates for public works projects. The Project Estimator shall be knowledgeable in the use of Sage/Timberline estimating software and be able to communicate effectively both orally and in writing.

*It should be noted that the Consultant will NOT be required to provide construction inspectors or survey crews, as the District will provide both.*

The Work performed by the Consultant may vary in scope and duration, and may include part-time or full-time work for one or multiple Consultant employees.

Typical work hours for full-time Consultant employees consist of 8-hour workdays Monday through Friday. However, depending on the size of the projects, the CM may work on 2 to 4 projects simultaneously and may have to work additional hours or days or even perform some night-time work as required. Consultant personnel may also be required on occasion to respond to emergencies outside of normal business hours.

The District shall have the right to determine assignment of Work among the Consultants and the District makes no guarantees regarding the minimum amount of Work provided to each Consultant. Selection of the Consultant for specific portions of the Work or specific projects will emphasize the “best fit” approach based on the scope of work and qualifications of the Consultant, but a rotating basis will also be considered by the District when possible. The District may use a variety of procedures to assign work to Consultants.

2.2.1 Proposer Qualifications

The Proposing firm and each subconsultant shall possess a minimum of seven (7) years of experience providing the services requested in this RFP to public sector clients.

2.2.2 Personnel Qualifications

Personnel qualifications are listed above under the description of each position.

**2.3 Equipment to be Provided by Consultant**

The Consultant employees providing service to the District shall have access to a computer with internet connection and shall carry a cell phone with them at all times to communicate with project personnel, and to use to send emails and use apps, as requested by the District. The District may also require Consultant personnel to carry a laptop with a cellular internet connection and Wi-Fi capability to access web based software systems used by the District and to otherwise communicate with project personnel. The computer/laptop shall have the Microsoft Office suite as well as Adobe Acrobat and Bluebeam PDF software. The District use a variety of other software to manage construction projects and documents. This includes but is not limited to: Primavera Unifier and OneDrive/Sharepoint. The District will provide training to Consultant personnel for use of this software.

The Consultant employees shall provide their own transportation and standard personal safety equipment for construction sites. The District will provide any specialty safety equipment that may be required for the project, like harnesses for confined space entry. Consultant employees shall comply with all applicable aspects of the District’s safety procedures and the Contractors’ accepted Health & Safety Plans.

**3. PROPOSAL SCHEDULE**

The following is a tentative schedule for receipt, review and finalization of the RFP.

July 11-18, 2023	Issue RFP
August 16, 2023	Receive Proposals
September 13, 2023	Select Consultants
October 13, 2023	Issue Agreement

#### 4. ELEMENTS OF THE PROPOSAL

The Proposal shall include the following in PDF format:

##### 4.1 Cover Letter & Disclosure Statement

Proposer shall furnish a cover letter identifying the complete contents of the submitted Proposal signed by an officer, or officers, who are authorized to execute legal documents on behalf of the Proposer. The Proposer shall identify all known potential conflicts of interest.

##### 4.2 Statement of Qualifications for the Proposer

4.2.1 History and description of the Proposer and each Subconsultant, including scope of services to be provided by each firm, qualifications of the firm and number of employees available to perform work related to this RFP, location of offices and clients served.

4.2.2 Describe each firm's experience providing each type of service requested in the RFP, to owners in support of public works construction projects. Provide a list of similar projects performed by each firm over the past five (5) years, including the client for each. Provide the names of references from at least three (3) different public sector clients for which each firm has performed such work over the past three (3) years. Each reference should include a contact person, their title, company name, email address, address and telephone number.

4.2.3 Include a list of exceptions to the technical scope and requirements of this RFP. If not excluded in the list of exceptions, this RFP is assumed to be acceptable in its entirety. The District reserves the right to accept listed exceptions when deemed to be in the best interest of the District.

##### 4.3 Individual Qualification Information

Provide the qualifications of least three (3) people in each job category (Construction Manager, Project Scheduler and Project Estimator). Provide at least two (2) professional references for each person, preferably from a public sector client who they have performed work for within the past three (3) years.

##### 4.4 Cost Information

Provide the following cost information in a separate, sealed envelope.

All the hourly rates shall include the Proposer's overhead, profit and all other costs that are not specifically defined as Indirect Reimbursables under Section 4.4.2 of this RFP.

4.4.1 Hourly Rates: Provide hourly rates, including premium time rates if any, for all personnel classifications included in this RFP.

4.4.2 Indirect Reimbursables and Other Costs Not Covered by the Hourly Rates: The Proposal must clearly define which specific costs are not covered by the Proposer's hourly rates for which it expects reimbursement from the District. This may include costs such as mileage, equipment, computer hardware and software, office



supplies, reproduction and printing costs. The Proposal shall also clearly define any other costs not included in the hourly rates. All costs not separately and specifically defined as Indirect Reimbursables or other costs in the Proposal will be assumed to be included in the Proposer's hourly rate.

Pursuant to applicable provisions of the Labor Code of the State of California, not less than the general prevailing wage rate of per diem wages and not less than the general prevailing rate of per diem wages for legal holiday and overtime work, for each craft or type of worker needed to execute field work contemplated under this agreement, as ascertained by the Director of the Department of Industrial Relations, shall be paid to all workmen performing field work on said work by the Consultant or any Subconsultant. The listing of said general prevailing wage rates is available at the State of California Department of Industrial Relations web site ([www.dir.ca.gov](http://www.dir.ca.gov)).

One existing District's project, the JWPCP Effluent Outfall Tunnel, is subject to a Project Labor Agreement (PLA). If the Consultant is required to perform any work on this project, this work will be subject to the PLA requirements, as listed in Attachment 2 to this RFP.

#### **4.5 Statement of Insurance**

The Proposal shall include a statement that the Consultant meets or is capable of meeting the insurance requirements specified in this RFP.

#### **4.6 Submittal of Proposal**

4.6.1 Three (3) complete bound hard copies and one (1) electronic PDF file of the Proposal shall be addressed to the following contract administrator:

Russell Vakharia  
Carson Field Office  
Construction Management Section  
Los Angeles County Sanitation Districts  
24501 South Figueroa Street  
Carson, CA 90745

Email: [rvakharia@lacsdsd.org](mailto:rvakharia@lacsdsd.org)

4.6.2 Proposals must be received by the District, at the address listed above, no later than 11:00 a.m. PDT on August 16, 2023. The District will not accept late or incomplete proposals. It is the sole responsibility of the Proposer to see that its proposal is properly received by the District before the submission deadline.

4.6.3 Questions concerning the RFP shall be addressed to Russell Vakharia at [rvakharia@lacsdsd.org](mailto:rvakharia@lacsdsd.org) or (310) 830-8050, extension 5820.

### **5. EVALUATION OF PROPOSAL**

#### **5.1 Selection Process**

5.1.1 Proposals will be uniformly evaluated by the District and ranked based upon which Proposals best meet the requirements of this RFP.

- 5.1.2 After ranking, some or all Proposers may be interviewed. Proposers selected for interviews may have their scores modified as a result of information obtained in interviews. The District will determine which Proposer personnel should attend the interview.
- 5.1.3 The District will attempt to negotiate a contract with the highest ranked Proposers. If the District is unable to reach agreement with a particular Proposer, the District will formally terminate negotiations and negotiate with the next-highest ranked Proposer. Once negotiations with a Proposer have been terminated, the District will not negotiate further with that Proposer.

## **5.2 Selection Criteria**

The District will select Consultants that collectively provide the best team and service to perform the anticipate range in scope of work discussed in this RFP. Some key criteria to be used in evaluating Proposals are:

- 5.2.1 Experience and qualifications of the Proposer in successfully providing similar services, particularly to public agencies in the Southern California area, including the District. The District prefers a Proposer that has a major presence in the vicinity of Los Angeles County.
- 5.2.2 Experience and qualifications of personnel available to be assigned to District's projects.
- 5.2.3 The ability of the Proposer to provide additional personnel or replacement personnel in a timely manner, if so required.

# ATTACHMENT 1

# **ATTACHMENT – TERMS & CONDITIONS**

## ***Los Angeles County Sanitation Districts*** **Request for Proposals for On-Call Construction Management Services**

The Consultant shall perform the Work in accordance with, at a minimum, this Request for Proposals (RFP), including the following terms and conditions:

### **1.0 Agreement**

The RFP, the successful Proposal, and any written changes or amendments will represent the entire Agreement between the parties and will supersede all prior written or oral representations, discussions, and agreements.

### **1.1 Obligations, Duties and Responsibilities of Consultant and of the District**

1.1.1 Scope of Services by Consultant: The Consultant shall provide the services as set forth in the Agreement.

1.1.2 Responsibilities of the District: The District will perform functions as set forth in the Agreement.

1.1.3 Legal Relationship: The legal relationship between the Consultant and the District is that of an independent contractor, and nothing in the Agreement will make Consultant or Consultant's employees, employees of the District. Consultant shall pay all salaries, wages, benefits, employer social security taxes, unemployment insurance taxes, and all other federal and state payroll taxes relating to employees, and shall be responsible for withholding all required taxes. As such, Consultant's employees are not entitled to California Public Employees Retirement System (Cal PERS) benefits or any other benefit to which employees of the District may be entitled. Consultant shall defend, hold harmless, and indemnify the District from and against any and all claims, demands, liability or loss, including but not limited to fees, taxes, or penalties arising out of or related to Consultant's failure to comply with the provisions of this Agreement with the District. Consultant's employees are employed by Consultant to exercise their judgment based upon their education, experience, and expertise in performing Work for the Consultant on behalf of the District. The District will not control the manner or method of the Work performed by the Consultant's employees.

1.1.4 Standard of Care: The standard of care applicable to the Consultant's Work shall be the degree of skill and diligence normally employed by consultants performing the same or similar Work at the time and location said Work is performed. Consultant shall re-perform any Work not meeting this standard without additional compensation.

1.1.5 Functions of the District: The District will furnish the Consultant with reports and other data pertinent to the Consultant's duties.

### **1.2 Compensation for Services**

1.2.1 All work will be performed on a time and material basis, unless otherwise requested by the District.

- 1.2.2 Standard Procedure: On a monthly basis, the Consultant shall submit an application for payment, along with backup information requested by the District, in a format defined by the District. The backup information will include a detailed breakdown of work hours and construction project, along with the cost and a description of all other reimbursable expenses incurred. Any reimbursable expenses must be documented with receipts and invoices.

### **1.3 Term**

- 1.3.1 The Agreement will remain in effect until the funds allocated are exhausted, or as otherwise terminated by the District, as described in the RFP.
- 1.3.2 Performance of the Work will commence upon the issuance of an executed Agreement to Consultant by the District.
- 1.3.3 The Consultant shall perform its Work in a timely manner. Time is expressly declared to be of the essence of this Agreement.

### **1.4 Termination**

The District will have the right to terminate the Agreement with or without cause following the District's written notice to the Consultant of the District's election to terminate. The Consultant shall suspend Work immediately after receiving a notice of termination from the District, and the Consultant shall submit an invoice to the District for any balance due the Consultant for the performance of the Work through the date of its receipt of the District's termination notice. The Consultant shall, within three days after receiving the termination notice, return to the District all materials associated with the Work. The Consultant will not be entitled to payment for any outstanding balance due until it returns all Work-related materials to the District.

In the event of termination by the District without cause, the District shall compensate the Consultant for all agreed-upon services performed and costs incurred for which the Consultant had not been compensated up to and including the effective date of termination. In the event of termination for cause, the rights and obligations of the parties will be determined in accordance with applicable principles of law and equity.

The Consultant may terminate the Agreement in the event that the District substantially fails to perform the Agreement through no fault of the Consultant. No termination for cause by the Consultant will be effective unless:

- 1.4.1 The District is given not less than seven (7) calendar days written notice (delivered by certified mail return receipt requested) of the Consultant's intent to terminate; and,
- 1.4.2 The District is given an opportunity to consult with the Consultant before the seven (7) calendar day notice period has elapsed.

Late payment by the District of approved invoices will not constitute a substantial failure to perform unless the District has received written notification of overdue payment and payment is not made within thirty (30) days after the District receives such notification.

## 1.5 Insurance

The Consultant shall secure and maintain until the completion of the Work such insurance as will protect it and the District in such a manner and at such amounts as set forth below. The premiums for said insurance coverage shall be paid by the Consultant.

The Consultant shall furnish to the District certificates of insurance and endorsements verifying the insurance coverage as required by this Agreement no later than seven (7) calendar days after Consultant executes this Agreement. The District reserves the right to require Consultant to provide the District with complete and accurate copies of all insurance policies required under this Agreement.

The insurance policies certified for compliance with this Agreement shall include the following provisions or have them incorporated by endorsements:

Coverage provided by the Consultant's policies shall be primary coverage, with the exception of Professional Liability and Workers' Compensation. The District shall receive thirty (30) days prior written notice of a policy cancellation or reduction in coverage.

The Consultant shall provide insurance coverage through insurers that meet the following terms:

As a minimum, insurers shall have Best's Rating of "A" and Financial Size Category (FSC) of "X" in accordance with the Current Guide to Best's Ratings published by A.M. Best Company, Inc.

The insurance provided under this Agreement shall include policies providing coverage to include each of the requirements set forth below in amounts that meet or exceed the minimums set forth herein:

- 1.5.1 Workers' Compensation: The Consultant shall maintain Workers' Compensation Insurance as required by law in the State of California and Employers' Liability Insurance (including disease coverage) in an amount not less than \$1,000,000 per occurrence. This insurance shall also waive all right to subrogation against the District, its' employees, representatives and agents.
- 1.5.2 General Liability: The Consultant shall maintain general liability insurance including provisions for contractual liability, independent contractors, and broad form property damage coverage. This insurance shall be on a commercial, occurrence basis form with a standard cross liability clause or endorsement. The District must be named as Additional Insured and Waiver of Subrogation. The limit for this insurance shall be not less than \$1,000,000 per occurrence, \$2,000,000 aggregate, combined single limit for bodily injury and property damage.
- 1.5.3 Automobile Liability: The Consultant shall maintain automobile liability insurance with coverage for any vehicle including those owned, leased, rented or borrowed. This insurance must have an endorsement naming the District as additional insured and with a standard cross liability clause or endorsement. The limit amount for this insurance shall be not less than \$1,000,000 per occurrence combined single limit for bodily injury and property damage.

1.5.4 **Professional Liability:** The Consultant shall maintain professional liability insurance with coverage for wrongful acts, errors or omissions committed by Consultant in the course of the work performed for the District under this Agreement. This insurance shall cover for liability assumed under this Agreement when such liability is caused by Consultant's negligent acts, errors or omissions. The limit for this insurance shall not be less than \$3,000,000 per claim, \$3,000,000 aggregate, on a claims-made basis. The effective dates for this insurance shall start within seven (7) calendar days after the District's Board of Directors approves award of a purchase order, and shall be valid for five (5) calendar years beyond completion of this Agreement.

## **1.6 Ownership of Documents**

All reports as well as all schedules, drawings, specifications, electronic files, plans, studies, memoranda, presentation aids, and other documents assembled or prepared by the Consultant, or furnished to the Consultant in connection with the Work are the property of the District. The Consultant shall not make copies of said documents or files available to any individual or organization without the prior written consent of the District. Any preliminary or working drafts, electronic files, notes, or inter-agency or intra-agency memoranda which are not expected to be retained by the Consultant or District in the ordinary course of business will be exempt from disclosure to any public entity under provisions of the Public Records Act.

## **1.7 Access to Work and Records**

The Consultant shall provide the District, or any authorized representative of the District, with access to the Work whenever it is in preparation or in progress. Consultant shall provide proper facilities for such access and inspection.

The District, or any authorized representatives of the District, will have access to any books, electronic files, documents, papers and records of the Consultant that are pertinent to Work being performed for the District for the purpose of performing audits, examinations, excerpts, and transcriptions.

The Consultant shall maintain and make available for reasonable inspection by the District accurate and detailed records of its costs, disbursements and receipts with respect to items forming any part of the basis for billings to the District. Such inspections may be made during regular office hours at any time until one year after the final payment under this Agreement is made.

## **1.8 Personnel Assignment**

The replacement of personnel who are performing to the satisfaction of the District is strongly discouraged. During the term of the Agreement, any replacement of the Consultant's personnel may not be made without the prior written approval of the District.

The District may request a change in the assignment of the Consultant's personnel. The Consultant agrees to change personnel to the satisfaction of the District within seven (7) calendar days of its receipt of written notice from the District requesting the personnel change.

### **1.9 Delegation**

The Chief Engineer and General Manager or his or her designee is authorized to undertake any action he or she deems appropriate to carry out the purposes of this Agreement and to exercise any discretionary authority conferred on the District.

### **1.10 Compliance**

The selected Consultant shall abide by and obey all applicable Federal, State, and local laws, rules, regulations and ordinances.

### **1.11 Government Laws and Requirements**

This Agreement shall be governed and construed in accordance with the laws of the State of California. The venue for any action relating to the performance of this Agreement will be the Superior Court of the County of Los Angeles, State of California.

### **1.12 Severability**

Should any provision of this Agreement be found or deemed to be invalid, it shall be construed as not containing such provision, and all other provisions that are otherwise lawful shall remain in full force and effect. To this end, the provisions of this Agreement are declared to be severable.



# ATTACHMENT 2

**JOINT WATER POLLUTION CONTROL PLANT EFFLUENT OUTFALL TUNNEL  
PROJECT LABOR AGREEMENT**

**BY AND BETWEEN**

**COUNTY SANITATION DISTRICT NO. 2 OF LOS ANGELES COUNTY**

**AND**

**LOS ANGELES/ORANGE COUNTIES**

**BUILDING AND CONSTRUCTION TRADES COUNCIL**

**AND THE SIGNATORY CRAFT COUNCILS AND UNIONS**



*Converting Waste Into Resources*

**TABLE OF CONTENTS**

INTRODUCTION AND FINDINGS ..... 3  
ARTICLE I: PURPOSE..... 4  
ARTICLE II: DEFINITIONS ..... 4  
ARTICLE III: SCOPE OF AGREEMENT ..... 5  
ARTICLE IV: EFFECT OF AGREEMENT ..... 9  
ARTICLE V: WORK STOPPAGES, STRIKES, SYMPATHY STRIKES AND LOCKOUTS. 10  
ARTICLE VI: NO DISCRIMINATION ..... 15  
ARTICLE VII: UNION SECURITY..... 15  
ARTICLE VIII: REFERRAL ..... 15  
ARTICLE IX: WAGES AND BENEFITS..... 19  
ARTICLE X: COMPLIANCE..... 21  
ARTICLE XI: LABOR MANAGEMENT COOPERATION..... 21  
ARTICLE XII: GRIEVANCE ARBITRATION PROCEDURE ..... 21  
ARTICLE XIII: JURISDICTIONAL DISPUTES / PRE-JOB CONFERENCE ..... 22  
ARTICLE XIV: MANAGEMENT RIGHTS ..... 23  
ARTICLE XV: APPRENTICES ..... 24  
ARTICLE XVI: SAFETY, PROTECTION OF PERSON AND PROPERTY ..... 26  
ARTICLE XVII: SAVINGS CLAUSE ..... 26  
ARTICLE XVIII: UNION ACCESS AND STEWARDS..... 27  
ARTICLE XIX: TERM ..... 28

- Attachment "A" - Letter of Assent
- Attachment "B" - Los Angeles/Orange Counties Building and Construction Council  
Approved Drug and Alcohol Testing Policy
- Attachment "C" - Craft Request Form
- Attachment "D" - U.S. Postal Service Zip Codes
- Attachment "E" – Applicable Master Labor Agreements and  
Construction Trade Unions Contact Information

## **PROJECT LABOR AGREEMENT**

### **COUNTY SANITATION DISTRICT NO. 2 OF LOS ANGELES COUNTY**

#### **INTRODUCTION AND FINDINGS**

WHEREAS, the successful timely completion of the Joint Water Pollution Control Plant Effluent Outfall Tunnel Project is of the utmost importance to the District; and

WHEREAS, large numbers of workers of various skills will be required in the performance of the construction work, including those to be represented by the Unions affiliated with the Los Angeles/Orange Counties Building and Construction Trades Council and any other craft labor organization which is signatory to this Agreement, employed by contractors and subcontractors who are signatory to agreements with said labor organizations; and

WHEREAS, it is recognized that on projects of this magnitude with multiple contractors and bargaining units on the job site at the same time over an extended period of time, the potential for work disruption is substantial without an overriding commitment to maintain continuity of work; and

WHEREAS, the interests of the general public, the District, the Unions and Contractors would be best served if the construction work proceeded in an orderly manner without disruption because of strikes, sympathy strikes, work stoppages, picketing, lockouts, slowdowns or other interferences with work; and

WHEREAS: The Parties to this Agreement acknowledge that the construction of the Project is important to the development of the County of Los Angeles, its residents, and the region as a whole; and

WHEREAS, The District is committed to serving and creating economic opportunity in the communities that will be impacted by the construction activities by supporting the development and employment of increased numbers of construction workers from among the residents of these communities; and

WHEREAS, the Contractors and the Unions desire to mutually establish and stabilize wages, hours and working conditions for the workers employed on the Project by the Contractors, and further, to encourage close cooperation among the Contractors, and the Unions to the end that a satisfactory, continuous and harmonious relationship will exist among the Parties to this Agreement; and

WHEREAS, the contracts for the construction of the Project will be awarded in accordance with the applicable provisions of public works construction law; and

WHEREAS, the District has the absolute right to select the lowest responsible bidder for the award of construction contracts on the Project; and

WHEREAS, the Parties signatory to this Agreement pledge their full good faith and trust to work towards a mutually satisfactory completion of the Project;

NOW, THEREFORE, IT IS AGREED BETWEEN AND AMONG THE PARTIES HERETO, AS FOLLOWS:

### **ARTICLE I: PURPOSE**

The purpose of this Agreement is to provide a framework to facilitate the project delivery schedule and to address the special needs of County Sanitation District No. 2 of Los Angeles County ("District"), the Prime Contractor, the subcontractors and the building and construction tradespeople performing work associated within the scope of the Project herein described.

This Agreement is intended to support the scheduling and financial commitments of the District, by providing for a readily available pool of skilled craft construction workers, with the use of multiple shifts, the full utilization of apprentices and to minimize potential overtime concerns, as major construction activity occurs in this tightly confined work environment.

In recognition of the special needs of the Project, and to maintain a spirit of harmony, labor-management peace, and stability during the term of this Agreement, this Agreement will permit the District to maximize economies of operations through the use of uniform workplace rules and procedures applicable to all employers and employees while also avoiding costly delays on Project work due to contractor lockouts, industry-wide job stoppages, strikes, sympathy strikes, work stoppages, picketing, slowdowns, labor disputes or other interference with work.

This Agreement has been developed to facilitate the utmost timely, efficient and cost effective completion of the Project, to ensure that the Project is within the designated schedule and budget, which is of vital importance to the District and the public.

### **ARTICLE II: DEFINITIONS**

2.1 "Agreement" means this Project Labor Agreement.

2.2 "Apprentice" means those employees registered and participating in Joint Labor/Management Apprenticeship Programs approved by the Division of Apprenticeship Standards, Department of Industrial Relations of the State of California.

2.3 "Board" means the Board of Directors of the County Sanitation District No. 2 of Los Angeles County.

2.4 "District" means County Sanitation District No. 2 of Los Angeles County.

2.5 "Committee" means Joint Administrative Committee as described in Article XI of this Agreement.

2.6 "Construction contract" means any of the contracts for construction of the Project.

2.7 "Contractor" means the Prime Contractor, the Project Labor Coordinator (in the event it performs work covered by this Agreement), and all subcontractors and owner operators of any tier, with respect to the construction of any part of the Project.

2.8 "Letter of Assent" means the document that each Contractor (of any tier) must sign and submit to the Project Labor Coordinator and the Council, before beginning any Project Work, which formally binds them to adherence to all the forms, requirements and conditions of this Agreement.

2.9 "Local Hiring Requirement" means the Local Resident and Transitional Worker hiring targets as referenced in Article VIII of this Agreement.

2.10 "Local Resident" and "Transitional Worker" are defined in Article VIII.

2.11 "Master Labor Agreement" or "MLA" means the local collective bargaining agreements of the signatory Unions having jurisdiction over the Project Work and which have signed this Agreement.

2.12 "Plan" means the Plan for the Settlement of Jurisdictional Disputes in the Construction Industry as described in Article XIII of this Agreement.

2.13 "Prime Contractor" means the individual firm, partnership, owner operator, or corporation, or combination thereof, including joint ventures, which is an independent business enterprise that has entered into a contract with the District to construct the Project.

2.14 "Project" means the District's Joint Water Pollution Control Plant (JWPCP) Effluent Outfall Tunnel Project, as is more particularly described in Section 3.2 of this Agreement.

2.15 "Project Labor Coordinator" means an independent third-party individual or entity with whom the District enters into a contract to facilitate implementation of this Agreement.

2.16 "Council" means the Los Angeles/Orange Counties Building and Construction Trades Council (LA/OCBCTC).

2.17 "Union(s)" or "Signatory Unions" means the Los Angeles/Orange Counties Building and Construction Trades Council affiliated with the Building & Construction Trades Department (AFL/CIO) Craft International Unions and any other craft labor organization signatory to this Agreement, acting in their own behalf and on behalf of their respective affiliates and member organizations whose names are subscribed hereto and who have through their officers executed this Agreement.

2.18 "Veteran Worker" means any person who has served in the armed forces of the United States as demonstrated by a valid Form DD214.

### **ARTICLE III: SCOPE OF AGREEMENT**

3.1 Parties: This Agreement shall apply and is limited to all Contractors performing

construction on the Project, the District and the Unions.

3.2 Project Defined: This Agreement shall apply and is limited to the demolition, construction, tunneling, alteration, installation, and expansion of approximately seven miles of 18-foot internal diameter tunnel and all appurtenant work, using a Tunnel Boring Machine (TBM) and precast concrete segmental lining; construction of a junction structure (JS-1) to connect the existing Secondary Effluent Pump Station (SEPS) Force Main located at the JWPCP to the proposed Connection A; construction of a 14-foot diameter concrete pipe (Connection A) approximately 270 feet long from the JS-1 to the shaft for the 18-foot ID tunnel (JWPCP Shaft); construction of a shaft for the 18-foot ID tunnel, located to the south of the JWPCP (JWPCP Shaft Site); construction of an 18-foot ID tunnel from the JWPCP Shaft to Royal Palms Beach; construction of a manifold structure (White Point Manifold Structure) at Royal Palms Beach to connect the proposed tunnel to the existing ocean outfalls; construction of a Valve Structure (VS-1) on the existing 12-foot diameter tunnel within the JWPCP; and construction of a Valve Structure (VS-2) on the existing 8-foot tunnel within the JWPCP, all as more fully described in the specification for the Project, performed by those Contractors of whatever tier that have contracts awarded for such work, all of which is hereinafter referred to as the "Project" or "Project Work."

The District has the absolute right to combine, consolidate or cancel contracts or portions of contracts identified as part of the Project. It is further understood by the parties that the District may at any time, and at its sole discretion, terminate, delay, suspend, remove, modify, or add to any and all portions or segments of the Project, at any time. Should any portion of the Project be terminated, delayed, suspended or removed, and subsequently built, such portions of the Project shall remain covered under the terms and conditions of this Agreement.

### 3.3 Master Labor Agreements:

3.3.1 The provisions of this Agreement, including the MLAs (which are the local collective bargaining agreements of the signatory Unions having jurisdiction over the work on the Project, as such may be changed from time-to-time and which are incorporated herein by reference and are available for review at the District's office), shall apply to the work covered by this Agreement. A list of those applicable MLAs is attached hereto as Attachment E. It is understood that this is a self-contained, stand alone, Agreement and that by virtue of having become bound to this Project Labor Agreement, neither the Prime Contractor nor the Contractor will be obligated to sign any other local, area, or national agreement: (provided, however, that the Contractor may be required to sign an uniformly applied, non-discriminatory Participation Agreement at the request of the trustees or administrator of a trust fund established pursuant to Section 302 of the Labor Management Relations Act, and to which such Contractor is bound to make contributions under this Agreement, provided that such Participation Agreement does not purport to bind the Contractor beyond the terms and conditions of this Agreement and/or expand its obligation to make contributions pursuant thereto). It shall be the responsibility of the prime Contractor to have each of its Contractors sign the Participation Agreement with the appropriate Craft Union prior to the Contractor beginning Project Work.

The Project Labor Coordinator and the Council shall, prior to the commencement of work on the Project, agree upon the MLAs to be applicable for work covered by this Agreement.

3.3.2 Where a subject covered by the provisions of this Agreement is also covered by a MLA, the provisions of this Agreement shall prevail except for all work performed under the NTL Articles of Agreement, the National Stack/Chimney Agreement, the National Cooling Tower Agreement, all instrument calibration work and loop checking shall be performed under the terms of the UA/IBEW Joint National Agreement for Instrument and control systems Technicians, and the National Agreement of the International Union of Elevator Constructors, with the exception of Article V (Work Stoppages, Strikes, Sympathy Strikes and Lockouts), Article XII (Grievance and Arbitration Procedure) and Article XIII (Jurisdictional Disputes) of this Agreement, which shall apply to such work. All disputes relating to the interpretation or application of this Agreement shall be subject to resolution by the grievance arbitration procedure set forth in Article XII of this Agreement. Where a subject is covered by the provisions of a MLA and is not covered by this Agreement, the provisions of the MLA shall prevail. Any dispute as to the applicable source between this Agreement and any MLA for determining the wages, hours of working conditions of employees on this Project shall be resolved under the grievance procedures established in this Agreement.

#### 3.4 Exclusions:

3.4.1 The Agreement shall be limited to construction work on the Project, and is not intended to, and shall not apply to any construction work performed at any time prior to the effective date, or after the expiration or termination of the Agreement, or on other District projects.

3.4.2 The Agreement is not intended to, and shall not, affect or govern the award of contracts by the District, which are outside the approved scope of the Project.

3.4.3 The Agreement is not intended to, and shall not, affect the operation or maintenance of any facilities whether related to the Project or not.

3.4.4 Items specifically excluded from the scope of this Agreement include the following:

(a) Work performed by non-manual employees, including but not limited to: superintendents; supervisors; assistant supervisors; staff engineers; time keepers, mail carriers, clerks, office workers, messengers; guards, safety personnel, emergency medical and first aid technicians; and other professional, engineering, administrative, information technology, community relations, public affairs, environmental compliance, supervisory, and management employees.

(b) Work on equipment and machinery owned or controlled and operated by the District for work that is not covered by the scope of this Agreement.

(c) All off-site manufacture, fabrication, and handling of materials, equipment or machinery (except at dedicated lay-down or storage areas, such as fabrication yards or assembly plants located at or adjacent to the Project site that are integrated with and set up for the purpose of servicing the Project rather than the public generally).



(d) Any work performed on or near or leading to or onto the Project and undertaken by state, county, city or other governmental bodies, or their contractors; or by public or private utilities or their contractors; and/or by the District or its contractors (for work which is not part of the Project).

(e) Work by employees of a manufacturer or vendor necessary to maintain such manufacturer's or vendor's written warranty or guarantee or the on-site supervision of such work after initial installation by the Unions.

(f) Laboratory for specialty testing or inspections.

(g) Non-construction support services contracted by the District or Contractor in connection with this Project.

3.4.5 This Agreement shall not apply to District employees or professional consultants working directly for the District, or to such consultants retained or contracted whose employees do not perform the work of craft employees covered by this Agreement. Notwithstanding the foregoing, it is understood and agreed that Building/Construction Inspector and Field Soils and Material Testers (inspectors) are a covered craft under this Agreement. This inclusion applies to the scope of work defined in the State of California Wage Determination for that Craft. This shall also specifically include such work where it is referred to by utilization of such terms as "quality control" or "quality assurance." Every Inspector performing under these classifications pursuant to a professional services agreement or a construction contract shall be bound to all applicable requirements of this Agreement. Covered work as defined by this Agreement shall be performed pursuant to the terms and conditions of this Agreement regardless of the manner in which the work was awarded.

3.4.6 The Agreement shall not apply to employees of the District, Project Labor Coordinator, design teams (including, but not limited to architects, engineers and master planners), or any other consultants for the District (including, but not limited to, project managers and construction managers and their employees not engaged in Project Work) and their sub-consultants, and other employees of professional service organizations, not performing manual labor within the scope of this Agreement.

3.4.7 This Agreement shall not apply to off-site maintenance of owned or leased equipment or to on-site supervision of such work.

3.4.8 Certain equipment and systems of a highly technical and specialized nature may have to be installed at the Project. The nature of such equipment and systems, together with requirements of the manufacturer's warranty, may dictate that it be prefabricated, pre-piped, and/or pre-wired. The Unions agree to install such material, equipment and systems without incident, or allow such installation to be performed by the manufacturer's employees or a contractor designated by the manufacturer where the Unions are unable to perform such work or the warranty requires the work to be performed by the employees of a manufacturer or a contractor designated by the manufacturer. If a warranty on the original equipment manufacturer's (OEM's) or vendor's

specialty or technical equipment or systems purchased by the District requires that the installation of such specialty or technical equipment or system be performed by the OEM's or vendor's own personnel, then such installation may be performed by the OEM's or vendor's own personnel. The Prime Contractor shall notify the Unions at the pre-job conference of the use of this provision and shall provide copies of the written warranty that require that the work be performed by the OEM's or vendor's own personnel, to the affected Union. When the warranty does not require installation by the OEM's or vendor's own personnel, the Unions agree to perform and install such work under the supervision and direction of the OEM's or the specialty vendor's representative.

3.4.9 This Agreement shall not apply to work that is immediately necessary to repair a unit or piece of equipment as the result of an emergency, Act of God, or other sudden unexpected events outside of the District's or Contractor's control.

#### **ARTICLE IV: EFFECT OF AGREEMENT**

4.1 By executing the Agreement, the Unions, Contractors and the District agree to be bound by each and all of the provisions of the Agreement.

4.2 The District, the Prime Contractor, and Contractors shall have the absolute right to award contracts or subcontracts for Project Work to any contractor notwithstanding the existence or non-existence of any agreements between such contractor and any Union parties hereto, provided only that such contractor is willing, ready and able to execute and comply with this Project Labor Agreement should such contractor be awarded work covered by this Agreement.

4.3 All Contractors of whatever tier, who have been awarded contracts for work covered by this Agreement, shall be required to accept and be bound to the terms and conditions of this Project Labor Agreement, and shall evidence their acceptance by the execution of the Letter of Assent as set forth in Attachment "A" hereto, prior to the commencement of work. At the time that any Contractor enters into a subcontract with any subcontractor of any tier providing for the performance on the construction contract, the Contractor shall provide a copy of this Agreement to the subcontractor and shall require the subcontractor, as a part of accepting the award of a construction subcontract, to agree in writing in the form of a Letter of Assent to be bound by each and every provision of this Agreement prior to the commencement of work on the Project. No Contractor or subcontractor shall commence Project Work without having first provided a copy of the Letter of Assent as executed by it to the Project Labor Coordinator and to the Council forty-eight (48) hours before the commencement of Project Work, or within forty-eight (48) hours after the award of Project Work to that Contractor (or subcontractor), whichever occurs later.

4.4 This Agreement shall only be binding on the signatory Contractors hereto and shall not apply to the parents, affiliates, subsidiaries, or other ventures of any signatory to this Agreement or the Letter of Assent, unless signed by such parent, affiliate, subsidiary, division or venture of such company.

4.5 Nothing contained herein shall be construed to prohibit, restrict, or interfere with the performance of any other operation, work or function awarded to any Contractor before the effective date of this Agreement or which may be performed by the District for its own account on the property or in and around the construction site.

4.6 It is understood that the liability of the District, the Contractor, the Project Labor Coordinator, and the liability of the separate Unions under this Agreement shall be several and not joint. The Unions agree that this Agreement does not have the effect of creating any joint employment status between or among the District, Prime Contractor, Project Labor Coordinator, and any Contractor.

#### **ARTICLE V: WORK STOPPAGES, STRIKES, SYMPATHY STRIKES AND LOCKOUTS**

5.1 There shall be no strikes, sympathy strikes, picketing, work stoppages, slowdowns or other disruptive activity for any reason (including but not limited to disputes relating to the negotiation or renegotiation of applicable MLAs, economic strikes, unfair labor practice strikes, safety strikes, sympathy strikes, and jurisdictional strikes or disputes directed at contractors exempt from coverage pursuant to this Agreement) by the Union(s) or employees at the Project site and there shall be no lockout of any kind by the Contractor. Failure of any Union or Contractor employee to cross any picket line established by any Union, signatory or non-signatory to the Agreement, or by any other organization or individual at or in proximity to the Project construction site is a violation of this Article.

5.2 No Union shall sanction, aid or abet, encourage or continue any activity in violation of Section 5.1 of this Article and shall undertake all reasonable means to prevent or to terminate any such activity. No employee shall engage in activities which violate this Article. Any employee who participates in or encourages any activities which violate this Article will be subject to discharge and will not be eligible for rehire under this Agreement for a period of 180 calendar days.

The Union shall use its best efforts to obtain immediate compliance with this Article by employees it represents but shall not be held liable for conduct by employees for which it is not responsible.

5.3 Notwithstanding any provision of this Agreement to the contrary, it shall not be a violation of this Agreement for any Union to withhold the services of its members (but not the right to picket) from a particular Contractor who:

- (a) fails to timely pay its weekly payroll; or
- (b) fails to make timely payments to the Union's Labor/Management Trust Funds in accordance with the provisions of the applicable MLAs.

Prior to withholding its members' services for the Contractor's failure to meet its weekly payroll, the Union shall give at least five (5) days (unless a lesser period of time is provided in the Union's MLA, but in no event less than forty-eight (48) hours) written notice of such failure to pay by registered or certified mail, return receipt requested, and by facsimile or email transmission to the involved Contractor, Prime Contractor and Project Labor Coordinator. The Union will meet within a five-day period, after the written notice of such failure to pay was sent, to attempt to resolve the dispute with the applicable Contractor, Prime Contractor and/or the Project Labor

Coordinator. Upon the payment of the delinquent Contractor of all monies due and then owing for wages, the Union shall direct its members to return to work and the Contractor shall return all such members back to work.

Prior to withholding its members' services for the Contractor's failure to make timely payments to the Union's Labor/Management Trust Funds, the Union shall give at least thirty (30) days written notice of such failure to pay by registered or certified mail, return receipt requested, and by facsimile or email transmission to the involved Contractor, the Prime Contractor and Project Labor Coordinator. The Union, Contractor, Prime Contractor and Project Labor Coordinator will meet within ten (10) days following receipt of the written notice to attempt to resolve the dispute. Upon payment by the delinquent Contractor of all monies due and then owing for wages and/or fringe benefit contributions, the Union shall direct its members to return to work and the Contractor shall return all such members back to work. Nothing in this section should be construed to prevent the union having jurisdiction over the involved work from submitting a grievance under the procedures of Article XIII for any alleged or actual violations of Article IX or referring the alleged or actual prevailing wage violation to the Project Labor Coordinator and/or State Labor Commissioner for review and enforcement, in accordance with Section 9.4.4 of this Agreement.

5.4 Expiration of MLAs: If the MLA, or any local, regional, and other applicable collective bargaining agreements expire during the term of the Project, the Union(s) agree that there shall be no work disruption of any kind as described in Section 5.1 above as a result of the expiration of any such agreement(s) having application on the Project and/or failure of the involved Parties to that agreement to reach a new contract. Terms and conditions of employment established and set for purposes of prevailing wage requirements under this Agreement at the time of bid shall remain established and set. Otherwise to the extent that such agreement does expire and the Parties to that agreement have failed to reach concurrence on a new contract, work will continue on the Project on one of the following two (2) options, both of which will be offered by the Unions involved to the Contractors affected:

5.4.1 Each of the Unions with a contract expiring must offer to continue working on the Project under interim agreements that retain all the terms of the expiring contract, except that the Unions involved in such expiring contract may each propose wage rates and employer contribution rates to employee benefit funds under the prior contract different from what those wage rates and employer contributions rates were under the expiring contracts. The terms of the Union's interim agreement offered to Contractors will be no less favorable than the terms offered by the Union to any other employer or group of employers covering the same type of construction work in Los Angeles County.

5.4.2. Each of the Unions with a contract expiring must offer to continue working on the Project under all the terms of the expiring contract, including the wage rates and employer contribution rates to the employee benefit funds, if the Contractor affected by that expiring contract agrees to the following retroactivity provisions: if a new MLA, local, regional or other applicable labor agreement for the industry having application at the Project is ratified and signed within six months of the MLA expiration date and if such new labor agreement provides for retroactive wage increases, then each affected Contractor shall pay to its employees who performed work covered by this Agreement at the Project during the hiatus between the effective dates of such expired and

new labor agreements, an amount equal to any such retroactive wage increase established by such new labor agreement, retroactive to whatever date is provided by the new labor agreement for such increase to go into effect, for each employee's hours worked on the Project during the retroactive period. All Parties agree that such affected Contractors shall be solely responsible for any retroactive payment to its employees and that neither the Project, nor the District, nor the Board's designee, nor any other Contractor has any obligation, responsibility or liability whatsoever for any such retroactive payments or collection of any such retroactive payments, from any such Contractor.

5.4.3 Some Contractors may elect to continue to work on the Project under the terms of the interim agreement option offered under paragraph 5.4.1 and other Contractors may elect to continue to work on the Project under the retroactivity option offered under paragraph 5.4.2. To decide between the two options, Contractors will be given one week after the applicable MLA has expired or one week after the Union has personally delivered to the Contractors in writing its specific offer of terms of the interim agreement pursuant to paragraph 5.4.1 whichever is the later date. If the Contractor fails to timely select one of the two options, the Contractor shall be deemed to have selected the retroactivity option offered under paragraph 5.4.2.

5.5 Expedited Arbitration will be utilized for all work stoppages and lockouts. Any party, including the District, Prime Contractor and Project Labor Coordinator, whom the parties agree are parties in interest for purposes of this Article, may institute the following procedure, in lieu of or in addition to any other contractual procedure or any action at law or equity, when a breach or violation of this Article V is alleged to have occurred:

5.5.1 If the Contractor contends that any Union has violated this Article, it will serve written notification upon the Business Manager of the Union(s) involved, advising him of the fact, with copies of such notice to the Prime Contractor, the Project Labor Coordinator and the Council. The Business Manager will immediately instruct, order and use the best efforts of his office to cause any violation of this Article to cease.

5.5.2 If the Union contends that any Contractor has violated this Article, it will notify the Contractor, Prime Contractor, and Project Labor Coordinator, setting forth the facts which the Union contends violates this Article, at least twenty-four (24) hours prior to invoking the procedures set forth in Section 5.5. It is agreed by the parties that the term "lockout" for purposes of this Agreement does not include discharge, termination or layoff of employees by the Contractor in the normal course of its business, nor does it include the Contractor's decision to terminate or suspend work on the Project or any portion thereof for operational or special circumstances.

5.5.3 The party invoking this procedure shall notify the permanent arbitrator next in sequence from the following list:

1. John Kagel
2. Louis Zigman
3. Walter Daugherty
4. Thomas Pagan

## 5. Wayne Estes

The Parties agree these shall be the five permanent Arbitrators under this procedure. In the event that none of the five permanent Arbitrators are available for a hearing within 24 hours, the party invoking the procedure shall have the option of delaying until one of the five permanent Arbitrators is available or of asking the permanent Arbitrator that would normally hear the matter to designate an arbitrator to sit as a substitute Arbitrator for this dispute. If any of the permanent Arbitrators ask to be relieved from their status as a permanent Arbitrator, the Parties shall mutually select a new permanent Arbitrator from the following list of arbitrators:

1. Sara Adler
2. Michael Prihar
3. Michael Rappaport

Selection shall be made by each party alternately striking from the foregoing list until one name remains who shall be the replacement permanent Arbitrator. Expenses incurred in arbitration shall be borne equally by the Union and the Contractor involved and the decision of the Arbitrator shall be final and binding on both Parties, provided, however, that the Arbitrator shall not have the authority to alter or amend or add to or delete from the provisions of this Agreement in any way. Notice to the Arbitrator shall be by the most expeditious means available, including by hand delivery, overnight mail, facsimile, or email to the party alleged to be in violation and to the Council and involved Union if a Union is alleged to be in violation and will be deemed effective upon receipt.

5.5.4 Upon receipt of notice, the Arbitrator shall convene a hearing within twenty-four (24) hours if it is contended that the violation still exists.

5.5.5 The Arbitrator, with the assistance of the Project Labor Coordinator if necessary, shall notify the Parties by telephone and by facsimile or email of the place and time for the hearing. Notice shall be given to the individual Contractors and Unions alleged to be involved; however, notice to the Council shall be sufficient to constitute notice to the Unions for purposes of the arbitration being heard by the Arbitrator. The hearing shall be completed in one session, which, with appropriate recesses at the Arbitrator's discretion, shall not exceed twenty-four (24) hours unless otherwise agreed upon by all Parties. A failure of any party to attend a hearing shall not delay the hearing of evidence or the issuance of any decision by the Arbitrator.

5.5.6 The sole issue at the hearing shall be whether or not a violation of Section 5.1 or 5.2 has in fact occurred. The Arbitrator shall have no authority to consider any matter of justification, explanation or mitigation of such violation. The decision shall be issued within three (3) hours after the close of the hearing, and may be issued without a written opinion. If any party desires a written opinion, one shall be issued within fifteen (15) days, but its issuance shall not delay compliance with or enforcement of the award. The Arbitrator may order cessation of the violation of this Article and other appropriate relief and such decision shall be served on all Parties by hand or registered mail upon issuance. If the arbitrator determines that a work stoppage has occurred, the respondent Unions(s) shall, within eight (8) hours of receipt of the award, direct all the employees they represent on the project to immediately return to work. If the craft(s) involved

does not return to work by the beginning of the next regularly scheduled shift following such eight (8) hour period after receipt of the arbitrator's award, and the respondent Union(s) have not complied with their obligation to immediately instruct, order, and use their best efforts to cause a cessation of the violation and return of the employees they represent to work, then the respondent Union(s) shall each pay a sum as liquidated damages to the District, and each shall pay an additional sum per shift for each shift thereafter on which the craft(s) has not returned to work. Similarly, if the arbitrator determines that a lock-out has occurred, the respondent Contractor(s) shall, within eight (8) hours of receipt of the award, return all the affected employees to work on the Project, or otherwise correct the violation as found by the arbitrator. If the respondent Contractor(s) do not take such action by the beginning of the next regularly scheduled shift following the eight (8) hour period, each respondent Contractor shall pay a sum as liquidated damages to the affected Union(s) (to be apportioned among the affected employees and the benefit funds to which contributions are made on their behalf, as appropriate and designated by the Arbitrator) and each shall pay an additional sum per shift for each shift thereafter in which compliance by the respondent Contractor(s) has not been completed. The Arbitrator shall retain jurisdiction to determine compliance with this Section and to establish the appropriate sum of liquidated damages, which shall not be less than five thousand dollars (\$5,000) per shift, nor more than twenty thousand dollars (\$20,000) per shift.

5.5.7 Such decision shall be final and binding on the parties to the dispute and may be enforced by any Court of competent jurisdiction upon the filing of this Agreement and all other relevant documents referred to above in the following manner. Written notice of the filing of such enforcement proceedings shall be given to the other party. In the proceeding to obtain a temporary order enforcing the Arbitrator's decision as issued under Section 5.5.6, all parties waive the right to a hearing and agree that such proceedings may be ex parte. Such agreement does not waive any party's right to participate in a hearing for a final order of enforcement. The Court's order or orders enforcing the Arbitrator's award shall be served on all parties by hand or delivered by registered mail.

5.5.8 Any rights created by statute or law governing arbitration proceedings inconsistent with the above procedure or which interfere with compliance therewith are hereby waived by the Parties to whom they accrue.

5.5.9 The fees and expenses incurred in arbitration shall be divided equally by the arbitration's initiating and responding parties.

5.5.10 The procedures contained in Section 5.5 shall be applicable to alleged violations of Article V to the extent any conduct described in Section 5.1 or 5.2 occurs on the Project. Procedures contained in Article XII shall not be applicable to any alleged violation of this Article, with the single exception that any employee discharged for violation of Section 5.1 or 5.2 may resort to the grievance procedures of Article XII to determine only whether or not the employee was, in fact, engaged in that violation. Disputes alleging violation of any other provision of this Agreement, including any underlying disputes alleged to be in justification, explanation, or mitigation of any violation of Article V, shall be resolved under the applicable grievance adjudication procedures.

## **ARTICLE VI: NO DISCRIMINATION**

6.1 The Contractors and Unions agree not to engage in any form of unlawful discrimination on the ground of, or because of, race, religion, national origin, sex, sexual orientation, age, physical handicap, marital status, medical condition, political affiliation, or membership in a labor organization in hiring and dispatching workers for the Project.

6.2 Any employee covered by this Agreement who believes he/she has been unlawfully discriminated against, in violation of section 6.1 above, shall be referred to the appropriate state and/or federal agency for the resolution of such dispute.

## **ARTICLE VII: UNION SECURITY**

7.1 The Contractors recognize the Unions as the sole and exclusive collective bargaining representative for all employees engaged in Project Work. The Parties acknowledge that the collective bargaining relationship established between any Contractor and Union is a “pre-hire” relationship permitted by Section 8(f) of the National Labor Relations Act, except that this provision does not change any pre-existing Section 9(a) collective bargaining relationship that exists between any Contractor and Union parties to this Agreement.

7.2 No employee covered by this Agreement shall be required to join any Union as a condition of being employed, or remaining employed, for the completion of Project Work; provided, however, that any employee who is a member of the referring Union at the time of referral shall maintain that membership in good standing while employed under this Agreement. All employees shall, however, be required to comply with the Union security provisions for the period during which they are performing on-site Project Work to the extent, as permitted by law, of rendering payment of the applicable monthly and working dues only, as uniformly required of all craft employees while working on the Project and represented by the applicable signatory union.

## **ARTICLE VIII: REFERRAL**

8.1 The Union(s) shall be the primary source of all craft labor working within their respective jurisdictions on the Project.

8.2 The Contractor shall have the right to determine the competency of all employees, the number of employees required and shall have the sole responsibility for selecting employees to be laid off, which shall not be in conflict with this Agreement or the applicable Master Labor Agreements.

8.3 For Unions now having a job referral system in their Master Labor Agreement, the Contractor agrees to comply with such system and it shall be used exclusively by such Contractor, except as it may be modified by this Article. Such job referral systems will be operated in a non-discriminatory manner and in full compliance with federal, state, and local laws and regulations, which require equal employment opportunities and non-discrimination, and referrals shall not be affected by obligations of union membership or the lack thereof.



8.3.1 The Contractor may reject any referral for any lawful nondiscriminatory reason, provided the Contractor complies with any reporting pay requirements under the California prevailing wage law; provided, however, that such right is exercised in good faith and not for the purpose of avoiding the Contractor's commitment to employ qualified workers through the procedures endorsed in this Agreement.

8.4 In the event that Unions are unable to fill any request for employees within forty-eight (48) hours after such written request is made by the Contractor (Saturdays, Sundays, and holidays excepted), the Contractor may employ applicants from any other available source. The Contractor shall refer the applicant to the Union for registration and dispatch to the Project prior to the commencement of work on the Project by such applicant.

8.5 Except as required by law, the Unions shall not knowingly refer an employee currently employed by any Contractor working under this Agreement to any other Contractor.

8.6 The parties recognize the District's interest in promoting competition by allowing Contractors that may not have previously had a relationship with the Unions signatory to this Agreement to participate in this Project. To ensure that such Contractors will have an opportunity to employ their "core" employees on this Project, the parties agree that in those situations where a Contractor not a party to the current Master Labor Agreement with the signatory Union having jurisdiction over the affected work is a successful bidder, the Contractor may request by name, and the Union will honor, referral of persons who have registered with the appropriate Union for Project work and who meet the following qualifications:

- (1) possess any license required by state or federal law for the Project work to be performed;
- (2) have worked a total of at least two thousand (2,000) hours in the specific construction craft during the prior four (4) years;
- (3) were on the Contractor's active payroll for at least sixty (60) working days out of the last one-hundred (100) working days immediately prior to the contract award to the Contractor;
- (4) have the ability to perform safely the basic functions of the applicable trade; and
- (5) who has been a Local Resident, as defined in this Article, for one hundred (100) consecutive days immediately prior to the contract award to the Contractor.

8.6.1 The Union will refer to such Contractor first a core employee, as described above, then an employee through a referral from the appropriate Union hiring hall out-of-work list for the affected trade or craft, then a second core employee, then a second employee through the referral system, and so on until such Contractor's crew requirements are met or until such Contractor has hired five (5) core employees per craft, whichever occurs first. Thereafter, all

additional employees in the affected trade or craft shall be hired exclusively from the hiring hall out-of-work list(s). In the laying off of employees, the number of core employees shall not exceed one-half plus one of the workforce for a Contractor with 10 or fewer employees, assuming the remaining employees are qualified to undertake the work available. This provision does not apply to contractors which are directly signatory to one or more of the Master Labor Agreements and is not intended to limit the transfer provisions of the Master Labor Agreement of any trade. As part of this process, and in order to facilitate the contract administration procedures, as well as appropriate fringe benefit fund coverage, all Contractors shall require their core employees and any other persons employed other than through the referral process, to register with the appropriate Union hiring hall, if any, prior to their first day of employment at a project site.

8.6.2 Prior to each Contractor performing any work on the Project, each Contractor shall provide a list of his core employees to the Project Labor Coordinator and the Council. Failure to do so will prohibit the Contractor from using any core employees. Upon request by any Party to this Agreement, the Contractor hiring any core employee shall provide satisfactory proof (i.e., payroll records, quarterly tax records, and such other documentation) evidencing the core employee's qualification as a core employee to the Project Labor Coordinator and the Council.

8.7 In recognition of the fact that the communities surrounding the Project will be impacted by the construction of the Project Work, and to ensure the project creates a positive economic impact on the District's service area, the project area and other transitional communities within Los Angeles County, the parties agree that, to the extent allowed by law, and as long as they possess the requisite skills and qualifications, the Unions will exert their best efforts to refer and/or recruit, and the Contractors shall hire, sufficient numbers of skilled craft Local Residents, Veterans and Transitional Workers for Project Work. The following percentages shall be the minimum targeted hiring participation levels for the Project:

8.7.1 At least 30 percent of the total craft work hours shall be performed by Local Residents and Veterans. A Local Resident is defined as someone whose primary residence is within the Tier 1 or Tier 2 zip codes listed in Attachment D. A Veteran also qualifies as a Local Resident regardless of the location of their primary residence.

8.7.2 At least 10 percent of the total craft work hours shall be performed by Transitional Workers. The Contractor will cooperate with the Project Labor Coordinator to verify the status of Transitional Workers before they are counted toward the 10 percent hiring target. Craft hours worked by verified Transitional Workers shall also be counted in the attainment of the minimum targeted hiring participation levels in Section 8.7.1. A Transitional Worker is defined as someone whose primary residence is within the Tier 1 or Tier 2 zip code list and meets one or more of the following criteria:

- (a) Being a Veteran (Veterans qualify as a Transitional Worker regardless of the location of their primary residence)
- (b) Having a documented history of involvement in the criminal justice system
- (c) Being homeless
- (d) Emancipated from the foster care system

- (e) Receiving public assistance
- (f) Lacking a GED or high school diploma
- (g) Being a single custodial parent
- (h) Being an apprentice with less than 15 percent of the apprenticeship hours required to graduate to journey level
- (i) Household income is less than 200 percent of the Federal Poverty Level.

8.7.3 As listed in Attachment D, Tier 1 zip codes represent impacted communities within a 10-mile radius of the Project. Tier 2 zip codes represent all other communities inside the Joint Outfall System Service Area and zip codes within Los Angeles County where the average percentage of households living below 200 percent of the Federal Poverty Level is greater than the County average for such households.

8.7.4 The Contractors agree to request, and the Unions agree to dispatch applicants for Project Work as follows: first, Local Residents and Transitional Workers from the Tier 1 zip codes and Veterans. If Local Residents, Transitional Workers and Veterans are not available from the Tier 1 zip codes, then second, Local Residents and Transitional Workers from the Tier 2 zip codes and Veterans shall be requested by the Contractor and dispatched by the Unions. If the Unions cannot provide the Contractors with a sufficient number of Local Residents, Transitional Workers and Veterans residing within the Tier 1 or Tier 2 zip codes, then qualified workers residing within the remainder of the County of Los Angeles shall be referred.

8.7.5 The Project Labor Agreement Coordinator will monitor and report workforce data regarding the attainment of the targeted hiring participation levels and provide such reports to the Council and the Prime Contractor no less frequently than monthly. The reports will include, but not be limited to, workforce participation data for Tier 1, Tier 2, Transitional Workers, Veterans and County of Los Angeles residents. Hours worked by residents of states other than California shall not be included in calculation of total hours of Project Work for purposes of the percentage requirements set forth above.

8.8 To facilitate the dispatch of Local Residents, Transitional Workers and Veterans, all Contractors will be required to utilize the Craft Employee Request Form whenever they are requesting the referral of any employee from a Union referral list for the Project, a sample of which is attached as Attachment "C." When Local Residents, Transitional Workers and Veterans are requested by the Contractors, the Unions will refer such workers regardless of their place in the Unions' hiring halls' list and normal referral procedures. The Project Labor Coordinator shall be copied on all Craft Employee Request Forms at the time of the request for dispatch and will monitor compliance with the referral process.

8.9 The parties recognize the abundance of construction activity currently underway and upcoming for the duration of the Project in Los Angeles County. In order to ensure a sufficient supply of qualified and skilled craft labor for the Project, the Unions, Contractors and Project Labor Coordinator will exert their best efforts to recruit and identify Local Residents, Veterans, and Transitional Workers and to assist these individuals in qualifying and becoming eligible for joint labor-management apprenticeship programs. The Project Labor Coordinator will work with the Unions and Contractors to partner and cooperate with joint labor-management apprenticeship

readiness programs utilizing the Council's Multi-Craft Core Curriculum (MC3). The unions agree to give preferential entry to their affiliated State-approved joint labor-management apprenticeship programs for successful graduates of MC3 apprenticeship readiness programs approved by the Council. These MC3 apprenticeship readiness programs include, but are not limited to, the Los Angeles Community College District and Long Beach City College.

8.10 The Contractors and the Unions wish to facilitate the entry into the building and construction trades of Veterans who are interested in careers in the building and construction industry. The Parties will use best efforts to utilize the services of the Center for Military Recruitment, Assessment and Veterans Employment (hereinafter "Center") and the Center's "Helmets to Hardhats" program to serve as resources for preliminary orientation, assessment of construction aptitude, referral to joint labor-management apprenticeship programs or hiring halls, counseling and mentoring, support network, employment opportunities and other needs as identified by the Parties.

8.11 The Unions and Contractors agree to coordinate with the Center to create and maintain an integrated database of Veterans interested in working on the Project and of joint labor-management apprenticeship and employment opportunities for the Project and to conduct reasonable outreach, in good faith, to ensure Veterans know about Project employment opportunities. To the extent permitted by law, the Unions will give credit to such Veterans for bona fide, provable past experience. Contractors shall track the hiring and retention of Veteran Workers hired for the Project. Contractors shall collect the tracking information from all sources and shall submit bi-annual reports to the District and the Council.

## **ARTICLE IX: WAGES AND BENEFITS**

9.1 Wages. All employees covered by this Agreement (including foremen and general foremen if they are covered by the Master Labor Agreements) shall be classified in accordance with work performed and paid by the Contractors the hourly wage rates for those classifications in accordance with the then current Master Labor Agreement of the applicable Union and in compliance with the applicable prevailing wage rate determination established pursuant to applicable law. The Contractors agree to recognize and put into effect such increases in wages as shall be negotiated between the various Unions and the historically recognized local bargaining parties on the effective date as set forth in the applicable Master Labor Agreement. The Unions shall notify the Contractors in writing of the specific increases in wages and the date on which they become effective.

9.2 All employees covered by this Agreement may be paid by check, paid no later than the end of the work each shift Friday. No more than five (5) days' wages may be withheld in any pay period. Any employee who is discharged or laid off shall be entitled to receive all accrued wages immediately upon discharge or layoff.

9.3 Benefits.

9.3.1 Contractors shall pay contributions to the established employee benefit funds in the amounts designated in the appropriate MLA and make all employee-authorized deductions in the amounts designated in the appropriate MLA. Nothing in this Article is intended

to relieve the Contractors of the obligation to comply with the applicable prevailing wage requirements. If there is a discrepancy between the applicable prevailing wage rate and the MLA rates, the Contractor shall pay the higher rate to ensure compliance with both this Agreement and the applicable prevailing wage determination.

9.3.2 The Contractor adopts and agrees to be bound by the written terms of the applicable, legally established, trust agreement(s) specifying the detailed basis on which payments are to be made into, and benefits paid out of, such trust funds for its employees. The Contractor authorizes the Parties to such trust funds to appoint trustees and successors' trustees to administer the trust funds and hereby ratifies and accepts the trustees so appointed as if made by the Contractor.

9.3.3 Contractors of whatever tier shall make regular and timely contributions required by Section 9.3.1 of this Article in amounts and on the time schedule set forth in the appropriate MLA. Delinquency in the payment of contributions is a breach of this Agreement. If a Contractor is delinquent with paying contributions in violation of the MLA, the Union or the Trust Fund shall provide notification to Project Labor Coordinator after efforts by the Union or the Fund to resolve the delinquency have been exhausted with the delinquent Contractor, and provide documentary evidence of the delinquency endorsed by the Fund. Upon such notification, the Project Labor Coordinator will attempt to resolve the delinquency among the Contractor, the Union and the Fund. If the delinquency is not resolved within ten (10) days thereafter, the Prime Contractor, in the case of a delinquent subcontractor, shall withhold an amount to cover the delinquency from any retained funds otherwise due and owing to the subcontractor and shall not release such withholding until the subcontractor is in compliance, provided, however, that if the delinquent amount is undisputed in whole or in part between the Fund and the delinquent subcontractor, the Prime Contractor shall issue a joint check payable to the Fund and the subcontractor in the amount of the undisputed delinquency. In the case of a delinquent Prime Contractor or any Contractor, the Project Labor Coordinator shall notify the District of the delinquency and request the District to withhold, in an appropriate amount, any funds due and owing to the Prime Contractor. Pursuant to the announced commitment of the District, the Prime Contractor shall be subject to withholding of retained amounts which may only be released upon the Contractor's resolution of the delinquency as evidenced by a written statement endorsed by the Fund. Where there is no dispute as to the amount of the delinquency, retained amounts may be released by a joint check payable to the Prime Contractor and the Fund in the amount of any undisputed delinquency. All Contractors must certify to the Project Labor Coordinator that all benefit contributions due as required by this Agreement have been paid prior to the release of payment from the District.

9.3.4 The Project Labor Coordinator shall be responsible for monitoring the compliance of all Contractors with all Federal and state prevailing wage laws and regulations. All complaints regarding potential prevailing wage violations may be referred to the Project Labor Coordinator for processing, investigation and resolution, and if not resolved within 30 days of taking cognizance of the potential violation or complaint, the matter may be referred to the State Labor Commissioner by any party.

9.3.5 The Contractors agree to use the District-required online certified payroll system for the submission of certified payroll records and any other documents required by the District or Project Labor Coordinator related to labor compliance and compliance with this Agreement.

## **ARTICLE X: COMPLIANCE**

10.1 All Contractors, Unions, and employees shall comply with all applicable federal and state laws, ordinances, and regulations, including, but not limited to, those relating to safety and health, employment, and applications for employment. All employees shall comply with the safety regulations established by the District or the Contractor. Employees must promptly report any injuries or accidents to a supervisor.

## **ARTICLE XI: LABOR MANAGEMENT COOPERATION**

11.1 The parties to this Agreement may establish a Joint Administrative Committee ("JAC") to monitor compliance with the terms and conditions of the Project and the Agreement. This Committee shall be comprised of the Project Labor Coordinator, and two (2) representatives selected by the District, and three (3) representatives of the signatory Unions, to be selected by the Council. Each representative shall designate an alternate who shall serve in his or her absence for any purpose contemplated by this Agreement.

11.2 The JAC shall meet as required to review the implementation of the Agreement and the progress of the Project and to attempt to reach solutions to problems and differences. Decisions of the JAC must be unanimously adopted in writing to become effective.

11.3 The JAC shall not review or discuss substantive grievances or disputes arising under Article V (Work Stoppages, Strikes, Sympathy Strikes and Lockouts), Article XIII (Jurisdictional Disputes) or Article XII (Grievance Arbitration Procedure). Such grievances shall be processed pursuant to the provisions of those respective Articles.

## **ARTICLE XII: GRIEVANCE ARBITRATION PROCEDURE**

12.1 The Parties hereby agree that all grievances and disputes that may arise concerning the application or the interpretation of the terms of this Agreement, other than disputes arising from conduct described in Article V (Work Stoppages, Strikes, Sympathy Strikes and Lockouts), and Article XIII (Jurisdictional Disputes), shall be handled in accordance with the following procedures.

12.2 Grievances and disputes shall be settled according to the following procedures:

Step 1: The business representative of the Union involved shall first attempt to settle the matter by oral discussion with the particular Contractor's project superintendent no later than five (5) working days after the Union submitting the grievance first became aware of, or by the use of reasonable diligence should have been aware of, the occurrence first giving rise to the dispute or grievance. If the matter is not resolved with the superintendent within five (5) working days after the oral discussion with the superintendent, the dispute or grievance shall be reduced to writing by

the grieving Union.

Step 2: If the matter is not resolved in Step 1, above, within five (5) working days after the oral discussion with the superintendent and the business representative of the Union involved, the written grievance shall be given to the Contractor involved and submitted to the Project Labor Coordinator for processing. The business manager of the involved Union or his designee shall meet with the involved Contractor and the Project Labor Coordinator within ten (10) working days after the written grievance was submitted to the Project Labor Coordinator. If the grievance remains unresolved, then the Union may, within ten (10) calendar days after meeting with the Contractor, by written notice to the Contractor and Project Labor Coordinator, submit the grievance to arbitration in accordance with the provisions as set forth below.

Step 3: After notice by any party of intent to submit a grievance to arbitration, the Project Labor Coordinator, in order, will select an Arbitrator listed under the Expedited Arbitration provisions of Article V, Section 5.5.3 of this Agreement. The decision of the Arbitrator shall be binding on the parties, provided, however, that the Arbitrator shall not have the authority to alter, amend, add to or delete from the provisions of this Agreement in any way. A failure of any party to attend said hearing shall not delay the hearing of evidence or the issuance of any decision by the Arbitrator. Should any party seek judicial enforcement of the Award made by the Arbitrator, such action must be brought under Section 301 of the Labor Management Relations Act, as amended, and the prevailing party shall be entitled to receive its attorney's fees and costs.

12.3 Failure by either party to adhere to the time limits herein for meeting, discussing, or responding shall constitute a negative response and advance the grievance to the next step in the grievance procedure. Failure of the grieving party to raise, file, or appeal a grievance within the time provided shall render the grievance null and void.

12.4 Grievances, which are settled directly by the Parties to such grievance, shall not be precedent setting. The costs of the arbitrator shall be borne equally between the grieving Union and the affected Contractor.

12.5 Project Labor Coordinator shall be notified by the grieving party of all actions at Steps 2 and 3 and shall, upon its request, be permitted to participate fully in all proceedings at these steps. The Project Labor Coordinator shall be responsible for assisting the parties to the grievance with scheduling, meeting locations and facilitating resolution to the grievance. However, the Project Labor Coordinator is not responsible for ensuring the grievance time limits set forth above are adhered to.

### **ARTICLE XIII: JURISDICTIONAL DISPUTES / PRE-JOB CONFERENCE**

13.1 The assignment of work will be solely the responsibility of the Contractor performing the work involved; and such work assignments will be in accordance with the Plan for the Settlement of Jurisdictional Disputes in the Construction Industry (the "Plan") or any successor plan.

13.2 All Jurisdictional disputes on this Project, between or among Building and Construction Trades Unions and employers shall be settled and adjusted according to the present

Plan established by the Building and Construction Trades Department or any other plan or method of procedure that may be adopted in the future by the Building and Construction Trades Department. Decisions rendered shall be final, binding and conclusive on the Contractors and Unions.

13.3 If a dispute arising under this Article involves the Southwest Regional Council of Carpenters or any of its subordinate bodies, an Arbitrator shall be chosen by the procedures specified in Article V, Section 5, of the Plan from a list composed of John Kagel, Thomas Angelo, Robert Hirsch, and Thomas Pagan, and the Arbitrator's hearing on the dispute shall be held at the offices of the Council within 14 days of the selection of the Arbitrator. All other procedures shall be as specified in the Plan.

13.4 No Work Disruption Over Jurisdiction. All Jurisdictional disputes shall be resolved without the occurrence of any strike, work stoppage, disruption, or slowdown of any nature and the Contractor's assignments shall be adhered to until the dispute is resolved. Individuals violating this section shall be subject to immediate discharge.

13.5 Pre-Job Conference. Each Contractor will conduct a pre-job conference with the Unions not later than fourteen (14) calendar days prior to commencing work. The purpose of the conference will be to, among other things, determine craft manpower needs, schedule of work for the contract and project work rules/owner rules. The Council, the Project Labor Coordinator, and the District shall be advised in advance of all such conferences and may participate if they wish. All work assignments shall be disclosed by the Prime Contractor and all Contractors at a pre-job conference. Should there be Project Work that was not previously discussed at the pre-job conference, or additional project work be added, the contractors performing such work will conduct a separate pre-job conference for such newly included work. Any Union in disagreement with the proposed assignment shall notify the Contractor of its position in writing, with a copy to Project Labor Coordinator, within seven (7) calendar days thereafter. Within seven (7) calendar days after the period allowed for Union notices of disagreement with the Contractor's proposed assignments, but prior to the commencement of any work, the Contractor shall make final assignments in writing with copies to the Council and to the Project Labor Coordinator.

#### **ARTICLE XIV: MANAGEMENT RIGHTS**

14.1 The Contractor retains the full and exclusive authority for the management of its operations, as set forth in this Article, which shall not be in conflict with this Agreement or the MLAs. The Contractor shall direct the workforce at its sole prerogative, including but not limited to the hiring, promotion, transfer, layoff, discipline or discharge for just cause of its employees; the selection of foremen and general foremen; the assignment and schedule of work; the promulgation of reasonable work rules; and, the requirement of overtime work, the determination of when it will be worked and the number and identity of employees engaged in such work. No rules, customs, or practices which limit or restrict productivity, efficiency or the individual and/or joint working efforts of employees shall be permitted or observed. The Contractor may utilize any methods or techniques of construction.



14.1.1 The foregoing enumeration of management rights shall not be deemed to exclude other functions not specifically set forth. The Contractor, therefore, retains all legal rights not specifically covered by this Agreement or the MLAs.

14.2 There shall be no limitation or restriction by a signatory Union upon a Contractor's choice of materials or design, nor, upon the full use and utilization of equipment, machinery, packaging, pre-cast, pre-fabricated, pre-finished, or pre-assembled materials, tools, or other labor saving devices. The on-site installation or application of all items shall be performed by the craft having jurisdiction over such work.

14.3 The use of new technology, equipment, machinery, tools and/or labor-saving devices and methods of performing work may be initiated by the Contractor from time-to-time during the Project. The Union agrees that it will not in any way restrict the implementation of such new devices or work methods. If there is any disagreement between the Contractor and the Union concerning the manner or implementation of such device or method of work, the implementation shall proceed as directed by the Contractor, and the Union shall have the right to grieve and/or arbitrate the dispute as set forth in Article XII of this Agreement.

14.4 The Contractor shall determine the number of employees required to perform the specific work activity, including the manning requirements and operation of equipment and vehicles in accordance with the prevailing wage laws. The Contractor may also require operators and drivers to be moved from one piece of equipment or vehicle to another, as job conditions require. The Contractor will in turn recognize the appropriate rate of pay for employees who are required to operate multiple equipment pieces or vehicles during the same workday.

14.5 The Contractor shall assign work in accordance with Article XIII. It is understood that the Contractor may use composite crews for certain work activities to achieve efficient production. The make-up of these composite crews shall reflect the percent of work traditionally done by each craft. When such circumstances exist, the Contractor shall, at a pre-job conference prior to implementation, discuss the work involved and the make-up of the crews. In the performance of the work, all employees will perform the work they are assigned.

14.6 In addition to the District's following rights, and other rights set forth in this Agreement, the District expressly reserves its management rights and all the rights conferred on it by law. The District's rights include, but are not limited to:

14.6.1 Inspect the Project to ensure that the Contractor follows applicable safety and other work requirements.

14.6.2 Require contractors to establish a different work week or shift schedule for particular employees as needed, to meet the operational needs of the Project.

## **ARTICLE XV: APPRENTICES**

15.1 Importance of Training. The Parties recognize the need to maintain continuing support of the programs designed to develop adequate numbers of competent workers in the construction industry, the obligation to capitalize on the availability of the local work force

in the area served by the District, and the opportunities to provide continuing work under the construction program. To these ends, the Parties will facilitate, encourage, and assist Local Residents, Veterans and Transitional Workers to commence and progress in Labor/Management Apprenticeship and/or training Programs in the construction industry leading to participation in such apprenticeship programs. The District, Contractors, the Project Labor Coordinator, other District consultants, and the Council, will work cooperatively to identify, or establish and maintain, effective programs and procedures for persons interested in entering the construction industry and which will help prepare them for the formal joint labor/management apprenticeship programs maintained by the Unions. The Project Labor Agreement Coordinator will work with the Unions and Contractors to partner and cooperate with apprenticeship readiness programs utilizing the Council's Multi-Craft Core Curriculum (MC3). The unions agree to give preferential entry to their affiliated State-approved joint labor-management apprenticeship programs for successful graduates of MC3 apprenticeship readiness programs approved by the Council. These MC3 apprenticeship readiness programs include, but are not limited to, the Los Angeles Community College District and Long Beach City College.

## 15.2 Use of Apprentices

15.2.1 Apprentices used on Projects under this Agreement shall, to the extent permitted by law, be registered in Joint Labor Management Apprenticeship Programs approved by the State of California. Apprentices may comprise up to thirty percent (30%) of each craft's work force at any time, unless the standards of the applicable joint apprenticeship committee confirmed by the Division of Apprenticeship Standards ("DAS"), establish a lower or higher maximum percentage. Where the standards permit a higher percentage, such percentage shall apply on Project Work. Where the applicable standards establish a lower percentage, the applicable Union will use its best efforts with the Joint Labor Management apprenticeship committee and, if necessary, the DAS to permit up to thirty percent (30%) apprentices on the Project.

15.2.2 The Unions agree to cooperate with the Contractor in furnishing apprentices as requested up to the maximum percentage. The apprentice ratio for each craft shall be in compliance, at a minimum, with the applicable provisions of the Labor Code relating to utilization of apprentices, unless an exemption has been approved by the Division of Apprenticeship Standards. The District shall encourage such utilization, and, both as to apprentices and the overall supply of experienced workers, the Project Labor Coordinator will work with the Council to assure appropriate and maximum utilization of apprentices and the continuing availability of both apprentices and journey persons.

15.2.3 The Parties agree that apprentices will not be dispatched to Contractors working under this Agreement unless there is a journeymen working on the project where the apprentice is to be employed who is qualified to assist and oversee the apprentice's progress through the program in which he is participating.

15.2.4 All apprentices shall work under the direct supervision of a journeyman from the trade in which the apprentice is indentured. A journeyman shall be defined as set forth in the California Code of Regulations, Title 8 [apprenticeship] section 205, which defines a journeyman as a person who has either completed an accredited apprenticeship in his or her craft, or has completed the equivalent of an apprenticeship in length and content of work experience and all other requirements in the craft which has workers classified as journeyman in the apprenticeable occupation. Should a question arise as to a journeyman's qualification under this subsection, the Contractor shall provide adequate proof evidencing the worker's qualification as a journeyman to the Project Labor Coordinator and the Council.

## **ARTICLE XVI: SAFETY, PROTECTION OF PERSON AND PROPERTY**

16.1 It shall be the responsibility of each Contractor to ensure safe working conditions and employee compliance with any safety rules contained herein or established by the District, the state and the Contractor. It is understood that the employees have an individual obligation to use diligent care to perform their work in safe manner and to protect themselves and the property of the Contractor and the District.

16.2 Employees shall be bound by the safety, security and visitor rules established by the Contractor and the District. These rules will be published and posted in conspicuous places throughout the work site. An employee's failure to satisfy his obligations under this Section will subject him to discipline, including discharge.

16.3 The use, sale, transfer, purchase and/or possession of a controlled substance, alcohol and/or firearms while performing work on the Project site are prohibited. Accordingly, the parties agree that all Employers will utilize the Los Angeles/Orange Counties Building and Construction Trades Council Approved Drug and Alcohol Testing Policy, a copy of which is attached hereto as Attachment "B" for all employees on the Project for all Employers. All Unions agree to comply with the requirements of the program subject to the grievance procedure contained in this Agreement.

## **ARTICLE XVII: SAVINGS CLAUSE**

17.1 The Parties agree that in the event any article, provision, clause, sentence or work of the Agreement is determined to be illegal or void as being in contravention of any applicable law by a court of competent jurisdiction, the remainder of the Agreement shall remain in full force and effect. The Parties further agree that if any article, provision, clause, sentence or word of the Agreement is determined to be illegal or void by a court of competent jurisdiction, the Parties shall substitute, by mutual agreement, in its place and stead, an article, provision, sentence or work which will meet the objections to its validity and which will be in accordance with the intent and purpose of the article, provision, clause, sentence or word in question.

17.2 The Parties also agree that in the event that a decision of a court of competent jurisdiction materially alters the terms of the Agreement such that the intent of the Parties is defeated, then the entire Agreement shall be null and void.

17.3 If a court of competent jurisdiction determines that all or part of the Agreement is

invalid and/or enjoins the District from complying with all or part of its provisions and the District accordingly determines that the Agreement will not be required as part of an award to a Contractor, the Unions will no longer be bound by the provisions of Article V to the extent that such Contractor is no longer bound. The Unions and their members shall remain bound to Article V with respect to all other Contractors who remain bound to this Agreement, and no action taken by the Unions or their members shall disrupt the work of such Contractors.

## ARTICLE XVIII: UNION ACCESS AND STEWARDS

18.1 Access to Project Sites. Authorized representatives of the Unions shall have access to Project Work, provided that they do not interfere with the work of employees and further provided that such representatives fully comply with visitor, security, environmental, and safety rules. It is understood that because of heightened safety and security aspects of the Project, visitors may be limited to certain times, or areas, or to being accompanied at all times while on the Project site.

### 18.2 Stewards.

18.2.1. Each Union shall have the right to dispatch a working journeyperson as a steward for each shift, and shall notify the Contractor in the writing of the identity of the designated steward or stewards prior to the assumption of such person's duties as steward. Such designated steward or stewards shall not exercise any supervisory functions. There will be no non-working stewards. Stewards will receive the regular rate of pay for their respective crafts.

18.2.2 In addition to his/her work as an employee, the steward should have the right to receive, but not to solicit, complaints or grievances and to discuss and assist in the adjustment of the same with the employee's appropriate supervisor. Each steward should be concerned only with the employees of the steward's Contractor and not with the employees of any other Contractor. A Contractor will not discriminate against the steward in the proper performance of his/her Union duties.

18.2.3 When a Contractor has multiple, non-contiguous work locations at one site, the Contractor may request and the Union shall appoint such additional working stewards as the Contractor requests to provide independent coverage of one or more such locations. In such cases, a steward may not service more than one work location without the approval of the Contractor.

18.2.4 The stewards shall not have the right to determine when overtime shall be worked or who shall work overtime.

18.3 Contractor agrees to notify the appropriate Union twenty-four (24) hours before the layoff of a steward, except in the case of disciplinary discharge for just cause. If the steward is protected against such layoff by the provisions of the applicable MLA, such provisions shall be recognized when the steward possesses the necessary qualifications to perform the remaining work. In any case in which the steward is discharged or disciplined for just cause, the appropriate Union will be notified immediately by the Contractor.

18.4 Personnel of the District will be working in close proximity to the construction activities. The Union agrees that the Union representatives, stewards and individual workers will not interfere with the District's personnel, or with personnel employed by any other employer not a party to this Agreement.

**ARTICLE XIX: TERM**

This Agreement shall be effective on JUN 14 2017 and shall terminate upon the District's acceptance of all Project work performed under this Agreement.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement on the day and year written below.

THE UNION OFFICIALS signing this Agreement warrant and represent that they are authorized to collectively bargain on behalf of the organizations whom they represent and the members of such organizations.

COUNTY SANITATION DISTRICT  
NO. 2 OF LOS ANGELES COUNTY

LOS ANGELES/ORANGE COUNTIES  
BUILDING & CONSTRUCTION  
TRADES COUNCIL


Dated: JUN 14 2017

Dated: 6-5-17

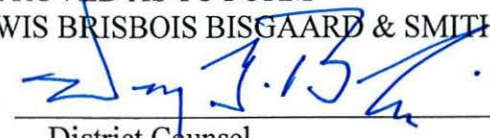
By:   
Chairperson

By:   
Ron Miller  
Executive Secretary

ATTEST

By:   
Secretary

APPROVED AS TO FORM  
LEWIS BRISBOIS BISGAARD & SMITH LLP

By:   
District Counsel

LOS ANGELES/ORANGE COUNTIES BUILDING AND CONSTRUCTION TRADES  
COUNCIL CRAFT UNIONS AND DISTRICT COUNCILS

Asbestos Heat & Frost Insulators (Local 5)

Boilermakers (Local 92)

Bricklayers & Allied Craftworkers (Local 4)

Cement Masons (Local 500)

District Council of Laborers

Electricians (Local 11)

Elevator Constructors (Local 18)

Gunitite Workers (Local 345)

Iron Workers (Reinforced – Local 416)

Iron Workers (Structural – Local 433)

Laborers (Local 1309)

Laborers (Local 300)

Operating Engineers (Local 12)

Operating Engineers (Local 12)

Operating Engineers (Local 12)

Painters & Allied Trades DC 36

Pipe Trades (Local 250) *Glenn Senter (102)*

Pipe Trades (Local 345)

Pipe Trades (Plumbers Local 78)

Pipe Trades (Sprinkler Fitters Local 709)

Plasterers (Local 200)

*Sam Long*  
*B. MATH*

*Jack Alvarado*

*Man A*

*Ed*

*M. J.*

*Matthew*

*Artiller*

*Ronald*

*Carl*

*Dan*

*Mark*

*David*

Plaster Tenders Local (1414)

Roofers & Waterproofers (Local 36)

Sheet Metal Workers (Local 105)

Teamsters (Local 986)

Southwest Regional Council of Carpenters

*James Smith*  
*Frank D. [unclear]*  
*Albert W. Hernandez*  
*Tom Green*  
*JR*

**ATTACHMENT A**  
**COMPANY LETTERHEAD**

Project Labor Coordinator

\_\_\_\_\_

\_\_\_\_\_

**SUBJECT: LETTER OF ASSENT**  
Joint Water Pollution Control Plant Effluent Outfall Tunnel Project

Dear Mr./Ms. \_\_\_\_\_:

This is to certify that the undersigned Contractor/Employer has examined a copy of the Project Labor Agreement entered into by and between the County Sanitation District No. 2 of Los Angeles County and the Los Angeles/Orange County Building and Construction Trades Council and the signatory Unions dated \_\_\_\_\_. The undersigned Contractor/Employer hereby agrees to be a party to and to comply with all of the terms and conditions of the aforementioned Project Labor Agreement as such labor Agreement may, from time to time, be amended by the negotiating parties or interpreted pursuant to its terms.

Such obligation to be a party to and bound by this Agreement shall extend to all work covered by the Agreement undertaken by this Company on the Project pursuant to Contract No. (Contract NO. or identifying description), and this Contractor/Employer shall require all its subcontractors, of whatever tier, to become similarly bound for all work within the scope of this Agreement by signing an identical Letter of Assent.

This Letter of Assent shall become effective and binding upon the undersigned Contractor/Employer the \_\_\_\_\_ day of \_\_\_\_\_ and shall remain in full force and effect until this company has completed all of its work to be performed on the Project.

Sincerely,

(Name of Construction Company)

By: \_\_\_\_\_  
(Name and Title of Authorized Executive)

\_\_\_\_\_  
(Contractor's State License No.: \_\_\_\_\_)

cc: Los Angeles/Orange County Building and Construction Trades Council  
County Sanitation District No. 2 of Los Angeles County



## **ATTACHMENT B**

### **LOS ANGELES/ORANGE COUNTIES BUILDING AND CONSTRUCTION TRADES COUNCIL APPROVED DRUG AND ALCOHOL TESTING POLICY**

The Parties recognize the problems which drug and alcohol abuse have created in the construction industry and the need to develop drug and alcohol abuse prevention programs. Accordingly, the Parties agree that in order to enhance the safety of the work place and to maintain a drug and alcohol free work environment, individual Employers may require applicants or employees to undergo drug and alcohol testing.

1. It is understood that the use, possession, transfer or sale of illegal drugs, narcotics, or other unlawful substances, as well as being under the influence of alcohol and the possession or consuming alcohol is absolutely prohibited while employees are on the Employer's job premises or while working on any jobsite in connection with work performed under the Project Labor Agreement ("PLA").

2. No Employer may implement a drug testing program which does not conform in all respects to the provisions of this Policy.

3. No Employer may implement drug testing at any jobsite unless written notice is given to the Union setting forth the location of the jobsite, a description of the project under construction, and the name and telephone number of the Project Supervisor. Said notice shall be addressed to the office of each Union signing the PLA. Said notice shall be delivered in person or by registered mail before the implementation of drug testing. Failure to give such notice shall make any drug testing engaged in by the Employer a violation of the PLA, and the Employer may not implement any form of drug testing at such jobsite for the following six months.

4. An employer who elects to implement drug testing pursuant to this Agreement shall require all employees on the Project to be tested. With respect to individuals who become employed on the Project subsequent to the proper implementation of this drug testing program, such test shall be administered upon the commencement of employment on the project, whether by referral from a Union Dispatch Office, transfer from another project, or another method. Individuals who were employed on the project prior to the proper implementation of this drug testing program may only be subjected to testing for the reasons set forth in Paragraph 5(f) (1) through 5(f) (3) of this Policy. Refusal to undergo such testing shall be considered sufficient grounds to deny employment on the project.

5. The following procedure shall apply to all drug testing:

a. The Employer may request urine samples only. The applicant or employee shall not be observed when the urine specimen is given. An applicant or employee, at his or her sole option, shall, upon request, receive a blood test in lieu of a urine test. No employee of the Employer shall draw blood from a bargaining unit employee, touch or handle urine specimens, or in any way become involved in the chain of custody of urine or blood specimens. A Union Representative, subject to the approval of the individual applicant or employee, shall be permitted

to accompany the applicant or employee to the collection facility to observe the collection, bottling, and sealing of the specimen.

b. The testing shall be done by a laboratory approved by the National Institute on Drug Abuse (NIDA), which is chosen by the Employer and the Union.

c. An initial test shall be performed using the Enzyme Multiplied Immunoassay Technique (EMZT). In the event a question or positive result arises from the initial test, a confirmation test must be utilized before action can be taken against the applicant or employee. The confirmation test will be by Gas Chromatography Mass Spectrometry (GC/MS). Cutoff levels for both the initial test and confirmation test will be those established by the National Institute on Drug Abuse. Confirmed positive samples will be retained by the testing laboratory in secured long-term frozen storage for a minimum of one year. Handling and transportation of each sample must be documented through strict chain of custody procedures.

d. In the event of a confirmed positive test result the applicant or employee may request, within forty-eight (48) hours, a sample of his/her specimen from the testing laboratory for purposes of a second test to be performed at a second laboratory, designated by the Union and approved by NDA. The retest must be performed within ten (10) days of the request. Chain of custody for this sample shall be maintained by the Employer between the original testing laboratory and the Union's designated laboratory. Retesting shall be performed at the applicant's or employee's expense. In the event of conflicting test results the Employer may require a third test.

e. If, as a result of the above testing procedure, it is determined that an applicant or employee has tested positive, this shall be considered sufficient grounds to deny the applicant or employee his/her employment on the Project.

f. No individual who tests negative for drugs or alcohol pursuant to the above procedure and becomes employed on the Project shall again be subjected to drug testing with the following exceptions:

1. Employees who are involved in industrial accidents resulting in damage to plant, property or equipment or injury to him/herself or others may be tested pursuant to the procedures stated hereinabove.

2. The Employer may test employees following thirty (30) days advance written notice to the employee(s) to be tested and to the applicable Union. Notice to the applicable Union shall be as set forth in Paragraph 3 above and such testing shall be pursuant to the procedures stated hereinabove.

3. The Employer may test an employee where the Employer has reasonable cause to believe that the employee is impaired from performing his/her job. Reasonable cause shall be defined as exhibiting aberrant or unusual behavior, the type of which is a recognized and accepted symptom of impairment (i.e., slurred speech, unusual lack of muscular coordination, etc.). Such behavior must be actually observed by at least two persons, one of whom shall be a Supervisor who has been trained to recognize the symptoms of drug abuse or impairment and the other of whom shall be the job steward. If the job steward is unavailable or there is no job steward

on the project the other person shall be a member of the applicable Union's bargaining unit. Testing shall be pursuant to the procedures stated hereinabove. Employees who are tested pursuant to the exceptions set forth in this paragraph and who test positive will be removed from the Employer's payroll.

g. Applicants or employees who do not test positive shall be paid for all time lost while undergoing drug testing. Payment shall be at the applicable wage and benefit rates set forth in the applicable Union's Master Labor Agreement. Applicants who have been dispatched from the Union and who are not put to work pending the results of a test will be paid waiting time until such time as they are put to work. It is understood that an applicant must pass the test as a condition of employment. Applicants who are put to work pending the results of a test will be considered probationary employees.

6. The employers will be allowed to conduct periodic job site drug testing on the Project under the following conditions:

a. The entire jobsite must be tested, including any employee or subcontractor's employee who worked on that project three (3) working days before or after the date of the test;

b. Jobsite testing cannot commence sooner than thirty (30) days after start of the work on the Project;

c. Prior to start of periodic testing, a business representative will be allowed to conduct an educational period on company time to explain periodic jobsite testing program to affected employees;

d. Testing shall be conducted by a N.I.D.A. certified laboratory, pursuant to the provisions set forth in Paragraph 5 hereinabove.

e. Only two periodic tests may be performed in a twelve month period.

7. It is understood that the unsafe use of prescribed medication, or where the use of prescribed medication impairs the employee's ability to perform work, is a basis for the Employer to remove the employee from the jobsite.

8. Any grievance or dispute which may arise out of the application of this Agreement shall be subject to the grievance and arbitration procedures set forth in the PLA.

9. The establishment or operation of this Policy shall not curtail any right of any employee found in any law, rule or regulation. Should any part of this Agreement be found unlawful by a court of competent jurisdiction or a public agency having jurisdiction over the parties, the remaining portions of the Agreement shall be unaffected and the parties shall enter negotiations to replace the affected provision.

10. Present employees, if tested positive, shall have the prerogative for rehabilitation program at the employee's expense. When such program has been successfully completed the Employer shall not discriminate in any way against the employee. If work for which the employee is qualified exists he/she shall be reinstated.

11. The Employer agrees that results of urine and blood tests performed hereunder will be considered medical records held confidential to the extent permitted or required by law. Such records shall not be released to any persons or entities other than designated Employer representatives and the applicable Union. Such release to the applicable Union shall only be allowed upon the signing of a written release and the information contained therein shall not be used to discourage the employment of the individual applicant or employee on any subsequent occasion.

12. The Employer shall indemnify and hold the Union harmless against any and all claims, demands, suits, or liabilities that may arise out of the application of this Agreement and/or any program permitted hereunder.

13. Employees who seek voluntary assistance for substance abuse may not be disciplined for seeking such assistance. Requests from employees for such assistance shall remain confidential and shall not be revealed to other employees or management personnel without the employee's consent. Employees enrolled in substance abuse programs shall be subject to all Employer rules, regulations and job performance standards with the understanding that an employee enrolled in such a program is receiving treatment for an illness.

14. This Memorandum, of Understanding shall constitute the only Agreement in effect between the parties concerning drug and alcohol abuse, prevention and testing. Any modifications thereto must be accomplished pursuant to collective bargaining negotiations between the parties.

#### SIDE LETTER OF AGREEMENT TESTING POLICY FOR DRUG ABUSE

It is hereby agreed between the parties hereto that an Employer who has otherwise properly implemented drug testing, as set forth in the Testing Policy for Drug Abuse, shall have the right to offer an applicant or employee a "quick" drug screening test. This "quick" screen test shall consist either of the "ICUP" urine screen or similar test or an oral screen test. The applicant or employee shall have the absolute right to select either of the two "quick" screen tests, or to reject both and request a full drug test.

An applicant or employee who selects one of the quick screen tests, and who passes the test, shall be put to work immediately. An applicant or employee who fails the "quick" screen test, or who rejects the quick screen tests, shall be tested pursuant to the procedures set forth in the Testing Policy for Drug Abuse. The sample used for the "quick" screen test shall be discarded immediately upon conclusion of the test. An applicant or employee shall not be deprived of any rights granted to them by the Testing Policy for Drug Abuse as a result of any occurrence related to the "quick" screen test.

## ATTACHMENT C

### COUNTY SANITATION DISTRICT NO. 2 OF LOS ANGELES COUNTY CRAFT REQUEST FORM

**TO THE CONTRACTOR:** Please complete and fax this form to the applicable union to request craft workers that fulfill the hiring requirements for this project. After faxing your request, please call the Local to verify receipt and substantiate their capacity to furnish workers as specified below. Please print your Fax Transmission Verification Reports and keep copies for your records.

County Sanitation District No. 2 of Los Angeles County Project Labor Agreement (PLA) establishes a 30% minimum targeted hiring participation level for Local Residents and Veterans. A Local Resident is defined as someone whose primary residence is within the Tier 1 or Tier 2 zip codes listed in Attachment D. A Veteran also qualifies as a Local Resident regardless of the location of their primary residence. If qualified workers are not available from Tier 1 or Tier 2, then qualified workers residing in the remainder of the County of Los Angeles shall be referred. The PLA also establishes a 10% minimum targeted hiring participation level for Transitional Workers. A Transitional Worker is defined as someone whose primary residence is within the Tier 1 or Tier 2 zip code list and meets one or more of the following criteria: being a veteran, having a documented history of involvement in the criminal justice system, being homeless, emancipated from the foster care system, receiving public assistance, lacking a GED or high school diploma, being a single custodial parent, being an apprentice with less than 15% of the apprenticeship hours required to graduate to journey level, or household income is less than 200% of the Federal Poverty Level.

**TO THE UNION:** Please complete the "Union Use Only" section on the next page and fax this form back to the requesting Contractor. Be sure to retain a copy of this form for your records.

#### CONTRACTOR USE ONLY

**To:** Union Local # \_\_\_\_\_ **Fax#** ( ) \_\_\_\_\_ **Date:** \_\_\_\_\_  
**Cc:** Project Labor Coordinator  
**From:** Company: \_\_\_\_\_ **Issued By:** \_\_\_\_\_  
**Contact Phone:** ( ) \_\_\_\_\_ **Contact Fax:** ( ) \_\_\_\_\_

#### PLEASE PROVIDE ME WITH THE FOLLOWING UNION CRAFT WORKERS.

Craft Classification ( i.e., plumber, painter, etc.)	Journeyman or Apprentice	Local Resident, Veteran, Transitional Worker, or General Dispatch	Number of workers needed	Report Date	Report Time
<b>TOTAL WORKERS REQUESTED =</b> _____					

Please have worker(s) report to the following work address indicated below:

**Project Name:** \_\_\_\_\_ **Site:** \_\_\_\_\_ **Address:** \_\_\_\_\_  
**Report to:** \_\_\_\_\_ **On-site Tel:** \_\_\_\_\_ **On-site Fax:** \_\_\_\_\_  
**Comment or Special Instructions:** \_\_\_\_\_

**UNION USE ONLY**

Date dispatch request received:
Dispatch received by:
Classification of worker requested:
Classification of worker dispatched:

**WORKER REFERRED**

Name:		
Date worker was dispatched:		
Is the worker referred a:		(check all that apply)
JOURNEYMAN	Yes _____	No _____
APPRENTICE	Yes _____	No _____
LOCAL RESIDENT Zip Code: _____	Yes _____	No _____
RESIDENT OF THE REMAINDER OF THE COUNTY OF LOS ANGELES	Yes _____	Yes _____
VETERAN	Yes _____	No _____
TRANSITIONAL WORKER	Yes _____	No _____
GENERAL DISPATCH FROM OUT OF WORK LIST	Yes _____	No _____

[This form is not intended to replace a Union's Dispatch or Referral Form normally given to the employee when being dispatched to the jobsite.]

ATTACHMENT D  
COUNTY SANITATION DISTRICT NO. 2 OF LOS ANGELES COUNTY  
U.S. POSTAL SERVICE ZIP CODES

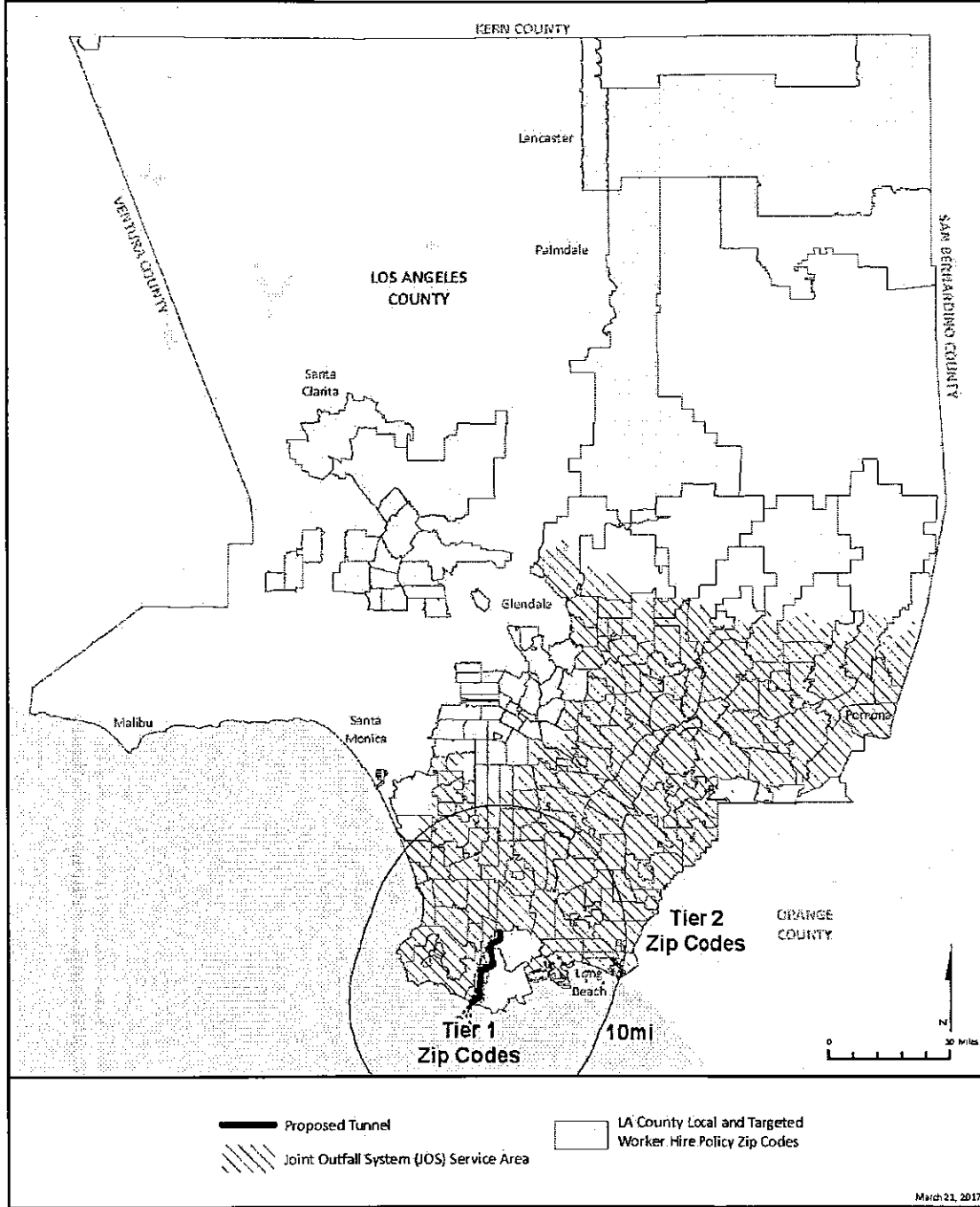
**Tier 1 Zip Codes**

90002	90003	90044	90047	90059	90061	90220	90221	90222	90245
90247	90248	90249	90250	90254	90260	90261	90262	90266	90274
90275	90277	90278	90303	90304	90501	90502	90503	90504	90505
90506	90706	90710	90712	90713	90717	90723	90731	90732	90744
90745	90746	90747	90755	90802	90803	90804	90805	90806	90807
90808	90810	90813	90814	90815	90822	90831	90840	90846	

**Tier 2 Zip Codes**

90001	90004	90005	90006	90007	90008	90010	90011	90012	90013
90014	90015	90016	90017	90018	90019	90020	90021	90022	90023
90026	90028	90029	90031	90032	90033	90037	90038	90040	90042
90043	90045	90056	90057	90058	90062	90063	90065	90071	90201
90240	90241	90242	90255	90270	90280	90301	90302	90305	90601
90602	90603	90604	90605	90606	90623	90630	90631	90638	90639
90640	90650	90660	90670	90701	90703	90715	90716	91001	91006
91007	91008	91010	91011	91016	91020	91024	91030	91101	91103
91104	91105	91106	91107	91108	91125	91126	91204	91205	91303
91306	91321	91324	91331	91340	91342	91343	91352	91401	91402
91405	91406	91411	91502	91601	91605	91606	91702	91706	91710
91711	91722	91723	91724	91731	91732	91733	91740	91741	91744
91745	91746	91748	91750	91754	91755	91765	91766	91767	91768
91770	91773	91775	91776	91780	91789	91790	91791	91792	91801
91803	92821	93534	93535	93550	93591				

# Attachment D Local Hire Figure





ATTACHMENT E  
APPLICABLE MASTER LABOR AGREEMENTS

1. Southern California Chapter, Western Insulation Contractors Association and Local No. 5, International Association of Heat and Frost Insulators and Allied Workers Master Labor Agreement, Effective June 30, 2014 – July 2, 2017.
2. Western States Articles of Agreement Between the International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers AFL-CIO and the Signatory Contractors, Effective October 1, 2014 Terminating September 30, 2017.
3. The Executive Council of the Mason Contractors Exchange of Southern California, Inc. and Bricklayers and Allied Craftworkers Local #4, California, Effective May 1, 2016 to April 30, 2021.
4. Master Labor Agreement between Southern California General Contractors and Eleven Southern California Counties Cement Masons, Effective July 1, 2014 thru June 30, 2017.
5. Southern California Master Labor Agreement between Southern California General Contractors and The Southern California District Council of Laborers, Effective July 1, 2015 to June 30, 2018.  
  
Tunnel Master Agreement between Associated General Contractors of California, Inc. and Southern California District Council of Laborers Affiliated with the Laborers' International Union of North America, AFL-CIO, Effective July 1, 2015 to June 30, 2018
6. Inside Wiremen's Agreement between Local Union 11 International Brotherhood of Electrical Workers and Los Angeles County Chapter National Electrical Contractors Association, Effective July 1, 2014 to June 30, 2019.
7. National Elevator Bargaining Association Agreement with International Union of Elevator Constructors, Effective July 9, 2012 to July 8, 2017.
8. Gunitite/Shotcrete Commercial Agreement by and between Gunitite and/or Shotcrete Contractors and The Southern California District Council of Laborers and its Affiliate Gunitite Local #345, Effective July 1, 2015 to June 30, 2019.
9. District Council of Iron Workers of the State of California and vicinity and its Locals 416 and 433 and the Western Steel Council et al., Effective June 10, 2014 to June 30, 2017.
10. Master Labor Agreement between Southern California Contractors Association, Inc. and International Union of Operating Engineers Local Union No. 12, Effective July 1, 2016 to June 30, 2019.

11. Master Labor Agreement between Painters and Allied Trades District Council No. 36 and the Los Angeles Paint & Finishing Contractors Association et al., Effective July 1, 2016 thru June 30, 2019.

Southern California Drywall Finishers Joint Agreement between Painters and Allied Trades District Council No. 36 and the Western Wall & Ceiling Contractors Association, Effective October 1, 2016 thru September 30, 2020.

Master Labor Agreement between Painters and Allied Trades District Council No. 36 on behalf of Glaziers, Architectural Metal and Glass Workers Local Union No. 636 and Individual Contractors, Effective January 1, 2014 thru May 31, 2017.

Master Labor Agreement between Floor Covering Association of Southern California, Inc. and Painters and Allied Trades District Council No. 36 of the International Union of Painters and Allied Trades AFL-CIO-CLC on behalf of Resilient Floor and Decorative Covering Local Union No. 1247, Effective May 1, 2016 until April 30, 2019.

12. Master Agreement for the Plumbing and Piping Industry of Southern California between California Plumbing and Mechanical Contractors Association and Southern California Pipe Trades District Council No. 16 of the United Association, Effective July 1, 2014 thru June 30, 2018.

13. Agreement between National Fire Sprinkler Association, Inc. and Sprinkler Fitters Local Union No. 709, Los Angeles, California, of the United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada, Effective September 1, 2014 thru August 31, 2017.

14. Labor Agreement between Western Walls & Ceiling Contractors Association, Inc. California Plastering Conference and Operative Plasterers' and Cement Masons' International Association, AFL-CIO Local Union 200, Effective August 6, 2014 through July 31, 2018.

15. Plaster Tenders' Master Agreement between Western Wall and Ceiling Contractors Association, Inc. and Southern California District Council of Laborers and its affiliated Plaster Tenders of Southern California Local Union 1414, Effective August 6, 2014 thru August 7, 2018.

16. Master Labor Agreement by and between Local # 36 and 220 of the United Union of Roofers, Waterproofers and Allied Workers and the Individual Roofing Contractors and Others, Effective August 1, 2015 to July 31, 2020, Inclusive.

17. Collective Bargaining Agreement between International Association of Sheet Metal, Air, Rail and Transportation Workers Local Union No. 105 & SMACNA Los Angeles & Orange Empire SMACNA, Effective July 1, 2015 to June 30, 2020.

18. Southern California Master Labor Agreement between Southern California General Contractors and Teamsters Joint Council # 42 and Teamsters Local Union # 87, Effective July 1, 2016 and June 30, 2019.
19. Southern California Master Labor Agreement between United General Contractors, Inc. and the Southwest Regional Council of Carpenters and Local Unions in the Twelve Southern California Counties and Nevada affiliated with the United Brotherhood of Carpenters and Joiners of America, Effective July 1, 2016 until June 30, 2020.

## Construction Trade Unions Contact Information

### **Asbestos Heat & Frost Insulators (Local 5)**

670 E. Foothill Blvd.  
Azusa, CA 91702  
Tel: (626) 815-9794  
Fax: (626) 815-0165

### **Boilermakers (Local 92)**

2260 S. Riverside Avenue  
Bloomington, CA 92316  
Tel: (909) 877-9382  
Fax: (909) 877-8318

### **Bricklayers & Allied Craftworkers (Local 4)**

11818 Clark St., Suite A  
Arcadia, CA 91706  
Tel: (626) 739-5600  
Fax: (626) 739-5610

### **Drywall Finishers Local 1136**

Corporate Center Drive  
Monterey Park, CA 91754  
Tel: (626) 296-8003  
Fax: (626) 296-8076

### **Electricians (Local 11)**

297 N. Marengo Avenue  
Pasadena, CA 91101  
Tel: (626) 243-9700  
Fax: (626) 793-9743

### **Elevator Constructors (Local 18)**

100 S. Mentor Avenue  
Pasadena, CA 91106  
Tel: (626) 449-1869  
Fax: (626) 577-1055

### **Operating Engineers (Local 12)**

150 E. Corson  
Pasadena, CA 91103  
Tel: (626) 792-8900  
Fax: (626) 792-9039

### **Glaziers (Local 636)**

1155 Corporate Center Dr.  
Monterey Park, CA 91754  
Tel: (626) 448-1565  
Fax: (626) 797-8395

### **Gunite Workers (Local 345)**

P.O. Box 3345  
Burbank, CA 91508  
Tel: (818) 846-1303  
Fax: (818) 846-1226

### **Iron Workers (Reinforced – Local 416)**

13830 San Antonio Dr.  
Norwalk, CA 90650  
Tel: (562) 868-1251  
Fax: (562) 868-1429

### **Iron Workers (Structural – Local 433)**

17495 Hurley St. East  
City of Industry, CA 91744  
Tel: (626) 964-2500  
Fax: (626) 964-1754

### **Laborers Local 1309**

3971 Pixie Ave.  
Lakewood, CA 90712  
Tel: (562) 421-9346  
Fax: (562) 421-5964

### **Laborers Local 300**

2005 W. Pico Blvd.  
Los Angeles, CA 90006  
Tel: (213) 385-3550  
Fax: (213) 385-6985

### **Painters & Allied Trades DC 36**

1155 Corporate Center Drive  
Monterey Park, CA 91754  
Tel: (626) 584-9925  
Fax: (626) 584-1949

**Plaster Tenders**

1055 W. Second Street  
Pomona, CA  
Tel.: (909) 622-8500  
Fax: (909) 623-5244

**Plumbers (Local 78)**

1111 West James Wood Boulevard  
Los Angeles, CA 90015  
(213) 688-9000  
(213) 627-4624

**Pipe Trades (Local 250)**

*Steamfitters/Air Conditioning/  
Refrigeration / Industrial Pipefitters*  
18355 S. Figueroa St.  
Gardena, CA 90248  
*Steamfitters:* Tel: (310) 660-0035  
Fax: (310) 329-2465  
*AC/Refrig.* Tel: (310) 660-0045  
FAX: (310) 329-2465

**Pipe Trades (Local 345)**

*Landscape, Irrigation, Underground &  
Specialty Piping*  
1430 Huntington Dr.  
Duarte, CA 91010  
Tel: (626) 357-9345  
Fax: (626) 359-0359

**Pipe Trades (Sprinkler Fitters – Local 709)**

12140 Rivera Road  
Whittier, CA 90606  
Tel: (562) 698-9909  
Fax: (562) 698-7255

**Plasterers (Local 200)**

1610 W. Holt Ave.  
Pomona, CA 91768  
Tel: (909) 865-2240  
Fax: (909) 865-9392

**Cement Masons #500**

1605 N. Susan St.  
Santa Ana, CA 92703  
Tel.: (714) 554-0730  
Fax: (714) 265-0780

**Resilient Floor & Dec. Cov. (Local 1247)**

8051 Pioneer Blvd.  
Whittier, CA 90606  
Tel: (562) 695-7402  
Fax: (562) 695-6337

**Roofers & Waterproofers (Local 36)**

5380 Poplar Blvd.  
Los Angeles, CA 90032  
Tel: (323) 222-0251  
Fax: (323) 222-3585

**Sheet Metal Workers (Local 105)**

2120 Auto Centre Dr., Suite 105  
Glendora, CA 91740  
Tel: (909) 305-2800  
Fax: (909) 305-2822

**Teamsters (Local 986)**

1198 Durfee Avenue  
So. El Monte, CA 91733  
Tel: (626) 350-9860  
Fax: (626) 448-0986

**Tradeshow and Sign Crafts**

1155 Corporate Center Drive  
Monterey Park, CA 91754  
Tel: (626) 296-8086  
Fax: (626) 584-1949

**Southwest Regional Council of Carpenters**

533 S. Fremont Ave., 10th Fl.,  
Los Angeles, CA 90071  
Tele.: (213) 385-1457

# **EXHIBIT C**

# On-Call Construction Management Services

FEE PROPOSAL / AUGUST 2023





707 Wilshire Boulevard, Suite 3920  
Los Angeles, California 90017  
213-489-1587  
carollo.com

August 16, 2023

Russell Vakharia  
Carson Field Office  
Construction Management Section  
Los Angeles County Sanitation Districts  
24501 South Figueroa Street  
Carson, CA 90745

Subject: Labor Rates, Proposal for On-Call Construction Management Services

Dear Mr. Vakharia,

Enclosed please find the Labor Rate Fee Schedules for Carollo and our subconsultants for the above-referenced proposal.

Should you have any questions, please do not hesitate to contact us..

Sincerely,  
CAROLLO ENGINEERS, INC.

A handwritten signature in blue ink that reads "Jaime Burrola". The signature is fluid and cursive, with a large initial "J" and "B".

Jaime Burrola  
Contract Manager / Vice President



**Carollo Engineers, Inc.,  
LACSD On Call Construction Management Services  
On Call Construction Management Services  
2023 Fee Schedule**

	<u>Hourly Rates</u>
<b>Construction Management Personnel</b>	
Principal Construction Manager	\$ 305.00
Supervising Construction Manager	\$ 295.00
Construction Manager I	\$ 275.00 - \$ 295.00
Construction Manager II	\$ 250.00 - \$ 275.00
Construction Manager III	\$ 225.00 - \$ 250.00
Principal / Program Scheduler	\$ 200.00
Project Scheduler II (Subconsultant)	\$ 195.00
Project Scheduler III (Subconsultant)	\$ 165.00
Project Estimators II (Subconsultant)	\$ 165.00
<b>Support Staff</b>	
Document Processing / Clerical	\$ 115.00 to \$ 135.00
<b>Project Equipment Communication Expenses</b> (PECE) Per DL Hour is not included in rates listed	\$ 14.00
<b>Other Direct Expenses – Not Included on Hourly Rates</b>	
Travel and Subsistence	At Cost
Mileage at IRS Reimbursement Rate (Effective January 1, 2023)	\$ .655 per mile
Subconsultants	Cost + 10%
Other Direct Costs	
Printing, office supplies, reproduction	Cost + 10%

**Clarifications**

- Rates based on 2023 raw labor costs.
- All rates subject to 3% annual escalation based on January 1, commencement date.
- Prevailing Wages are not applied to these staff wages as the staff are not field technicians
- In lieu of mileage expense, a fixed hourly rate of \$10.00 per hour for field vehicle may be applied dependent on project assignment
- Submittal date – August 16, 2023.

**Carollo Engineers, Inc.,  
LACSD On Call Construction Management Services  
On Call Estimating Services  
2023 Fee Schedule**

	<u>Hourly Rates</u>
<b>Project Estimators</b>	
Principal Estimator	\$ 305.00
Supervising Estimator / Structural	\$ 295.00
Senior Estimator / Electrical	\$ 275.00
Estimator / Mechanical	\$ 225.00
Estimator / Civil	\$ 265.00
<b>Support Staff</b>	
Document Processing / Clerical	\$ 115.00 to \$ 125.00
<b>Project Equipment Communication Expenses</b>	\$ 14.00
(PECE) Per DL Hour is not included in rates listed	
<b>Other Direct Expenses – Not Included on Hourly Rates</b>	
Travel and Subsistence	At Cost
Mileage at IRS Reimbursement Rate (Effective January 1, 2023)	\$ .655 per mile
Subconsultants	Cost + 10%
Other Direct Costs	
Printing, office supplies, reproduction	Cost + 10%

**Clarifications**

- Rates based on 2023 raw labor costs.
- All rates subject to 3% annual escalation based on January 1, commencement date.
- Submittal date – August 16, 2023.