Newport-Mesa
Unified School District

REQUEST FOR QUALIFICATIONS (RFQ) # 119-21
CONSTRUCTION MANAGEMENT SERVICES

KITCHELL

FEBRUARY 22, 2021

KITCHELL

February 22, 2021

Mr. Jonathan Geiszler
Director of Purchasing & Warehouse
Newport-Mesa Unified School District
2985 Bear Street, Building A
Costa Mesa, CA 92626

RE: Request for Qualifications (RFQ) # 119-21 for Construction Management Services

Dear Mr. Geiszler and Members of the Selection Committee:

As a strong advocate of K-12 education programs throughout California, Kitchell is committed to supporting your mission of providing outstanding educational services within the Newport-Mesa Unified School District (NMUSD). The District can rely on Kitchell to provide transparency, expertise, flexibility, stability and integrity with all of our services. Equipped with a deep understanding of the educational market sector, we are confident by working collaboratively with you as a steward of your public funds and extension of your staff, we will deliver exceptional results. We bring the following benefits to your District:



EDUCATION EXPERIENCE

Kitchell has completed **more than $14.7 billion in education construction for over 76 education clients**, including **over $3.3 billion throughout Southern California.** We understand the obstacles our education clients face when modernizing, renovating or replacing education facilities.

We have worked closely with many architects and planners in developing long-range master plans, modernization implementation and new construction building programs, as well as facilities condition assessments. Ultimately, our depth and understanding of the educational system will save the District time and money because there is no learning curve related to how school districts function or are organized. **We have successfully completed numerous projects relevant to your District's needs including modernizations, theaters/auditoriums, deferred maintenance projects, athletic fields and new builds, to name a few. We understand the complexities of working on active campuses and keeping your students and staff safe while ensuring the best quality projects are delivered on time and under budget.**



UNMATCHED PROGRAM & CONSTRUCTION MANAGEMENT EXPERIENCE

Our K-12 and higher education experience is unmatched. **We have provided program and construction management services for over 50 K-12 districts and 20 higher education districts throughout California.** We have worked as the sole facilities resource team and provided staff augmentation where we integrate ourselves into the District's team to fill roles in the short and long term. Throughout Southern California, we have provided similar services for Irvine USD, Capistrano USD, East Whittier CSD, Santa Monica-Malibu USD, Sweetwater UHSD, San Dieguito USD, Pomona USD, Los Angeles USD, Coast CCD, South Orange County CCD, Riverside CCD, San Bernardino CCD, Mira Costa CCD, Pasadena CCD and Los Angeles CCD, and others. Simply put, **we know K-14 education construction and have the experience and lessons learned to bring to your projects to ensure they are successfully completed.**



LOCAL, DIVERSE & QUALIFIED TEAM

Our pool of project and construction managers is led by **Project Director Jeremy Judd.** Each of our team members has **extensive experience managing construction programs and projects for K-12 and higher education facilities and lives within the local area.** Our team has been specifically selected based on their experience and brings forward our best lessons learned from their collective perspective. They know how to translate facilities master plan goals into "brick and mortar" facilities. **Our team members are experienced in integrating seamlessly with school districts to provide both construction management services, as well as staff augmentation services.**

DEPTH OF RESOURCES

Our project team will be supported by Kitchell's in-house Engineering & Architectural Services Department comprised of licensed architects, engineers of every discipline, constructability reviewers, environmental experts and commissioning agents. Furthermore, we are able to draw on our general contracting background to provide expertise in constructability review, estimating and scheduling. Lastly, our Facilities Management team can assist with facility maintenance during the transition period as new or renovated buildings are turned over to the District.

FOCUS ON SAFETY

As our world has changed due to the Covid-19 pandemic, Kitchell has remained both alert and safety-focused. We are prepared to work at our clients' offices, as well as on-site, by adhering to all requirements and regulations observed by the County. We will work with Newport-Mesa USD while respecting social distancing and safety requirements to ensure our team members and the District's personnel are safe.

As a quality firm known for our collaborative and client-focused project delivery, **Kitchell is committed to ensuring the success of your program by providing superior construction management services.** We are enthusiastic about the opportunity to work with Newport-Mesa Unified School District. We thank you for your consideration and we look forward to presenting our qualifications and approach.

Sincerely,

Wendy Cohen, President
(Authorized to bind the firm)

Kevin Pokrywa, Principal-in-Charge





TABLE OF CONTENTS

COVER LETTER	01
TABLE OF CONTENTS	03
RFQ EVALUATION FORM	04
3.1 BUSINESS PROFILE	05
3.2 EXPERIENCE	25
3.3 PROJECT & COST MANAGEMENT	39
3.4 SUB CONSULTANTS	47
3.5 REFERENCES	49
3.6 LEGAL ISSUES	51
3.7 OTHER FORMS	53

NEWPORT MESA UNIFIED SCHOOL DISTRICT
CONSTRUCTION MANAGEMENT SERVICES
RFQ EVALUATION

Evaluation of Firms: All responses will be scored using this evaluation sheet. A minimum score of 80% is required to qualify for the 2nd round of evaluation which includes review by a panel. Up to 10 additional points may be awarded in the second round based on subjective determination of the Firm's ability to carry out the required work. NMUSD will select the top-rated firms to be awarded the contracts for these services.

Instructions: Fill-in a response for each question in Sections 1-4 below. Each correlates to a required element in the RFQ Response Format.

Firm: Kitchell CEM, Inc.

1. Location/Accessibility	**Write in:**	**Max.**
a. Firm's location - Write in city and county of headquarters or local office, whichever is closest to the District	City: Tustin | County: Orange County	5
2. Past Performance	**Write in:**	**Max. Pts.**
a. Identify the Firm's number of years' experience in providing services for K-12	43 years	5
b. Project listing - Identify the number of K-12 projects the Firm has worked on within last 3 years	63 projects	5
c. Industry experience - Circle the type of projects the Project Team has worked on within the last 3 years (circle all that apply)	(K-12) (Community College) (Charter/ Private School) (Non-school District) (Other Project Types)	5
d. Identify the Firm's number of employees	303 employees	5
3. Claims, Lawsuits, Arbitrations	**Write in:**	**Max. Pts.**
a. Identify the number allegations against the firm or any employee for any violations of law	None.	5
b. Identify the number of settlements or judgments involving such actions within the last five (5) years	None.	5
4. Record of Past Performance	**Write in:**	**Max. Pts.**
a. Identify the number of client references from a K-12 school district included in the Response (0-3)	4 *Section 3.5 dictates a "minimum of three (3) K-12 school references". Kitchell has provided four (4) references.	5

I hereby certify that the above information is true and correct to the best of my knowledge. By signing below, I further acknowledge that should any of the information I provide be found to be false, the Firm's Response shall be considered nonresponsive and ineligible for consideration.

Wendy Cohen, President, Kitchell CEM, Inc. — Printed Name

Wendy Cohen — Signature

February 22, 2021 — Date

3.1 Business Profile



3.1.1. - Include legal form of Offeror (LLC, partnership, corporation, etc.), number of years in business, home office location, local office location (if different). If Offeror is a wholly owned subsidiary of a "parent company," identify the "parent company."

Established in 1950, Kitchell/CEM, Inc. is a subsidiary company of Kitchell Corporation, a C- Corporation. We are headquartered in Sacramento, CA. Our local office is located at 17291 Irvine Boulevard, Suite 370, Tustin, CA 92780.

71 YEARS IN BUSINESS

17291 IRVINE BOULEVARD, SUITE 370, TUSTIN, CA 92780



3.1.2. - Identify the ownership structure of the Offeror and furnish a one-page history, including number of years the firm has provided similar services for both public and private sector clients. If the RFQ is being submitted by a Joint Venture of two or more firms, each firm must provide background/historical information. The statement must describe the proposed working relationship of the firms and the percentage of the total work each firm is expected to complete. Each firm that is part of the Joint Venture must also provide a true, correct, executed copy of the Joint Venture Agreement that shall state each individual Joint Venturer is jointly and severally liable for the liabilities and obligations of the Joint Venture to the District. Provide resumes and responsibilities of the individuals who would be assigned to this project.

3.1.2

- Provide resumes and responsibilities of the individuals who would be assigned to this project.

Please see pages 8-23 for resumes and responsibilities.

Firm History

Established in 1950, Kitchell is a **100% employee-owned company** dedicated to providing construction management and general contracting services in the Western United States. Our firm's innovations in management and reliability in delivering projects on time and within or under budget have earned us a reputation for superior performance. With more than 800 employees corporate-wide, Kitchell brings extensive resources and experience to our clients.

In 1978, Kitchell Corporation created Kitchell CEM (Capital Expenditure Managers), a subsidiary whose corporate mission is to provide project and construction management services primarily to the public sector. Since Kitchell's inception, we have completed over $45 billion in public sector construction representing more 3,000 projects in education facilities, courthouses, municipal office buildings, parking structures, civic centers, detention and criminal justice centers, healthcare facilities, sports complexes, police/fire stations and performing/cultural arts centers.

100%
EMPLOYEE-OWNED

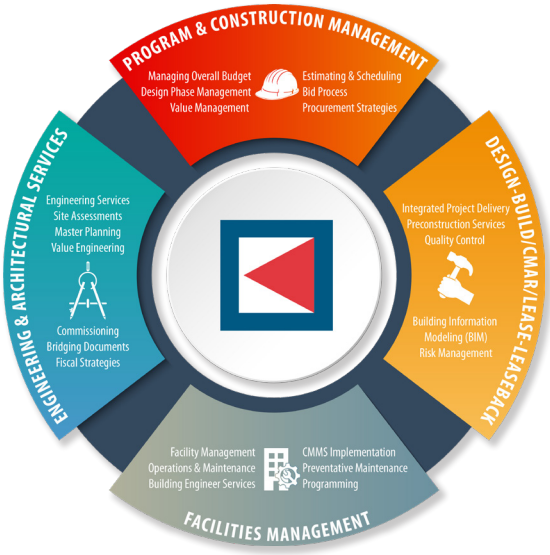
$45 BILLION
PUBLIC SECTOR CONSTRUCTION

INDUSTRY LEADING EXPERTISE

Focusing on the public sector has allowed us to develop management and project control techniques targeted to its specific needs. Our firm's innovations in management and reliability in delivering projects on time and within—or under—budget soon earned us a reputation for superior performance. Our methods have been very successful—more than 85% of our work comes from repeat clients. We deliver our services using a variety of delivery strategies including agency and multiple prime CM, construction management at-risk (CMAR), lease-leaseback, design-build and the traditional design-bid-build.

RELIABILITY & CONTINUITY

Having been in business for 71 years, Kitchell has proven its long-term stability and financial strength. Kitchell's 5A-2 Dunn and Bradstreet rating is an indicator of our financial strength, putting us at the top of our industry. As a construction management firm, Kitchell is consistently ranked amongst Engineering News Record's top construction management firms.



Kitchell is committed to ensuring that once our staff and subcontracting team members begin a project or program, they will carry through to completion. This commitment begins at the proposal stage through our practice of establishing a project team able to devote themselves to successfully fulfilling their roles on the project. Kitchell prides itself on having the full complement of professional project and construction management personnel comprised of project/construction managers, estimators, schedulers, licensed architects and engineers of all disciplines, specification writers, project engineers, BIM/AutoCAD technicians, financial staff, administrative support and other technical staff.

KITCHELL

3.1.3. - Provide the qualifications of recent (within the past ten years) and relevant experience of staff to be assigned to District projects, including resumes. Identify names of senior members and length of time in firm.

3.1.3

STAFF NAME	ROLE	K-12 EXPERIENCE	CIVIC/MUNICIPAL	THEATER/CULTURAL ARTS	GYMNASIUM/ AQUATICS/ PLAYFIELDS
KEVIN POKRYWA	Principal-in-Charge	✓	✓	✓	✓
JEREMY JUDD*	Project Director	✓	✓	✓	✓
ESTEVAN SANCHEZ*	Project/Construction Manager	✓	✓	✓	✓
BENNETT MCLAUGHLIN*	Project/Construction Manager	✓	✓	✓	✓
LEOPOLDO ROSAS*	Project/Construction Manager	✓	✓		✓
THOMAS BARTON*	Project/Construction Manager	✓	✓	✓	✓
ADAM VOLL*	Project/Construction Manager	✓	✓	✓	✓
MEGAN EVENARY*	Project/Construction Manager	✓	✓		✓
SOUDABEH RAD*	Project Engineer		✓		
JASON VILLANUEVA	Executive Director of Business Analytics and Controls	✓	✓	✓	✓
RICK STASSI	Scheduling Manager	✓	✓	✓	✓
TIM PRECHEL	Estimating Manager	✓	✓	✓	✓
SEUNG LEE	Commissioning Manager	✓	✓	✓	✓
SEAN GREENWALD	Director of Facilities Management		✓		
HEATHER BROWN	Engineering & Architectural Services Director	✓	✓	✓	✓
NATASSIA MELENDREZ	DSA Closeout Specialist	✓		✓	✓

*** Key Team Member**

Please see pages 8-23 for resumes, responsibilities, qualifications and relevant experience within the past 10 years of staff to be assigned to District projects.



KEVIN POKRYWA, CCM

PRINCIPAL-IN-CHARGE

Kevin brings over 16 years of experience in planning, development, real estate and construction management. He specializes mainly in education and healthcare projects, with additional experience in various other market sectors such as civic/municipal, criminal justice and commercial, leading all phases of a project from master planning, preconstruction and design phase management to coordinating with agencies. Kevin challenges his team to continuously improve and believes in collaboration and developing comprehensive procedures to serve clients and their projects.

As the son of a builder, Kevin was often around construction jobsites growing up and he developed a love early on for the tangible aspects of a construction project and seeing the progress being made each day. The complexities of the industry still bring joy to Kevin today as he is constantly challenged to balance the different stakeholders, organizations and team members involved in any single project. His love of solving problems is one reason he has focused his career on education and healthcare projects. He enjoys the challenges of both market sectors, working with DSA and OSHPD, but he truly cares for these projects because of the greater impacts they have for the communities and future generations they serve. He is a strong leader who believes deeply in collaboration and trust being keys to the team's ability to solve critical issues and helping clients achieve their vision.

EDUCATION

MS, Construction Management, Western Carolina University

BA, History & Business, Villanova University

REGISTRATIONS & CERTIFICATIONS

Certified Construction Manager

LENGTH OF TIME IN FIRM

6 years

RESPONSIBILITIES

As Principal-in-Charge, Kevin is responsible for the team's overall success and completion of projects.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Sweetwater Union High School District, Bonita High School Stadium Synthetic Track, Concession & Restroom Building, Chula Vista, CA: A $12.2 million project consisting of new concessions and restroom building, removal of existing bleachers and site appurtenances around the existing stadium area for the installation of a new synthetic turf field and nine-lane rubberized track.

Sweetwater Union High School District, Eastlake High School Title IX Softball Modification, Chula Vista, CA: A $2.1 million project consisting of a new team room, storage room, concessions and dugout buildings at the existing softball field. The project also includes ADA compliant path of travel upgrades as well as shade structures and associated mechanical, electrical and plumbing underground utilities to the new buildings.

Los Angeles County Department of Public Works, Whitter Aquatics Center, Whittier, CA: A $29.9 million project consisting of demolition of the existing parking lot at Pioneer High School and construction of a new publicly accessible aquatics facility including a full size competitive swimming pool, a half-size practice swimming pool, a 5,000 - 10,000 SF pool building as well as site improvements such as a parking lot, spectator bleachers, shade structure and electronic scoreboard.

MiraCosta Community College District, Measure MM Bond Program, San Diego, CA: A $538.5 million bond program to provide construction, repair, improvement and upgrades to the buildings, classrooms and other facilities located at each of the District's three campus locations. These upgrades will meet the changing needs of students and the North County San Diego community over a 10-year period. Projects include a track & field, gymnasium, an allied health building and a student services building, to name a few.



JEREMY JUDD, CCM, DBIA, LEED GA

PROJECT DIRECTOR

Jeremy's attention to detail and desire to deliver extraordinary projects are why clients and colleagues want to repeatedly work with him. With over 21 years of experience focused primarily on the construction of civic/municipal, essential services, criminal justice facilities and education facilities, Jeremy provides extensive leadership, experience and technical expertise. He anticipates and resolves issues quickly, ensuring the most effective use of resources. Jeremy strives every day to provide clients and project teams with professional service, quality leadership and consistent dedication.

EDUCATION

MS, Construction Management, Purdue University, West Lafayette, Indiana

BS, Construction Management (option in Architectural Project Management, California State University, Chico

REGISTRATIONS & CERTIFICATIONS

Certified Construction Manager

Design-Build Professional

LEED Green Associate

LENGTH OF TIME IN FIRM

14 years

RESPONSIBILITIES

As Project Director, Jeremy is responsible for planning and overseeing projects to ensure they are completed in a timely fashion and within budget, as well as plan and designate project resources, prepare budgets, monitor progress and keep stakeholders informed. His duties also include the maintenance of the project documents and other administrative functions.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

MiraCosta Community College District, Measure MM Bond Program, San Diego, CA: A $538.5 million bond program to provide construction, repair, improvement and upgrades to the buildings, classrooms and other facilities located at each of the District's three campus locations. These upgrades will meet the changing needs of students and the North County San Diego community over a 10-year period. Projects include a track & field and gymnasium at the Oceanside campus, an allied health building and a student services building, to name a few.

Riverside Community College District, Veterans Resource Center at Norco College, Norco, CA: A new $4.3 million, 2,000 SF facility serving to expand and enhance programs and services to student veterans transitioning into civilian life by offering college credit for previous military services, counseling, mental health services and access to community and veterans resources. The new single-story building includes a welcome area with five office spaces, a lounge and restroom facilities, dedicated parking lot and an outdoor shaded patio area.

Peralta Community College District, Construction Management Services, Oakland, CA: Kitchell is providing construction management services for projects at two of the District's four campuses.

County of Orange, Juvenile Hall Multipurpose Rehabilitation Center, Orange, CA: A new $25.3 million, 26,216 SF building consisting of a sallyport, visitation facility, flexible program space and a gymnasium on the Juvenile Hall and Youth Leadership Academy campus. The new facility will replace the outdated visiting center and will include access to free parking as well as substantial underground utility work.

ADDITIONAL EXPERIENCE

Mariposa County Unified School District, Districtwide Classroom Modernizations and ADA Upgrades, Mariposa, CA: Approximately $25 million of extensive site work for ADA accessibility at multiple schools, new classroom facilities, ADA modernizations in existing classrooms and gymnasiums/multi-purpose rooms.

University of California, San Francisco, William J. Rutter Center at UCSF Mission Bay, San Francisco, CA: A new high profile, $61 million community center featuring the world-class Bakar Fitness & Recreation Center with a rooftop swimming pool and climbing wall, UCSF administrative offices, The Pub restaurant, the Mission Bay Conference Center and a six-story parking structure.



ESTEVAN SANCHEZ, CCM, LEED GA

PROJECT/CONSTRUCTION MANAGER

Estevan's upbeat and positive attitude cannot be missed on a project site. With over 10 years in the industry mainly focused on K-12 and higher education projects, he has developed a talent for working on DSA projects and building safe schools for students, with familiarity in a variety of delivery methods including lease-leaseback, multi-prime, CMAR and GMP. Estevan's love and appreciation for construction comes from seeing his projects grow from concepts and take form in reality. He understands a project's success is predicated on the team's ability to support one another and communicate effectively to minimize issues and push the project to completion. He has used a wide variety of industry-standard software such as PlanSwift, Procore, Prolog, Bluebeam, Primavera and MS Office. With a strong ability to develop a solid relationship with clients and contractors to help establish excellent results, Estevan is an asset to any project team.

EDUCATION

BS, Construction Engineering Technology, California State Polytechnic University, Pomona

REGISTRATIONS & CERTIFICATIONS

Certified Construction Manager

LEED Green Associate

OSHA 30-Hour

LENGTH OF TIME IN FIRM

2 years

RESPONSIBILITIES

Estevan's experience includes working with DSA, facility needs assessments, change order review and closeout. Overall leading a project successfully from design to completion. He oversees and directs construction of projects, reviews the project in-depth to schedule deliverables and estimate costs, as well as oversees all onsite and offsite constructions to monitor compliance with building and safety regulations.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

East Whittier City School District, Bond Measure Programs R & Z, Whittier, CA: Two bond programs totaling $94 million providing facility modernizations to address the needs of the schools. The $70 million Measure R bond provides facility upgrades, beginning with new roofing and fencing, asphalt and concrete replacement and flooring at four elementary schools and repainting of lunch shelters, covered walkways and storage bins at eight elementary schools. The $24 million Measure Z bond provides technology upgrades.

Santa Monica-Malibu Unified School District, Santa Monica High School (Samohi) Discovery Building, Santa Monica, CA: A new $160 million, 260,000 SF building built on the site of the former Science and Technology Buildings. The new building includes a five-story open-building concept with 38 classrooms including state-of-the-art computer and science labs, common areas, seminar rooms, a full Olympic-size 50-meter pool, indoor/outdoor dining facilities and subterranean parking for 288 cars, as well as rooftop learning areas and solar.

Newhall School District, Peachland Elementary School, Santa Clarita, CA: A new $10 million, 15,000 SF project consisting of installation of five modular classroom buildings, two of which are energy-efficient Gen7 Buildings. Work included ADA improvements, technology upgrades and street tie-ins.

Newhall School District, Newhall Elementary School, Santa Clarita, CA: A new $10 million, 15,000 SF project consisting of a new two-story classroom building, installation of modular buildings, elevator towers, new power, upgrades to existing power and new play areas.

Glendale Unified School District, Verdugo Woodlands Elementary School, Classroom Building, Glendale, CA: A new $14 million, 35,000 SF, two-story classroom building with 20 classroms, state-of-the-art technology and audio/visual systems, new playground equipment and shade structures. Work included site work, street tie-ins, elevator and technology upgrades.



BENNETT MCLAUGHLIN, CMIT

PROJECT/CONSTRUCTION MANAGER

As a highly skilled professional with over eight years of experience, Bennett's background includes large and complex K-12 and higher education projects. He is well-versed in the process of reviewing, issuing and processing RFIs and submittals, updating drawings and meeting minutes and negotiating change orders with team members on all sides of the table. He has extensive experience in education projects, including the Samohi Discovery Building in Santa Monica, CA and the Planetarium and Recycling Center projects at Orange Coast College in Costa Mesa, CA.

EDUCATION

BS, Civil Engineering, Gonzaga University

REGISTRATIONS & CERTIFICATIONS

Construction Manager-in-Training

LENGTH OF TIME IN FIRM

8 years

RESPONSIBILITIES

Bennett's responsibilities include serving as the liaison between the owners, the A/E, governmental agencies, consultants and contractors, assisting the District with management and administration of contracts, including change orders, processing payments, reviewing and monitoring the contractor's construction schedule, reporting potential budget and schedule variances, preparing recovery plans, attending job site meetings and coordinating with various local, state and federal agencies.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Santa Monica-Malibu Unified School District, Santa Monica High School (Samohi) Discovery Building, Santa Monica, CA: A new $160 million, 260,000 SF building built on the site of the former Science and Technology Buildings. The new building includes a five-story open-building concept with 38 classrooms including state-of-the-art computer and science labs, common areas, seminar rooms, a full Olympic-size 50-meter pool, indoor/outdoor dining facilities and subterranean parking for 288 cars, as well as rooftop learning areas and solar.

Milpitas Unified School District, Measure E Bond Program, Milpitas, CA: A $95 million bond program providing new construction and modernizations district-wide, including nine elementary schools, two middle schools, one high school, as well as several specialized learning centers and District support service facilities. Bennett's component projects include:

- **Milpitas High School Pool Complex:** A new $6.9 million, 12,550 SF pool complex including demolition of two existing pools, relocation of the school aquatic center and construction of a lap swimming pool, warm up pool and pool building. The pool building contains boy/girl locker rooms, office, public restrooms and pool equipment area. The project also included pool mechanical, pool office building and associated site work including a new parking lot, new utility services, off-site work and landscaping.
- **Alexander Rose Elementary School Modernization:** A $1.9 million, 57, 665 SF modernization to the school and playground including selective demolition and finish repair, removal and replacement of HVAC systems and controls, electrical upgrades and the removal and replacement of flooring. The project also consisted of a complete renovation and upgrade of the learning center with exterior site improvements funded through Prop 39 funds.
- **William Burnett Elementary School Modernization:** A $1.4 million modernization project which included a complete renovation and upgrades to the 2,205 SF learning center and improvements over the entire 48,220 SF campus, including selective demolition and repair, removal and replacement of HVAC systems and controls, electrical upgrades, removal and replacement of flooring, removal and replacement of accessible ramps and exterior site improvements.

Coast Community College District, Planetarium at Orange Coast Community College, Costa Mesa, CA: A $15 million project including demolition of the existing planetarium facility and construction of a new 12,000 SF, 129-seat Planetarium. Features include a state-of-the-art presentation projection platform with a nano-screen display, a 70-foot diameter concrete dome which will be the first concrete dome approved by DSA and a Foucault pendulum (one of very few in California and the first in Orange County) located in the lobby.



LEOPOLDO ROSAS, CCM, DBIA, LEED AP BD+C

PROJECT/CONSTRUCTION MANAGER

Leopoldo has more than 24 years of success overseeing all phases of multi-million-dollar construction, infrastructure, renovation and addition projects for government and private sector clients. With a backgound in K-12 and higher education, arts/cultural, civic/municipal, essential services and justice/corrections, there is no aspect of a proejct that Leopoldo is not familiar with. His experience includes working very closely with contractors and subcontractors, owners, architects, superintendents and other project managers and engineers to successfully complete projects within schedule, budget and high-quality constraints.

EDUCATION

BS, Building Construction, Auburn University

REGISTRATIONS & CERTIFICATIONS

Certified Construction Manager

Design-Build Professional

LEED AP Building Design + Construction

LENGTH OF TIME IN FIRM

4 years

RESPONSIBILITIES

Leo's responsibilities include conducting daily site inspections and monitoring the progress of all construction activities onsite, including manpower and equipment. His duties also include change order review, coordinating and scheduling required inspections, utility coordination, reviewing pay applications and processing payments, determining the quality and acceptance of work performed and material used, monitoring and ensuring compliance of all regulatory agency requirements, monitoring the contractor's schedule and taking appropriate steps to keep on schedule and maintaining project files, to name a few.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Santa Monica-Malibu Unified School District, Santa Monica High School (Samohi) Discovery Building, Santa Monica, CA: A new $160 million, 260,000 SF building built on the site of the former Science and Technology Buildings. The new building includes a five-story open-building concept with 38 classrooms including state-of-the-art computer and science labs, common areas, seminar rooms, a full Olympic-size 50-meter pool, indoor/outdoor dining facilities and subterranean parking for 288 cars, as well as rooftop learning areas and solar.

Capistrano Unified School District, Facilities Condition Assessments, San Juan Capistrano, CA: A $600,000 facilities conditions assessment of all Capistrano Unified School District facilities, over 1 million SF. These assessments are a critical part of the District's strategy for the next proposed bond measure.

Coast Community College District, Criminal Justice Training Center at Golden West College, Huntington Beach, CA: A new design-build $24.3 million, two-story, 50,436 SF training facility consisting of a multi-purpose room, classrooms, forced simulation room, faculty offices, fitness lab, separate staff and student locker/shower rooms, ready room, mat room and outdoor areas including a grinder area, biddle course, felony stop street and a scenario village to serve the college's criminal justice program. Work also included installation of bio-filter tanks to handle site storm water.

City of Costa Mesa, City Hall, Costa Mesa, CA: A $3.3 million renovation of the Council Chambers and multiple rooms within City Hall, including construction of an outdoor meeting area and ADA and audio/visual upgrades. The City's vision for this project was to reconfigure the staff area for better interaction with the public and create more ADA accessibility. This technology-driven renovation will elevate the viewing and listening experience of both the public and staff.

City of Costa Mesa, Fire Station, Costa Mesa, CA: A new $10.2 million project consisting of demolition of the existing fire house built in 1961 with all existing site improvements and replacing it with a new, LEED Gold certified, 11,740 SF modern fire station. The station is designed to accommodate 10 fire fighters in an individual dormitory setting and features a public lobby, a three-bay, double-deep apparatus room, three administrative offices, kitchen, dining room, day room, physical training room, mechanic shop, medical supply storage, laundry room, communications room, restrooms and an internal courtyard. The new station will also include visitor parking, secured fire fighter parking, fuel station, emergency generator, hose tower, an open patio area and a small storage building for emergency supplies.



THOMAS BARTON

PROJECT/CONSTRUCTION MANAGER

Bringing over 10 years of experience, Thomas's positive attitude, strong work ethic and attention to detail have made him an invaluable member of the Kitchell team. His project experience includes K-12 and higher education, civic/municipal and healthcare facilities. His consistent hard work and dedication towards managing the difficult aspects of construction have demonstrated his breadth and depth of applied knowledge. Always looking ten steps ahead for strengths and weaknesses in the project at hand and willing to "go the extra mile", Thomas ensures he lightens the project team's burden for the successful completion of a project. He has been instrumental in delivering projects on schedule, with a unique ability to manage the work and maintain good relationships with contractors and staff. Thomas' extraordinary work on current and past projects have consistently exceeded the expectations of clients.

EDUCATION

BS, Construction Management, California State University, Fresno

LENGTH OF TIME IN FIRM

9 years

RESPONSIBILITIES

Thomas's responsibilities include procurement, tracking project scope, maintaining contract documents, meeting minutes, job safety, quality assurance, change order requests, monitoring, controlling and updating project schedules, owner contracts and construction contracts. Additionally, Thomas serves as a technical source of information on project plans, specifications, RFIs and shop drawings.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Sweetwater Union High School District, Bonita High School Stadium Synthetic Track, Concession & Restroom Building, Chula Vista, CA: A $12.2 million project consisting of new concessions and restroom building, removal of existing bleachers and site appurtenances around the existing stadium area for the installation of a new synthetic turf field and nine-lane rubberized track.

Sweetwater Union High School District, Eastlake High School Title IX Softball Modification, Chula Vista, CA: A $2.1 million project consisting of a new team room, storage room, concessions and dugout buildings at the existing softball field. The project also includes ADA compliant path of travel upgrades as well as shade structures and associated mechanical, electrical and plumbing underground utilities to the new buildings.

Milpitas Unified School District, Measure E Bond Program, Milpitas, CA: A $95 million bond program providing new construction and modernizations district-wide, including nine elementary schools, two middle schools, one high school, as well as several specialized learning centers and District support service facilities.

Livermore Valley Joint Unified School District, Measure J Bond Program, Granada High School Athletics Complex, Livermore, CA: A $12 million project consisting of demolition of the existing pool and construction of a new 38-meter x 25-yard pool as well as a new 2,800 SF weight room and 1,100 SF physical education classroom. Bleachers at the football field will also be replaced.

Cupertino Union School District, Measure H Bond Program, Sunnyvale, CA: A $220 million bond program for repairs, upgrades and new construction projects to the District's schools. Projects include modernizations at the District's middle schools, including a new classroom building, quad area and multi-purpose building at Cupertino Middle School. Thomas' component projects include:

- **Dilworth Elementary School Modernization**
- **Lawson Middle School New Classroom Building**
- **Miller Middle School Modernizations**

Foothill DeAnza Community College District, Foothill College Library Renovation, Los Altos Hills, CA: A $13.7 million renovation of two existing buildings totaling 48,000 SF including roofing and exterior envelope work, interior layout changes and finishes, structural upgrades, replacement of HVAC, plumbing, electrical and IT systems and landscaping.



MEGAN EVENARY, CCM, ASSOC. DBIA, LEED AP

PROJECT/CONSTRUCTION MANAGER

Megan has over 14 years of industry experience with a background including K-12 and higher education, healthcare, government, hotel, retail, mixed use projects and LEED certified projects. Finding strength in communication and team cohesion, Megan finds fulfillment in seeing tangible progress each day on a job site. She believes in clarity and trust, making issues crystal clear so all team members understand the goals on a daily basis. Megan is a reliable team member who takes care to understand the big picture and will do what it takes to carry the project through to the end goal. Megan's experience includes alternative delivery methods such as design-build, which she enjoys because of the fast pace and need for problem solving. She is a notary public with proficiency in Prolog who has experience in bidding out various trades, writing and finalizing scope, document control, processing change orders and RFIs and managing the punchlist and closeout processes. With Megan's sense of adaptability, she has the flexibility to take on whatever the team needs, making her an invaluable member of a project team.

EDUCATION

BA, Business Economics with Accounting, University of California, Santa Barbara

REGISTRATIONS & CERTIFICATIONS

Certified Construction Manager

Associate Design-Build Professional

LEED Accredited Professional

OSHA 30-Hour

LENGTH OF TIME IN FIRM

6 years

RESPONSIBILITIES

Megan's responsibilities include bidding out various trades, writing and finalizing scope, document control, processing change orders and RFIs and managing the punchlist and closeout process.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Sweetwater Union High School District, Bonita High School Stadium Synthetic Track, Concession & Restroom Building, Chula Vista, CA: A $12.2 million project consisting of new concessions and restroom building, removal of existing bleachers and site appurtenances around the existing stadium area for the installation of a new synthetic turf field and nine-lane rubberized track.

Sweetwater Union High School District, Eastlake High School Title IX Softball Modification, Chula Vista, CA: A $2.1 million project consisting of a new team room, storage room, concessions and dugout buildings at the existing softball field. The project also includes ADA compliant path of travel upgrades as well as shade structures and associated mechanical, electrical and plumbing underground utilities to the new buildings.

Los Angeles Unified School District, LAUSD Valley Four Elementary Schools, Los Angeles, CA: A $60 million project consisting of construction on four separate elementary school campuses, each with multiple buildings, including gymnasium, library, classrooms, kitchen, administration, underground parking, playground, kindergarten classrooms and landscaping.

University of California, San Diego, North Torrey Pines Living and Learning Neighborhood, La Jolla, CA: A new $640 million project consisting of over 1.6 million GSF of student housing, parking, academic space and retail. The Living Learning Neighborhood will provide approximately 2,000 new beds, resident facilities and support space for undergraduate students, new instruction and research space for departments and programs within the Divisions of Social Sciences and Arts and Humanities and general assignment classrooms. Buildings will be varied heights with some individual buildings reaching up to 14 stories. The neighborhood will also include an underground parking structure with 1,200 spaces. The project is targeting LEED Platinum certification.

Thomas Jefferson School of Law, San Diego, CA: A new $65 million law school consisting of an eight-story, 178,000 SF high-rise office and classroom building, a 40,000 SF, two-story library and a 3-level, 90,000 SF subterranean parking garage with 177 spaces. The facility has 12 classrooms, two learning centers, a moot courtroom, two recording studios, five conference rooms, an executive boardroom and a law clinic.



ADAM VOLL

PROJECT/CONSTRUCTION MANAGER

Adam has 12 years of experience in the construction industry, beginning his career as an intern at Kitchell. Throughout his career, Adam has grown into a strong Project/Construction Manager, honing his management skills on a variety of facilities including K-12 and higher education, civic/municipal, justice/corrections and arts/culture projects. He possesses a proven track record for stepping up to whatever is necessary to ensure the project's success, often taking on difficult situations and roles. Adam makes huge contributions to any project he is involved in, willing to take on additional responsibilities without hesitation, demonstrating dedication and enthusiasm regardless of the task.

EDUCATION

BS, Construction Management, California Polytechnic State University, San Luis Obispo

REGISTRATIONS & CERTIFICATIONS

OSHA 30-Hour

OSHA 510

LENGTH OF TIME IN FIRM

12 years

RESPONSIBILITIES

A highly skilled professional, Adam is responsible for the process of reviewing, issuing and processing RFIs and submittals, updating drawings and meeting minutes and negotiating change orders with team members on all sides of the table.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Roseville Schools, LLC, Barbara Chilton Middle School, Roseville,CA: A new $32.5 million, 91,000 SF developer-built middle school designed to accommodate 1,000 students. The facility consists of 11 buildings including a performing arts building, physical education/locker room building, administration building, exploritorium building, media center, kitchen building, multiuse building, three classroom buildings and a science lab building. Also included are a running track, football field and baseball fields.

MiraCosta Community College District, Track and Field Renovation and Athletic Field Support Building at Oceanside, Oceanside, CA: A $6.7 million major track and field renovation consisting of removal of the existing track and addition of an international sized soccer field and multi-purpose field in its place. A walking/jogging path will be located around the perimeter of the athletic fields, creating a small athletics field complex that will better utilize the "bowl" area. The softball/baseball field will be relocated to the east of the new gym complex. The project will be combined with construction of a new athletics field support building to replace the existing storage building and also provide restrooms and equipment storage for the new track and athletic fields.

Los Rios Community College District, Harris Center for the Arts, Three Stages at Folsom Lake College, Folsom, CA: A new $40 million, 89,395 SF two-story performing and instructional arts and regional performance facility. The project includes an 850-seat multipurpose theater, a full fly tower and orchestra pit, a 210-seat studio theater, 110-seat recital hall, choral rehearsal hall, scene shop, as well as other back-of-house and technical theater and music education facilities. The facility also includes faculty and administrative offices and a public lobby area, gallery, art education and public support functions.

Coast Community College District, Planetarium at Orange Coast Community College, Costa Mesa, CA: A $15 million project including demolition of the existing planetarium facility and construction of a new 12,000 SF, 129-seat Planetarium. Features include a state-of-the-art presentation projection platform with a nano-screen display, a 70-foot diameter concrete dome which will be the first concrete dome approved by DSA and a Foucault pendulum (one of very few in California and the first in Orange County) located in the lobby. (4/16-

San Bernardino Community College District, Measure M: San Bernardino Valley College Auditorium Renovation, San Bernardino, CA: A $10.7 million, 40,500 SF LEED certified rehabilitation and renovation of an existing auditorium building, including MEP upgrades, box office, accessible restrooms, dressing rooms, workshop, black box green room, storage and orchestra pit. Includes site work, student plaza, new accessible paths and restoration of the original historic aesthetic fabric and haz-mat abatement and remediation.



SOUDABEH RAD

PROJECT ENGINEER

Soudabeh has over 16 years of experience providing exceptional project support. She is a highly skilled professional, well versed in duties including helping with cash flow management, organizing and providing required reports and documents and assisting project managers. With a background in performing field surveying services for mostly public sector clients including transportation and civic/municipal, Soudabeh's presence is an asset on any project. An honest and hardworking teammate, she loves being part of a team and is always willing to offer support to a colleague in need. She believes the keys to a successful project lie in an accurate understanding of the scope of work, open and consistent communication with project stakeholders, flexibility, a professional work etiquette and great teamwork.

Soudabeh is a talented project engineer with impeccable time management skills whose positivity is contagious. Soudabeh is certified in Primavera P6 Professional Fundamentals and is familiar with other industry software including Microsoft Office Suite and Civil 3D.

EDUCATION

BS, Civil-Surveying Engineer, University of Tabriz, East Azerbaijan

REGISTRATIONS & CERTIFICATIONS

Primavera P6 Professional Fundamentals

LENGTH OF TIME IN FIRM

3 years

RESPONSIBILITIES

Soudabeh's responsibilities include reviewing, issuing and processing RFIs and submittals, updating drawings and meeting minutes and negotiating change orders with team members on all sides of the table.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

County of Orange, Juvenile Hall Multipurpose Rehabilitation Center, Orange, CA: A new $25.3 million, 26,216 SF building consisting of a sallyport, visitation facility, flexible program space and a gymnasium on the Juvenile Hall and Youth Leadership Academy campus. The new facility will replace the outdated visiting center and will include access to free parking as well as substantial underground utility work.

Judicial Council of California, Facility Modifications Projects, Statewide, CA: A $127 million program encompassing over 103 projects providing facility renovations/ modernizations to more than 75 court facilities throughout the state. Work has included refurbishment of more than 70 elevators, replacement of over 1.5 million SF of roofs and other modifications ranging from courtroom buildouts, tenant improvements, fire life safety upgrades, HVAC upgrades, generator replacements, building automation system replacement, energy efficiency upgrades, water efficiency projects, plumbing leaks, finishes replacement, exterior wall finish replacement and other similar project types.

ADDITIONAL EXPERIENCE

Ministry of Transport (Iran), As-Built Map of Tehran-Mashhad Railway: As-built map of 650 miles of railway with all details per each side.

National Cultural Heritage (Iran), Cultural Heritage Documentation: Cultural heritage documentation consisting of topographic map, 3D modeling, 3D drawings, 3D sections, contours and animationsfor the purpose of preserving 2,000 year-old historical places.

Ministry of Oil (Iran), Orthophoto of Bushehr Province: A seven-year project to create an orthophoto of Bushehr Province based on aerial photos. Work consisted of geometrically correcting aerial photos to create uniform scale with no distortion. The end result can be utilized the same as a map to measure true distances of features within the photograph.



RICK STASSI

SCHEDULING MANAGER

Rick has over 44 years of technical and analytical industry scheduling experience, with a diverse career in the engineering and project management fields. His experience encompasses project controls, engineering support, customer service and information technology support as well as scheduling, with excellent interpersonal and team building skills. Rick is familiar with a wide range of systems and software including Primavera, Prolog and AutoCAD. His experience includes high volume projects across several industries including K-12 and higher education, water/wastewater, aviation, civic/municipal, commercial and transportation.

EDUCATION

Coursework, Engineer, Sacramento City College

LENGTH OF TIME IN FIRM

4 years

RESPONSIBILITIES

As Scheduling Manager, Rick is responsible for reviewing and analyzing schedule performance through Earned Value Methodology. Duties also include other schedule analytics as requested, including reviewing contractor baseline and monthly schedule reviews.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

East Whittier City School District, Bond Measure Programs R & Z, Whittier, CA: Two bond programs totaling $94 million providing facility modernizations to address the needs of the schools. The $70 million Measure R bond provides facility upgrades, beginning with new roofing and fencing, asphalt and concrete replacement and flooring at four elementary schools and repainting of lunch shelters, covered walkways and storage bins at eight elementary schools. The $24 million Measure Z bond provides technology upgrades.

Santa Monica-Malibu Unified School District, Santa Monica High School (Samohi) Discovery Building, Santa Monica, CA: A new $160 million, 260,000 SF building built on the site of the former Science and Technology Buildings. The new building includes a five-story open-building concept with 38 classrooms including state-of-the-art computer and science labs, common areas, seminar rooms, a full Olympic-size 50-meter pool, indoor/outdoor dining facilities and subterranean parking for 288 cars, as well as rooftop learning areas and solar.

Madera Unified School District, Matilda Torres High School, Madera, CA: A new $180 million, 260,000 SF high school consisting of eight single-story and two two-story buildings including a 9,628 SF vocation technology building featuring a fabrication lab with welding, computer numerical control (CNC) and other manufacturing elements as well as a 3,747 SF culinary arts building including a culinary lab and café. Other buildings house standard classrooms, science classrooms, additional career technical education classrooms, administrative space, library/media center, health clinic, cafeteria, gymnasium, locker/shower, performing arts theater, aquatics complex, play courts, playfields, parking and ancillary facilities. The new high school is designed to house 2,200 students, with master planned future growth to 2,500 students. The campus also includes a fully operational school-based health center managed by the Camarena Health Center.

Coast Community College District, Planetarium at Orange Coast Community College, Costa Mesa, CA: A $15 million project including demolition of the existing planetarium facility and construction of a new 12,000 SF, 129-seat Planetarium. Features include a state-of-the-art presentation projection platform with a nano-screen display, a 70-foot diameter concrete dome which will be the first concrete dome approved by DSA and a Foucault pendulum (one of very few in California and the first in Orange County) located in the lobby.

MiraCosta Community College District, Measure MM Bond Program, San Diego, CA: A $538.5 million bond program to provide construction, repair, improvement and upgrades to the buildings, classrooms and other facilities located at each of the District's three campus locations. These upgrades will meet the changing needs of students and the North County San Diego community over a 10-year period. Projects include a track & field, gymnasium, an allied health building and a student services building, to name a few.



TIM PRECHEL

ESTIMATING MANAGER

Tim has over 41 years of experience in all aspects of estimating for all phases of construction, including conceptual program estimates through construction documents. He manages a team of estimators and has experience in facility needs assessments, value engineering, estimate reconciliations and verifications, change order verification and project cost reporting. During his career, he has supervised the construction of numerous projects, enabling him to give valuable input during planning and design. Tim has developed a strong, professional relationship with subcontractors and suppliers which in turn contributes to his ability to receive excellent estimating results. His background includes K-12 and higher education, correctional, commercial, healthcare and municipal projects.

EDUCATION

AA, Civil Technology, Phoenix College

LENGTH OF TIME IN FIRM

30 years

RESPONSIBILITIES

As Estimating Manager, Tim manages a team of estimators and gives valuable input during planning and design. He has been responsible for facility needs assessments, value engineering, estimate reconciliations and verifications, change order verification and project cost reporting.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Milpitas Unified School District, Measure E Bond Program, Milpitas, CA: A $95 million bond program providing new construction and modernizations district-wide, including nine elementary schools, two middle schools, one high school, as well as several specialized learning centers and District support service facilities.

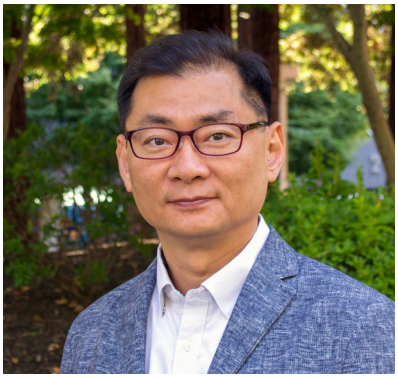
Atascadero Unified School District, Measure I-10 & B-14 Bond Program, Atascadero, CA: A $121.4 million bond program that provides the expansion of vocational education programs and facilities, computer and technology upgrades and construction of a new science, technology, engineering and math facility at the high school and a new administration/classroom building at the middle school.

Los Rios Community College District, Harris Center for the Arts, Three Stages at Folsom Lake College, Folsom, CA: A new $40 million, 89,395 SF two-story performing and instructional arts and regional performance facility. The project includes an 850-seat multipurpose theater, a full fly tower and orchestra pit, a 210-seat studio theater, 110-seat recital hall, choral rehearsal hall, scene shop, as well as other back-of-house and technical theater and music education facilities. The facility also includes faculty and administrative offices and a public lobby area, gallery, art education and public support functions.

San Bernardino Community College District, Measure M Bond Program, San Bernardino, CA: A $500 million bond program providing renovations and new construction on the District's two campuses. The program includes campus-wide parking lot upgrades, ADA upgrades, a new science building, new parking structures, a new general classroom building and a new PE athletic complex.

Yosemite Community College District, Measure E Bond Program, Modesto, CA: A $351 million bond program that includes major safety repairs, renovations and modernizations to existing facilities, classrooms and science and technology centers as well as new classrooms, educational buildings, educational centers and establishment of a Library and Learning Resource Center. Kitchell also provided commissioning services for this program.

Yolo County, Tuli Mem Park and Aquatics Center, Esparto, CA: A new $7.8 million project consisting of a 3,300 SF aquatic center building accompanied by an eight-lane lap pool, wading pool, parking area with 60 spaces, pedestrian bridge, mixed-use sports fields, little league baseball field, basketball court and picnic area.



SEUNG LEE, PE, LEED AP BD+C, CBCP, CEM

COMMISSIONING MANAGER

Seung brings over 24 years of industry experience, with a broad portfolio in Green Building design, commissioning and operation technologies, including energy reduction research, energy audit, energy modeling, energy system design, new and existing building commissioning, measurement and verification and LEED certification. He has also commissioned building systems such as HVAC and controls, lighting and daylighting controls, plumbing, process heating and cooling, fire and life safety. Seung's experience includes performing commissioning and extra energy performance enhancements for LEED Platinum certified buildings, management of multiple design and building partners overseeing LEED projects across 1,500 acres and serving as a building energy consultant and designer with an auto manufacturer.

EDUCATION

MS, Mechanical Engineering, Texas A&M University, College Station, TX

BS, Mechanical Engineering, HanYang University, Kyungki, South Korea

REGISTRATIONS & CERTIFICATIONS

Mechanical Engineer #M33166, CA

LEED AP Building Design + Construction

Certified Building Commissioning Professional

Certified Energy Manager

LENGTH OF TIME IN FIRM

4 years

RESPONSIBILITIES

As Commissioning Manager, Seung is responsible for reviewing designs and supervising commissioning.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

California Department of General Services, California School for the Deaf Ongoing Campus Improvements, Riverside, CA: An $82 million, 285,432 SF new construction and renovation project. Services included modernization of classrooms, replacement of dormitories, water lines, new chiller lines and utilities, multipurpose center and a LEED Gold chilled water plant. Kitchell also provided commissioning services for this facility.

Placer Union High School District, Del Oro High School New Classroom Buildings, Loomis, CA: A $35.6 million project consisting of construction of three new two-story classroom buildings totaling 57,488 SF. Work includes related site infrastructure, site improvements and removal of 14 portable classrooms.

Riverside County, Riverside University Medical Center – Emergency Department Expansion & Remodel, Moreno Valley, CA: A $12 million, three-phase OSHPD project providing improvements to the existing emergency department. Work includes a 2,049 SF expansion of the existing waiting area to provide a new registration check-in area, RME (Rapid Medical Evaluation) exam rooms, public waiting, public toilets and results waiting area. Also included is a 5,422 SF renovation of the existing first floor offices and storage areas into five additional treatment bays, two nurse stations and a storage area. Other renovations include remodel of the darkroom into offices, two existing offices into one work room, expansion of the trauma room to meet tier 1 requirements and renovation of the 237 SF basement support space to facilitate emergency power for the HVAC systems. The scope also includes a new exterior facade design and expanded site plan reworking. The project is phased to allow the existing emergency department to remain in operation while improvements take place.

Santa Barbara County, Northern Branch Jail, Santa Maria, CA: A new $115.5 million, 135,000 SF, 376-bed jail, of which 32 beds are dedicated to medical and mental health beds in a specialized housing unit. The facility includes all necessary supporting infrastructure for independent facility operation, such as exercise areas, facility maintenance, kitchen, laundry, records, administration and inmate programming.

Fresno County, West Annex Jail, Fresno, CA: A new $101.7 million, 115,000 SF, SB 1022-funded project designed and constructed adjacent to the existing North Annex Jail. The facility consists of three floors, two of which have mezzanines and a partial basement with tunnel connection to the North Annex Jail.



HEATHER BROWN, PE, CPMP, LEED AP

ENGINEERING & ARCHITECTURAL SERVICES DEPARTMENT DIRECTOR

Through her strive to incorporate quality into all that she does, Heather is a true champion of quality. She brings more than 26 years of experience in the construction industry, where she has worked on a wide variety of public, K-12 education, higher education and commercial facilities. Her experience includes project management, mechanical and plumbing design, assessing and renovating both HVAC and plumbing systems, preparing calculations and AutoCAD drawings. Heather brings a client-centered approach and innovative solutions to any project she touches.

EDUCATION

MBA, Finance, California State University Sacramento

MS, Mechanical Engineering, University of Portland, Oregon

REGISTRATIONS & CERTIFICATIONS

Mechanical Engineer #M31667, CA

Commissioning Process Management Professional

LEED Accredited Professional

LENGTH OF TIME IN FIRM

17 years

RESPONSIBILITIES

As EAS Director, Heather is responsible for the management of engineers and architects working with code, access compliance, design and constructability reviews, life cycle studies, value engineering sessions, energy studies, specifications development, needs assessments, master planning studies, facility assessments and construction inspections.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Capistrano Unified School District, Facilities Condition Assessments, San Juan Capistrano, CA: A $600,000 facilities conditions assessment of all Capistrano Unified School District facilities, over 1 million SF. These assessments are a critical part of the District's strategy for the next proposed bond measure.

Madera Unified School District, Matilda Torres High School, Madera, CA: A new $180 million, 260,000 SF high school consisting of eight single-story and two two-story buildings including a 9,628 SF vocation technology building featuring a fabrication lab with welding, computer numerical control (CNC) and other manufacturing elements as well as a 3,747 SF culinary arts building including a culinary lab and café. Other buildings house a performing arts theater, aquatics complex, play courts, playfields standard classrooms, science classrooms, additional career technical education classrooms, administrative space, library/media center, health clinic, cafeteria, gymnasium, locker/shower, parking and ancillary facilities.

Los Rios Community College District, Harris Center for the Arts, Three Stages at Folsom Lake College, Folsom, CA: A new $40 million, 89,395 SF two-story performing and instructional arts and regional performance facility. The project includes an 850-seat multipurpose theater, a full fly tower and orchestra pit, a 210-seat studio theater, 110-seat recital hall, choral rehearsal hall, scene shop, as well as other back-of-house and technical theater and music education facilities. The facility also includes faculty and administrative offices and a public lobby area, gallery, art education and public support functions.

San Bernardino Community College District, Community Recreation Facility (Aquatics Center), Measure P - Crafton Hills, Yucaipa, CA: A new $12.4 million, 7,242 SF recreational facility with a 50-m competition-sized swimming pool, bleachers, locker/shower rooms, restrooms, maintenance and operations area, administrative area, multi-purpose area and teaching areas that support aquatics. The building's roof doubles as a plaza overlooking the pool area. Site development included a parking lot, landscaping and building access. Solar panels and additional landscaping were added to the project during construction to aid in achieving LEED certification.

Coast Community College District, Criminal Justice Training Center at Golden West College, Huntington Beach, CA: A new design-build $24.3 million, two-story, 50,436 SF training facility consisting of a multi-purpose room, classrooms, forced simulation room, faculty offices, fitness lab, separate staff and student locker/shower rooms, ready room, mat room and outdoor areas including a grinder area, biddle course, felony stop street and a scenario village to serve the college's criminal justice program. Work also included installation of bio-filter tanks to handle site storm water.



JASON VILLANUEVA

PROJECT CONTROLS DIRECTOR

With more than 11 years of industry experience, Jason is a dynamic leader with experience in a variety of project types including K-12 and higher education, civic/municipal and infrastructure projects, with a specialty in vertical work such as public utilities. He has a unique background in IT and finance, which, paired with his project and program experience, gives him an exceptional perspective and a truly individual set of skills benefiting any project he is a part of. Jason's unusual skill set combined with a belief in the value of good people skills create an invaluable asset to any project team. Believing strongly in open communication and a high level of soft skills, he has the ability to motivate a team to come together and accomplish project goals. Jason's talents include strong project planning, tracking, forecasting, cost engineering, program management, organizational development, business development and business intelligence capabilities. He manages staff and project delegation with solid organizational, analytic and problem-solving skills. Jason's skills include expertise in MS Office applications, Primavera and Sharepoint, among other software.

EDUCATION

BS, Business Administration, Colorado Technical University

MBA, Business Administration, Colorado Technical University

LENGTH OF TIME IN FIRM

2 years

RESPONSIBILITIES

As Project Controls Director, Jason's responsibilities include strong project planning, tracking, forecasting, cost engineering, program management, organizational development, business development and business intelligence capabilities. He manages staff and project delegation with solid organizational, analytic and problem-solving skills.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Livermore Valley Joint Unified School District, Measure J Bond Program, Livermore, CA: A $245 million bond program providing classroom modernizations, repair of aging infrastructure and facility renovations throughout the District's 20 campuses. Kitchell is managing the main bond program projects at Livermore High School and Granada High School, as well as projects at East Avenue Middle School and Joe Michell K-8.

MiraCosta Community College District, Measure MM Bond Program, San Diego, CA: A $538.5 million bond program to provide construction, repair, improvement and upgrades to the buildings, classrooms and other facilities located at each of the District's three campus locations. These upgrades will meet the changing needs of students and the North County San Diego community over a 10-year period.

Chaffey Community College District, Measure P Bond Program and Project Management, Rancho Cucamonga, CA: Preconstruction and program planning services for a $700 million bond program with projects including significant upgrades to vocational, science and computer classrooms and labs, improvements to student safety and security systems, upgrade and expansion of facilities supporting veterans and other student services, as well as upgrades to training facilities for nurses and emergency first responders. The program also provides facility upgrades such as repair of deteriorating gas, electrical and sewer lines, roof repair and removal of asbestos, lead paint and mold.

City College of San Francisco, Program Management Services, San Francisco, CA: Program and construction management services for an $845 million bond program expected to span over seven years encompassing infrastructure, new construction and renovation projects. Projects include a new performing arts center, new STEAM building, new Student Success Center, new child care center, new utilities loop and major renovations to several buildings at the main campus and other centers. Major projects are delivered via design-build.

Ogden City School District Bond Program, Ogden, UT: A $103 million bond program with projects including Horace Mann Elementary replacement, construction of a new addition to Wasatch Elementary School to replace nine portable classrooms currently on site, as well as renovation of the existing main building, Polk Elementary School renovation and replacement and construction of a new elementary school to replace TO Smith Elementary.



SEAN GREENWALD, CFM

DIRECTOR OF FACILITIES MANAGEMENT

Sean has a natural ability to communicate and relate with people, while providing valuable technical knowledge to clients. Passionate about Facilities Management, he believes it touches all phases of stewardship of operating a facility in order to achieve the purpose or mission of the businesses. Sean is skilled at building maintenance and repair, deferred maintenance, scheduled maintenance, facility inspections and managing staff providing those services.

REGISTRATIONS & CERTIFICATIONS

Certified Facility Manager

OSHA 10-Hour

LENGTH OF TIME IN FIRM

9 years

RESPONSIBILITIES

As Director of Facilities Management, Sean is responsible for building maintenance and repair, deferred maintenance, scheduled maintenance, facility inspections and managing staff providing those services.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Peralta Community College District, Barbara Lee Center for Science and Allied Health - Facilities Management, Oakland, CA: A new $45 million, four-story 110,000 SF LEED Gold certified building housing anatomy, physiology, genomics, geology, physics, microbiology, radiology, chemistry, math and computer classrooms.

University of Arizona, College of Medicine - Facilities Management, Phoenix, AZ: Kitchell's Facility Management team has been providing maintenance and operation services for the University of Arizona, College of Medicine Campus in downtown Phoenix since 2012. Kitchell's contract was recently renewed for a two-year contract with three one-year options. The contract includes full maintenance services, a comprehensive preventative and corrective maintenance program, full coverage 24/7 on-call emergency response, equipment warranty tracking, and computerized maintenance management system (CMMS) implementation for the nine buildings totaling just under 1 million SF that make up the campus. Buildings served under this contract include:

- **Arizona Biomedical Collaborative**
- **Biomedical Sciences Partnership Building (BSPB)**
- **Health Sciences Education Building**
- **Dignity Health St. Joseph's Hospital and Medical Center, Cancer Center**
- **Vivarium**

Calaveras County, Adult Detention Facility & Sheriff's Office - Facilities Management, San Andreas, CA: A new $59 million, 160-bed adult detention facility, funded by a combination of lease revenue bonds made available by AB 900 and county bond measures. Quadrupling the jail's capacity, the new facility features 77,000 SF of fully-operational detention space to house 160 inmates and space for support services including administration, intake/booking, medical, food service, laundry and staff areas. The facility also includes a new 41,000 SF Sheriff's Administration Building with a 911 Dispatch Center and Emergency Operations Center.

ADDITIONAL EXPERIENCE

Vision Service Plan, Headquarters Facility Management, Rancho Cordova, CA: The integrated Kitchell Facility Management Team (KFM) is managing a long-term contract for VSP's approximately 700,000+ SF Corporate Campus Headquarters in Rancho Cordova CA, including a new state of the art production lab in Folsom, CA. KFM is providing a team of facility management professionals and technicians to perform campus-wide subcontractor management, hands-on preventive and corrective maintenance, data center maintenance, CMMS management, facility condition assessments, capital improvement plans and 24/7 on-call response. In December 2016, Kitchell expanded these services to include maintenance responsibilities for VSP's Eastern Operations Center in Columbus, Ohio.



NATASSIA MELENDREZ

DSA CLOSEOUT SPECIALIST

With over 13 years of experience, Natassia brings special expertise and skills to architectural and school district clients. She draws on many years of education, training and experience assisting K-12 and higher education districts. Natassia specializes in project coordination, Title 5 compliance and related issues and is extremely knowledgeable about Division of the State Architect (DSA) Project Certification Guide, DSA Interpretation of Regulations and Code compliance Title 24, DSA processes and closeout of projects. Relying on her detail-oriented nature, deep knowledge of DSA requirements and her positive relationship with DSA staff, Natassia has achieved closeout of many K-12 and higher education projects that both the district and the design team thought could not be closed. She will be responsible for ensuring the District's satisfaction with our team's DSA Project Compliance. Natassia will be your point of contact responsible for all matters regarding DSA Project Compliance Management and DSA Training to meet the District's needs. Natassia will also develop an overall process and procedure to ensure each phase of construction is complying with the Division of State Architects rules and regulations.

EDUCATION

Coursework, Construction Technology, Riverside Community College

Certification, Project Management, University of California, Los Angeles

REGISTRATIONS & CERTIFICATIONS

301 Formal Collaboration, Division of the State Architect

201 Project Closeout, Division of the State Architect

Legacy Closeout, Division of the State Architect

LENGTH OF TIME IN FIRM

8 years (Subconsultant)

RESPONSIBILITIES

Natassia is responsible for ensuring the District's satisfaction with our team's DSA Project Compliance. Natassia will be your point of contact responsible for all matters regarding DSA Project Compliance Management and DSA Training to meet the District's needs. Natassia will also develop an overall process and procedure to ensure each phase of construction is complying with the Division of State Architects rules and regulations.

RELEVANT EXPERIENCE WITHIN THE LAST 10 YEARS

Riverside Unified School District, Riverside, CA: As DSA Closeout Specialist, Natassia assisted the District with closeout for over 45 projects built between 1984 to current.

Compton Unified School District, Compton, CA: As DSA Closeout Specialist, Natassia closed out over 54 projects built from 1984 to current that ranged from relocations to entire campuses which were not properly built to plan. Her responsibilities included evaluating all non-certified projects, creating a plan of action and schedule based on the District's priority sites and delivering a strategic action plan which would allow for an efficient and expedited closeout process, as well as with the least amount of cost approved by the Division of the State Architect.

Oakland Unified School District, Oakland, CA: Natassia was the DSA Closeout Specialist responsible for closing out over 74 projects which were preventing the new bond projects from plan approval.

Palm Springs Unified School District, Palm Springs, CA: Natassia was the DSA Closeout Specialist responsible for closing out over 37 projects that were not properly built to plan.

South Orange County Community College District, Mission Viejo, CA: Natassia was the DSA Compliance Manager responsible for assisting the District with the closeout and certification of 27 of their non-certified projects.

Rancho Santiago Community College District, Santa Ana, CA: As DSA Compliance Manager, Natassia assisted the District with closing out and certifying their 67 non-certified projects. Her duties included creating teams and solutions which saved the District time and money.

Long Beach Community College District, Long Beach, CA: As DSA Compliance Manager, Natassia assisted with closeout and certification of 37 of the District's non-certified projects.

Pasadena Community College District, Pasadena, CA: Natassia was responsible for assisting the District with closeout and certification of their 11 non-certified projects.

Santa Rosa Junior College, Santa Rosa, CA: Natassia assisted the District with closing out and certifying the District's 11 non-certified projects.

This page intentionally left blank.

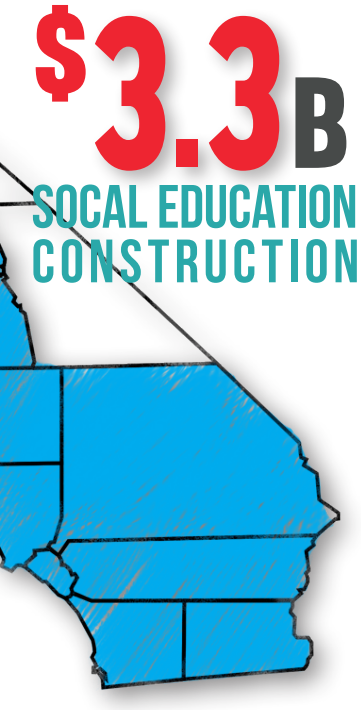
3.2 Experience



3.2.1. Provide a brief description of the firm's experience for both New Construction and Modernization projects. At a minimum, identify the number of years of experience in the applicable fields.

Industry Leading Expertise

With over 43 years of providing services to K-12 and higher education clients, Kitchell has a thorough understanding of the obstacles our educational clients face when modernizing, renovating or replacing education facilities. We have worked closely with many architects and planners in developing long-range master plans, modernization implementation and new construction building programs, and facilities condition assessments. **Our extensive list of K-12 education projects demonstrates our commitment to the future.** With a full complement of in-house services necessary to meet a projects' goals and objectives, Kitchell is able to provide services ranging from early project planning and conceptual estimating through post-construction inspections and warranty periods. Our in-house Engineering & Architectural Services Department consists of licensed architects, engineers and other construction professionals who perform design, facility evaluations, needs assessments, design/constructability reviews, life cycle studies, value engineering, energy studies, specifications development, master planning, construction inspections and FF&E/transition planning services enabling Kitchell to be a true one-stop shop for construction services.



CLIENT-CENTERED APPROACH

Project success and the District's satisfaction with our services will depend on a spirit of partnership among the project team. We understand the significance of this ingredient and invest our time and energy in discovering the mutual value in achieving common project goals. **Our commitment to this effort will foster good communication and promote positive relationships with the Newport-Mesa District staff, design professionals, inspectors and other stakeholders, which will ultimately benefit your projects.**

3.2.2. Project Listing. List all K-12 school projects that firm has worked on within the last three (3) years. Limit response to no more than the ten (10) most recent projects. Each project description should include a brief scope of work, and a client contact by name, agency, title, and phone number who may be contacted for verification.



SANTA MONICA-MALIBU UNIFIED SCHOOL DISTRICT, SANTA MONICA HIGH SCHOOL (SAMOHI) DISCOVERY BUILDING, Santa Monica, CA

Client Contact	Carey Upton, Santa Monica-Malibu Unified School District, Chief Operations Officer, Maintenance, Operations, Transportation and Facilities Use Departments | 310.450.8338 x70203
Services Start Date	February 2019
Services Completion Date	September 2021 (estimated)

A new $160 million, 260,000 SF building built on the site of the former Science and Technology Buildings. The new building includes a five-story open-building concept with 38 classrooms including state-of-the-art computer and science labs, common areas, seminar rooms, a full Olympic-size 50-meter pool, indoor/outdoor dining facilities and subterranean parking for 288 cars, as well as rooftop learning areas and solar.



SANTA MONICA-MALIBU UNIFIED SCHOOL DISTRICT, POINT DUME MARINE SCIENCE SCHOOL MODERNIZATION, Malibu, CA

Client Contact	Carey Upton, Santa Monica-Malibu Unified School District, Chief Operations Officer, Maintenance, Operations, Transportation and Facilities Use Departments | 310.450.8338 x70203
Services Start Date	March 2018
Services Completion Date	November 2018

A $3.4 million project consisting of HVAC upgrades for all buildings on campus, repainting of interior walls, ceilings and painted casework at all buildings, painting of exterior trim at all buildings, accessibility upgrades, new flooring in all buildings, door and frame replacements, and fire alarm demolition and upgrades.

Kitchell is a leader in the management of California public school programs and projects with over 41 years of educational facility experience.



SWEETWATER UNION HIGH SCHOOL DISTRICT, EASTLAKE HIGH SCHOOL TITLE IX SOFTBALL MODIFICATION, Chula Vista, CA

Client Contact	Janea Quirk, Sweetwater Union High School District, Director, Planning and Construction | 619.316.7269
Services Start Date	April 2020
Services Completion Date	October 2021 (estimated)

A $2.1 million (construction cost) project consisting of a new team room, storage room, concessions and dugout buildings at the existing softball field. The project also includes ADA compliant path of travel upgrades, as well as shade structures and associated mechanical, electrical and plumbing underground utilities to the new buildings.



EAST WHITTIER CITY SCHOOL DISTRICT, EAST WHITTIER CITY SCHOOL DISTRICT, BOND MEASURE PROGRAMS R & Z, Whittier, CA

Client Contact	Vince Madsen, former Director of Bond, Facilities and Maintenance | 747.241.0403
Services Start Date	June 2017
Services Completion Date	August 2020

Two bond programs totaling $94 million providing facility modernizations to address the needs of schools within the District. The $70 million Measure R bond provides facility upgrades, beginning with new roofing and fencing, asphalt and concrete replacement and flooring at four elementary schools and repainting of lunch shelters, covered walkways and storage bins at eight elementary schools. The $24 million Measure Z bond provides technology upgrades.

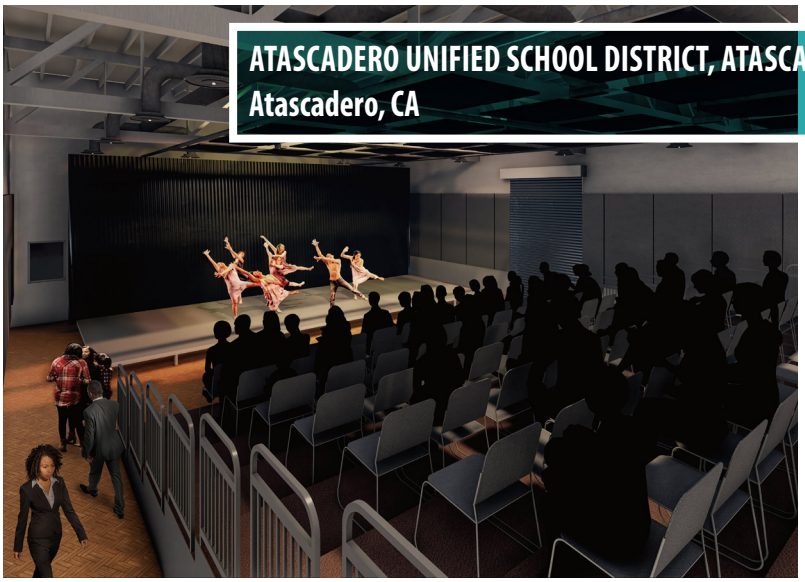




CAPISTRANO UNIFIED SCHOOL DISTRICT, FACILITIES CONDITION ASSESSMENTS, San Juan Capistrano, CA

Client Contact	John Forney, Capistrano Unified School District, Chief Facilities Officer | 949.289.3902
Services Start Date	June 2017
Services Completion Date	September 2018

A $600,000 facilities conditions assessment of all Capistrano Unified School District facilities totaling over 1 million SF. These assessments are a critical part of the District's strategy for the next proposed bond measure.



ATASCADERO UNIFIED SCHOOL DISTRICT, ATASCADERO HIGH SCHOOL MUSIC & BLACK BOX THEATER, Atascadero, CA

Client Contact	Brant Lloyd, Atascadero Unified School District, Director of Support Services | 805.462.4204
Services Start Date	April 2018
Services Completion Date	December 2020

A $4.2 million project consisting of reconstruction of the Music classroom building 1400 and the current Agriculture/shops building 1500 into a new Black Box Theater. Interior updates include new flooring, wall and ceiling surfaces and classrooms will receive upgrades in technology, electrical, lighting and mechanical ducting system. Exterior work includes improvements of building envelope and roofing upgrades. Technology upgrades include FrontRow teaching system and bells, clocks and PA.





LIVERMORE VALLEY JOINT UNIFIED SCHOOL DISTRICT, MEASURE J BOND PROGRAM, LIVERMORE HIGH SCHOOL ATHLETICS COMPLEX, Livermore, CA

Client Contact	Kim McNeely, Livermore Valley Joint Unified School District, Bond Program Director | 925.960.2913
Services Start Date	January 2020
Services Completion Date	June 2022 (estimated)

A new $40 million athletics complex consisting of demolition of the existing gymnasium and pool and construction of a new 44,000 SF gymnasium and 38m x 25y aquatics facility. The project also includes new bleachers at the football stadium and expansion of the track from six to eight lanes.



MADERA UNIFIED SCHOOL DISTRICT, MATILDA TORRES HIGH SCHOOL, Madera, CA

Client Contact	Rosalind Cox, Madera Unified School District, Director of Facilities Planning & Construction Management | 559.675.4500
Services Start Date	August 2017
Services Completion Date	October 2021

A new $180 million, 260,000 SF high school consisting of eight single-story and two two-story buildings including a 9,628 SF vocation technology building featuring a fabrication lab with welding, computer numerical control (CNC) and other manufacturing elements as well as a 3,747 SF culinary arts building including a culinary lab and café. Other buildings house a performing arts theater, aquatics complex, play courts, playfields standard classrooms, science classrooms, additional career technical education classrooms, administrative space, library/media center, health clinic, cafeteria, gymnasium, locker/shower, parking and ancillary facilities. The new high school is designed to house 2,200 students, with master planned future growth to 2,500 students. The campus also includes a fully operational school-based health center managed by the Camarena Health Center.

Within the past three years, Kitchell has served 25 K-12 Districts, providing a variety of services including construction and project management, program management, facility conditions assessments, design and planning, value engineering, scheduling and staff augmentation, to name a few, for more than 90 projects totaling $1.5 billion.



SAN JUAN UNIFIED SCHOOL DISTRICT, BELLA VISTA HIGH SCHOOL OUTDOOR LEARNING, Fair Oaks, CA

Client Contact	Laura Leet, DBIA, San Juan Unified School District, Facilities Construction Manager | 916.834.2097
Services Start Date	April 2018
Services Completion Date	April 2021

A $9.9 million project including renovation and reconfiguration of existing athletic fields, replacement and improvement of stadium infrastructure and drainage systems, infrastructure for future ADA compliant restrooms, 1,200 SF ticket booths and concession buildings, as well as providing access-compliant paths of travel.



SAN JUAN UNIFIED SCHOOL DISTRICT, ARDEN MIDDLE SCHOOL, Sacramento, CA

Client Contact	Laura Leet, DBIA, San Juan Unified School District, Facilities Construction Manager | 916.834.2097
Services Start Date	February 2020
Services Completion Date	December 2021 (estimated)

A new $68 million, 83,000 SF, two-story middle school built on the site of the existing school field. Work includes demolition of the existing school after students move into the new facility. The new school includes open spaces for learning, an outdoor amphitheater and a new sports field placed on the site of the demolished building, as well as a new 10,000 SF physical education and music building, which are designed to complement the existing five-year old multipurpose building.

3.2.3. Project Team. Identification of the firm's project team and their specific expertise, experience, and resources to ensure suitable completion of the work. Indicate the key team members that will serve as lead management and project manager and will be principally responsible for working with the District. For these key team members specifically, identify all public works projects and California school projects in particular that team member has worked on in the last three (3) years.

Newport-Mesa Unified School District

JEREMY JUDD*, CCM, DBIA, LEED GA
PROJECT DIRECTOR

PROJECT/CONSTRUCTION MANAGEMENT TEAM

ESTEVAN SANCHEZ*, CCM, LEED GA
Project/Construction Manager

BENNETT MCLAUGHLIN*, CMIT
Project/Construction Manager

LEOPOLDO ROSAS*, CCM, DBIA, LEED AP BD+C
Project/Construction Manager

MEGAN EVENARY*, CCM, ASSOC. DBIA, LEED AP
Project/Construction Manager

THOMAS BARTON*
Project/Construction Manager

ADAM VOLL*
Project/Construction Manager

SOUDABEH RAD*
Project Engineer

* Key Team Member

SUPPORT SERVICES TEAM

Kevin Pokrywa, CCM
Principal-in-Charge

Heather Brown, PE, CPMP, LEED AP
Engineering & Architectural Services Director

Jason Villanueva
Project Controls Director

Natassia Melendrez
DSA Closeout Specialist

Tim Prechel
Estimating Manager

Rick Stassi
Scheduling Manager

Seung Lee, PE, LEED AP BC+C, CBCP, CEM
Commissioning Manager

Sean Greenwald, CFM
Director of Facilities Management

Jeremy Judd will serve as Lead Management, with Kevin Pokrywa as Principal-in-Charge. All members of the Project/Construction Management Team are available and responsible for working with the District.

Please refer to section 3.1.3 for specific expertise, experience and resources to ensure suitable completion of the work.

All public works projects and California school projects key team members have worked on in the last three (3) years can be found on pages 28-30.

Public Works and California School Project Experience in the Last Three Years

JEREMY JUDD

- MiraCosta Community College District, Measure MM Bond Program
- Peralta Community College District, Construction Management Services, Oakland, CA
- City College of San Francisco, Program Management Services
- County of Orange, Juvenile Hall Multipurpose Rehabilitation Center
- County of Ventura, Todd Road Jail Health & Programming Unit
- Los Angeles County, Mira Loma Women's Detention Center
- County of San Diego, As-Needed Project Management Services - Large Projects





ESTEVAN SANCHEZ

- Santa Monica-Malibu Unified School District, Santa Monica High School (Samohi) Discovery Building
- East Whittier City School District, Bond Measure Programs R & Z
- County of Orange, Juvenile Hall Multipurpose Rehabilitation Center

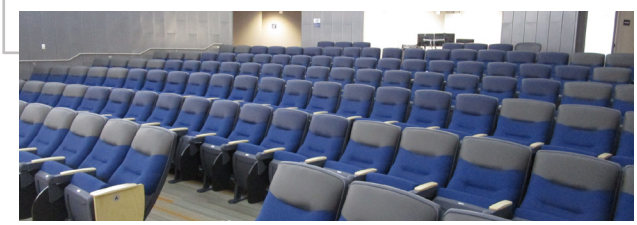




BENNETT MCLAUGHLIN

- Santa Monica-Malibu Unified School District, Santa Monica High School (Samohi) Discovery Building
- Coast Community College District, Planetarium at Orange Coast Community College
- Coast Community College District, Recycling Center at Orange Coast Community College
- Coast Community College District, Maritime Training Center Dock Modifications at Orange Coast College





Public Works and California School Project Experience in the Last Three Years

LEOPOLDO ROSAS

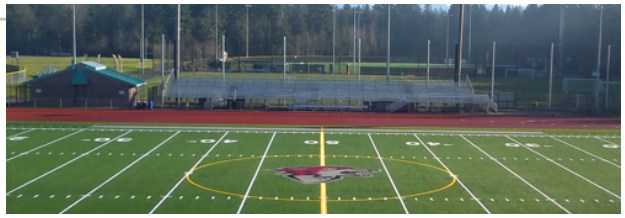
- Santa Monica-Malibu Unified School District, Santa Monica High School (Samohi) Discovery Building
- City of Costa Mesa, City Hall
- Capistrano Unified School District, Facilities Condition Assessments
- Los Angeles County Department of Public Works, As-Needed Project/ Construction Management Services
- Coast Community College District, Criminal Justice Training Center at Golden West College





THOMAS BARTON

- Sweetwater Union High School District, Eastlake High School Title IX Softball Modification
- Sweetwater Union High School District, Chula Vista High School Building 100 Elevator Addition
- Berryessa Union School District, Cherrywood Elementary School Modernization
- MiraCosta Community College District, Measure MM Bond Program
- Livermore Valley Joint Unified School District, Measure J Bond Program
- County of San Diego, As-Needed Project Management Services - Large Projects

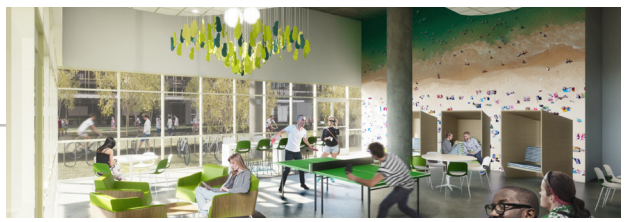




MEGAN EVENARY

- Sweetwater Union High School District, Bonita High School Stadium Synthetic Track, Concession & Restroom Building
- Sweetwater Union High School District, Eastlake High School Title IX Softball Modification
- University of California, San Diego, North Torrey Pines Living and Learning Neighborhood

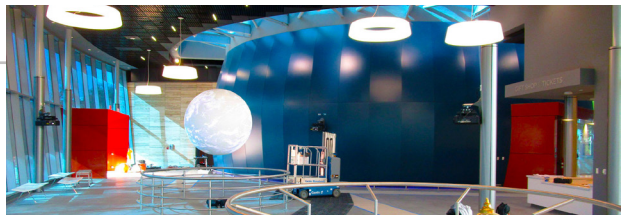




Public Works and California School Project Experience in the Last Three Years

ADAM VOLL

- MiraCosta Community College District, Measure MM Bond Program
- Coast Community College District, Planetarium at Orange Coast Community College
- Coast Community College District, Recycling Center at Orange Coast Community College
- County of Orange, Juvenile Hall Multipurpose Rehabilitation Center





SOUDABEH RAD

- Judicial Council of California, Facility Modifications Projects
- County of Orange, Juvenile Hall Multipurpose Rehabilitation Center





100% Dedicated to the success of your projects.

Our proposed project and construction management team has the experience to take your projects successfully from conception through completion. Our seasoned team is 100% dedicated and will support the District to ensure your projects move forward smoothly .

Our team member's commitment goes beyond the job. They strive to see success in the community that they live and work in.

KITCHELL

3.2.4. Public Works Requirements. A brief summary description of firm's familiarity with applicable laws and requirements for public works projects in general and K-12 California school projects in particular, including OPSC State Funded Projects.

Public Works Requirements

Kitchell staff has worked on nearly 1,200 educational programs and projects covering K–12 through higher education. The majority of these projects have been in California, giving us a high degree of experience with the Office of Public School Construction (OPSC), the Division of the State Architect, the California Department of Education (CDE), the Department of Toxic Substance Control (DTSC), the Uniform Building Code and Title 24 of the California Code of Regulations.

With our company headquarters in Sacramento, CDE, OPSC, DSA and DTSC are minutes away. This close proximity enables Kitchell to work effectively and congenially with these agencies throughout the course of school building programs. In addition, Kitchell has also developed relationships with the regional offices of DSA.

A. OFFICE OF PUBLIC SCHOOL CONSTRUCTION

Our project management staff brings specific, recent experience working with the Office of Public School Construction (OPSC) and has established relationships with both management and field personnel within the department. We have been **extremely successful providing and implementing strategies to ensure Districts receive their state funding in an expeditious manner**. We are proactive about completing applications and providing the proper documentation for retrieval of state funds.

Equally important will be our continued monitoring of OPSC procedures, especially changes and opportunities brought about by the passage of new legislation. We will keep the District abreast of these proposed changes in State processes, criteria and schedules and advise the District of their impact to the project.

B. DIVISION OF STATE ARCHITECT

Kitchell has an excellent working relationship with the Division of the State Architect (DSA). This is demonstrated by our recent selection by DSA to provide access compliance review services. We have been working with the Division of the State Architect for over 30 years on a variety of projects. We are very familiar with DSA expectations, procedures and processes. Kitchell will use this familiarity to **maximize program performance, value and expedite DSA review time.**

Kitchell will ensure a positive and seamless DSA process for your projects by monitoring your architect's progress in developing the plans and specifications to ensure timely submission to DSA and review DSA's comments and ensure comments are incorporated into the plans before they are resubmitted. The key factor to resolving conflicts and expediting tasks with DSA is to facilitate early review of the drawings prior to formal submission.

In our experience, the most significant problems are not with the agency itself but the submission of less than complete drawings and specifications. To avoid this dilemma, we thoroughly inspect each deliverable before it is submitted to DSA. We also make a "courtesy call" to DSA a few weeks before the submittal so they are aware the submittal will be personally delivered to them. We find that common courtesy and advance planning pay huge dividends for our education clients. We have experience in coordinating the selection process of DSA Inspectors and performing periodic evaluations of them as well.

As requested by the District, we can also utilize Project Support Services, Inc. (PSS) to ensure a smooth DSA closeout and certification process for all projects. Owned by Natassia Melendrez, PSS is a small, local, minority and woman-owned business specializing in DSA closeout and certification.

Natassia specializes in project coordination, Title 5 compliance and related issues and is extremely knowledgeable about Division of the State Architect (DSA) Project Certification Guide, DSA Interpretation of Regulations and Code compliance Title 24, DSA processes and closeout of projects. She relies on her extensive experience, deep knowledge of DSA requirements and her positive relationship with DSA staff to achieve closeout of DSA projects. Her relationship with DSA at the state, local and field inspector levels can be leveraged to assist with quick reviews and approvals to ensure we maintain project schedules.

C. DEPARTMENT OF TOXIC SUBSTANCE CONTROL

Our experience in K-12 new projects, renovations and modernization projects— often on facilities constructed prior to the 1950s—frequently brings us into contact with substances under the jurisdiction of the Department of Toxic Substance Control. These substances range from lead paint to soil contaminated with residual fuel, oil or pesticides and other chemicals from farm operations.

D. CALIFORNIA DEPARTMENT OF EDUCATION

Kitchell routinely works with school Districts and their selected architects to ensure that project drawings meet California Department of Education requirements. We monitor design

progress, ensuring timely submittals and maximizing OPSC funding. In addition, Kitchell can help the District navigate the processes for securing new Federal ESSER and GEER funding. Kitchell's senior management continually monitor and review Department of Education facility requirements.

E. STATE ALLOCATION BOARD

School Districts typically have no direct contact with the State Allocation Board (SAB) unless there is a disagreement with OPSC staff. Should the need for an appeal or exemption from OPSC policy occur, Kitchell will work closely with the District to prepare the appeal documents and present the district's case to the Board. However, Kitchell's focus will be on preventing the need to seek SAB rulings, and help ensure all State Funding applications, and subsequent implementation of the District's building program comply with OPSC policies. In addition, Kitchell's senior staff will attend meetings of the SAB and monitor policy decisions for their impact on your program. Copies of pertinent meeting items and board decisions will be passed on to District.

F. DEPARTMENT OF INDUSTRIAL RELATIONS

In our role as Construction Manager, we will work to ensure that all contractor and subcontractors are registered with the DIR prior to the award and as part of our Policy and Procedures Manual, clearly define the requirements to submit certified payrolls to the DIR database for archiving and compliance. This will further be discussed in the pre-bid and preconstruction meetings. During construction, we will spot check to see if every requirement is being met and correct any deficiencies.



KEYS TO *Success*

MAXIMIZE PRECONSTRUCTION ACTIVITIES

- Evaluation and investigation of existing conditions during preconstruction
- Development of comprehensive phasing and logistics plan to achieve economies of scale across District projects
- Project scoping, bid packaging and trade contractor outreach
- Develop aggressive and adaptable construction work schedules to minimize operational impacts
- Leverage our in-house engineering and architectural services department "One Stop Shop"
- Develop project prioritization and "critical" needs assessments across District campuses
- Proactive cost control and change management
- Quality control & quality assurance procedures
- Cost effective staffing tailored to District's needs

MINIMIZE DISRUPTION TO ACADEMICS

- Focus the most intense construction activities during summer break
- Coordinate job walks, bid walks and other activities before or after school hours or on weekends
- Coordination of deliveries and avoiding drop off/pick-up times
- Communicate construction activities regularly to stakeholders to avoid surprises

TRANSPARENCY & COMMUNICATION

- Integration with Facilities Planning & Construction staff, including facilities, administration and school principals to fully understand the goal of each project
- Weekly and monthly updates to all District stakeholders and community
- Seamless integration and coordination of daily activities with facilities staff, site administrators and M&O personnel

Safety

- Implement comprehensive site safety plan to minimize campus impacts
- Site-Specific Health and Safety Plan
- Weekly tool box safety specific meetings for all field personnel

3.2.5

3.2.5. District Contracts. Provide a schedule of all Newport-Mesa Unified School District contracts held within the last three (3) years, including with respect to each project, the project name and the property address, the contract amount, and firm's contact person at the District on said project.

Not applicable.

This page intentionally left blank.

3.3 Project & Cost Management



3.3.1. Project Management. Describe the project management procedures employed by your firm to minimize change orders and ensure well-coordinated and complete work product. Include the following information:

- 3.3.1.1. Describe the type of staffing is required to manage the project effectively. Provide hourly rates for each classification.
- 3.3.1.2. Describe the approach is taken to stay on schedule and meet project timeline goals.

Project Management Procedures

Accurate budgeting is a critical step in program and construction management. Allocating practical contingencies and allowances to each one of the projects during the planning phase will mitigate the cost impact and the risk of the changes. **Our primary focus in mitigating construction cost and budget impacts is to prevent them from occurring in the first place.** This begins with thoroughly reviewing design documents through our detailed design and constructability reviews to eliminate potential change orders before they happen.

CONSTRUCTABILITY REVIEW

Kitchell utilizes Bluebeam Studio for our collaborative constructability reviews. The cloud-based structure provides seamless collaboration, reporting and tracking and is accessible to all project stakeholders. With Bluebeam, multiple parties can simultaneously be reviewing and adding comments to the documents under review. When finished, Bluebeam provides a written report of comments. This collaborative process eliminates conflicting review comments and expedites the review process.

DESIGN PEER REVIEW

To ensure scope requirements are fulfilled and field change orders are minimized, Kitchell's EAS Department, in conjunction with the project site team, will provide our "second set of eyes" through peer review for appropriateness, coordination and constructability concerns. The design documents will be reviewed to **ensure conformance with the District's standards and to meet or exceed your expectations and for code compliance, quality and constructability, efficiency and cost effectiveness.** Comments identified by reviewers will be entered into a database and design review reports will be generated and distributed to the project team to track issues through completion. Implementing this process will ensure the contractors bid on well-planned contract documents. We pride ourselves on minimal Requests for Information (RFI) and so we will work hard with your design team to create a clean set.

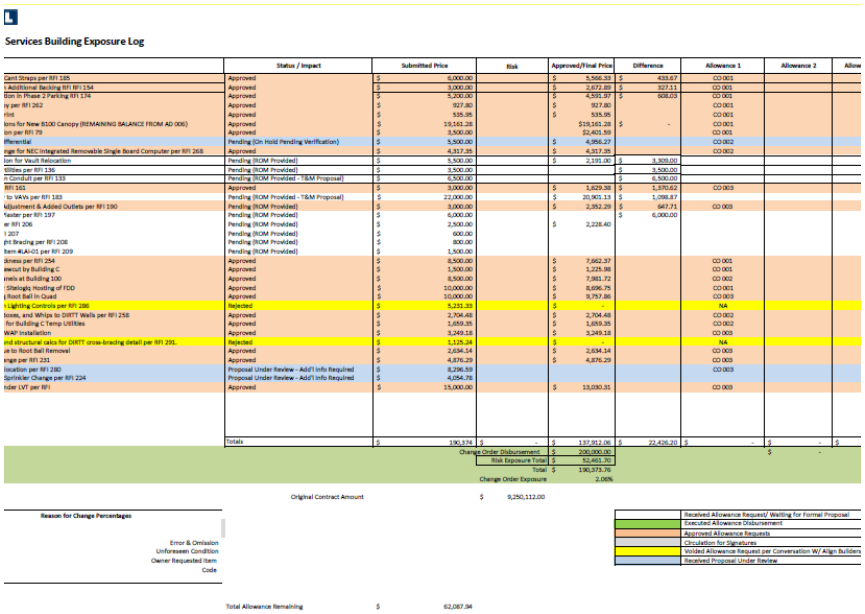
CHANGE ORDER MITIGATION

During construction, prompt review and resolution of the contractors' RFIs and submittals helps mitigate change orders. For this reason, we will ensure the efficient processing and monitoring of RFIs and submittals in our Project Administration Software (Procore). The team maintains an emphasis on critical issues and ensures all appropriate team members are informed of the proposed changes and the impact on cost and time immediately when issues arise. However well prepared the project team may be, there are still times when unforeseen site issues, changing market conditions or other environmental factors can arise and lead to potential cost and budget overruns. These types of issues are identified and tracked on our Project Exposure Log (see below). When changes to the work do occur, timely control of change orders in a proactive manner is imperative. Kitchell, in conjunction with the District, will develop and implement specific procedures for processing change orders. The process will ensure that the architect and all appropriate District personnel are immediately informed of the proposed changes and the impact on cost and time when the issue arises. The team will maintain emphasis on critical issues and their timely resolution. We will perform the following steps on change order requests (CORs) originating from the contractor:



During construction, we aggressively manage change orders and regularly review and validate the project budgets. To build and maintain trust and positive working relationships with contractors and the District, we adhere to a "firm but fair" approach in cost impact negotiations. Throughout the project, we update the cost control report with an emphasis on forecasting the final project cost and projected monthly expenditures. **We take an active role in not only showing cost impacts as the project progresses but in providing alternatives and recommendations for maintaining costs within the final budget.**

The cost of approved change orders or changes proposed by the District in a "what if" situation is included in the cost control report and illustrate their effect on the project budget. This permits knowledgeable decision-making and effective cost control. The total cumulative amount of change orders will be closely monitored and project progress and change orders will receive careful analysis to provide the District with total financial exposure. Kitchell has also used a variety of project phasing strategies and project delivery methods and provided detailed implementation schedules tied to proposed cash flow scenarios. Using these methods enables our clients to make informed choices on what is best for each project.



Services Building Exposure Log

	Status / Impact	Submitted Price	Risk	Approved/Final Price	Difference	Allowance 1	Allowance 2	Allow
Gant Straps per RFI 185	Approved	$ 6,000.00		$ 5,566.33	$ 433.67	CO 001		
Additional Backing RFI RFI 154	Approved	$ 3,000.00		$ 2,672.89	$ 327.11	CO 001		
tion In Phase 2 Parking RFI 174	Approved	$ 5,200.00		$ 4,591.97	$ 608.03	CO 001		
y per RFI 262	Approved	$ 927.80		$ 927.80		CO 001		
int	Approved	$ 535.35		$ 535.35		CO 001		
ions for New 8100 Canopy (REMAINING BALANCE FROM AD 006)	Approved	$ 19,161.28		$19,161.28	$ -	CO 001		
on per RFI 79	Approved	$ 3,500.00		$2,401.59		CO 001		
Pferential	Pending (On Hold Pending Verification)	$ 5,500.00		$ 4,956.27		CO 002		
ge for NEC Integrated Removeble Single Board Computer per RFI 268	Approved	$ 4,317.35		$ 4,317.35		CO 002		
ion for Vault Relocation	Pending (ROM Provided)	$ 5,500.00		$ 2,191.00	$ 3,309.00			
Stlites per RFI 136	Pending (ROM Provided)	$ 3,500.00			$ 3,500.00			
n Conduit per RFI 133	Pending (ROM Provided - T&M Proposal)	$ 6,500.00			$ 6,500.00			
RFI 161	Approved	$ 3,000.00		$ 1,629.38	$ 1,370.62	CO 003		
to VAVs per RFI 183	Pending (ROM Provided - T&M Proposal)	$ 22,000.00		$ 20,901.13	$ 1,098.87			
djustment & Added Outlets per RFI 190	Pending (ROM Provided)	$ 3,000.00		$ 2,352.29	$ 647.71	CO 003		
Heater per RFI 197	Pending (ROM Provided)	$ 6,000.00			$ 6,000.00			
er RFI 206	Pending (ROM Provided)	$ 2,500.00		$ 2,228.40				
207	Pending (ROM Provided)	$ 600.00						
PT Bracing per RFI 208	Pending (ROM Provided)	$ 800.00						
tem #LAI-01 per RFI 209	Pending (ROM Provided)	$ 1,500.00						
ckness per RFI 254	Approved	$ 8,500.00		$ 7,662.37		CO 001		
ewout by Building C	Approved	$ 1,500.00		$ 1,225.98		CO 001		
nels at Building 100	Approved	$ 8,500.00		$ 7,981.72		CO 002		
Sitelogic Hosting of FDD	Approved	$ 10,000.00		$ 8,696.75		CO 001		
Root Ball in Quad	Approved	$ 10,000.00		$ 9,757.80		CO 003		
Lighting Controls per RFI 286	Rejected	$ 5,231.33		$ -		NA		
loors, and Whips to DIRTT Walls per RFI 258	Approved	$ 2,704.48		$ 2,704.48		CO 002		
for Building C Temp Utilities	Approved	$ 1,659.35		$ 1,659.35		CO 002		
WAP Installation	Approved	$ 3,249.18		$ 3,249.18		CO 003		
nd structural calcs for DIRTT cross-bracing detail per RFI 291.	Rejected	$ 1,125.24		$ -		NA		
to Root Ball Removal	Approved	$ 2,694.14		$ 2,694.14		CO 003		
nge per RFI 231	Approved	$ 4,876.29		$ 4,876.29		CO 003		
location per RFI 280	Proposal Under Review - Add'l Info Required	$ 8,296.59				CO 003		
Sprinkler Change per RFI 224	Proposal Under Review - Add'l Info Required	$ 4,054.76						
nder LVT per RFI	Approved	$ 15,000.00		$ 13,030.31		CO 003		
Totals		$ 190,374	$ -	$ 137,912.06	$ 22,426.20	$ -	$ -	$
			Change Order Disbursement	$ 200,000.00			$ -	
			Risk Exposure Total	$ 52,461.70				
				Total $ 190,373.76				
				Change Order Exposure 2.06%				

Original Contract Amount $ 9,250,112.00

Reason for Change Percentages

Error & Omission
Unforeseen Condition
Owner Requested Item
Code

Total Allowance Remaining $ 62,087.94

Received Allowance Request/ Waiting for Formal Proposal
Executed Allowance Disbursement
Approved Allowance Requests
Circulation for Signatures
Voided Allowance Request per Conversation W/ Align Builders
Received Proposal Under Review

Example Project Exposure Log to track potential change orders and project cost impacts.

COST MANAGEMENT

We commend the District for its successful completion of Measure F projects and understand that the District has used multiple project delivery methods on it's projects, including Design-Bid-Build and Design-Build. As a cost management tool, we can help the District to structure the procurement documents in multiple delivery methods to provide the District with the most flexibility and assurance of quality contractors and design-build teams by using prequalification processes and pursuing various forms of progressive design-build (PDB) to create the most collaborative environment possible for design excellence and innovation to flourish. This also ensures the most responsible use of the District's funds and a good-faith commitment to each school's local community.

CONSTRUCTION MANAGEMENT STAFFING

Kitchell's approach to all our projects is based on our ability to provide our clients with the right team members. At Kitchell, we clearly understand the requirements of K-12 capital programs and know how to work closely with the District, design team, inspectors and contractors to build a team with one common goal – to **deliver your project on time and within budget**. Kitchell's commitment is to provide Project/Construction Managers and Project Engineers that are ideally suited for the type of project for which you need them. **The extensive K-12 and DSA experience of our proposed staff covers an incredibly wide range of project and facility types.** In addition, with a full complement of in-house services necessary to meet a project's goals and objectives, Kitchell is able to provide services ranging from early project planning and conceptual estimating through post-construction inspections and warranty periods. Our in-house Engineering & Architectural Services Department perform design, facility evaluations, needs assessments, design/constructability reviews, life cycle studies, value engineering, energy studies, specifications development, master planning, construction inspections and FF&E/transition planning services enabling Kitchell to be a true one-stop shop for construction services.

As construction managers, our team will work as an extension of your staff (including administrative officials, assistant superintendents, facilities director, operations and maintenance staff, district program and project managers, teachers and site principals) providing the necessary additional specialized resources to the project team to ultimately achieve successful project delivery. To ensure this, we will seek formal and informal feedback to understand the issues meaningful to your staff and create a corresponding strategy to meet your expectations. Members of Kitchell's executive team will meet with key District staff members periodically to solicit feedback on subjects, such as communication, responsiveness, attitude of personnel, problem solving and value of services. This process, conducted in an atmosphere of objectivity and openness, has enabled us to continually improve our service delivery and instill an atmosphere of partnership.

Our staffing rates for 2021 are as follows:

Position	2021 Hourly Rates
Regional Executive / Executive Director	$225
Project Director / Program Manager	$215
EAS Manager	$205
Senior Estimator	$195
Estimator	$140
Sr. Project Manager	$195
Project Manager II / Construction Manager	$180
Project Manager	$160
Sr. Project Engineer	$125
Project Engineer	$105
Field Engineer	$115
Field Office Manager / Clerical	$90
Scheduler	$160
Sr. Superintendent	$195
Superintendent	$180
Exec. Director of Business Analytics & Controls	$225
Project Controls Manager	$135
Business Analyst	$125
Project Controls Analyst	$120
Data Analyst	$105

EAS	2021 Hourly Rates
EAS Manager	$205
Architectural Manager	$195
Commissioning Manager	$180
Project Designer	$100
EAS Project Manager	$180
Sr. Electrical Engineer	$185
Electrical Engineer	$180
Sr. Mechanic Engineer	$165
Mechanical Engineer	$150
Sr. Architect	$175
Architect	$165
CAD Technical	$100

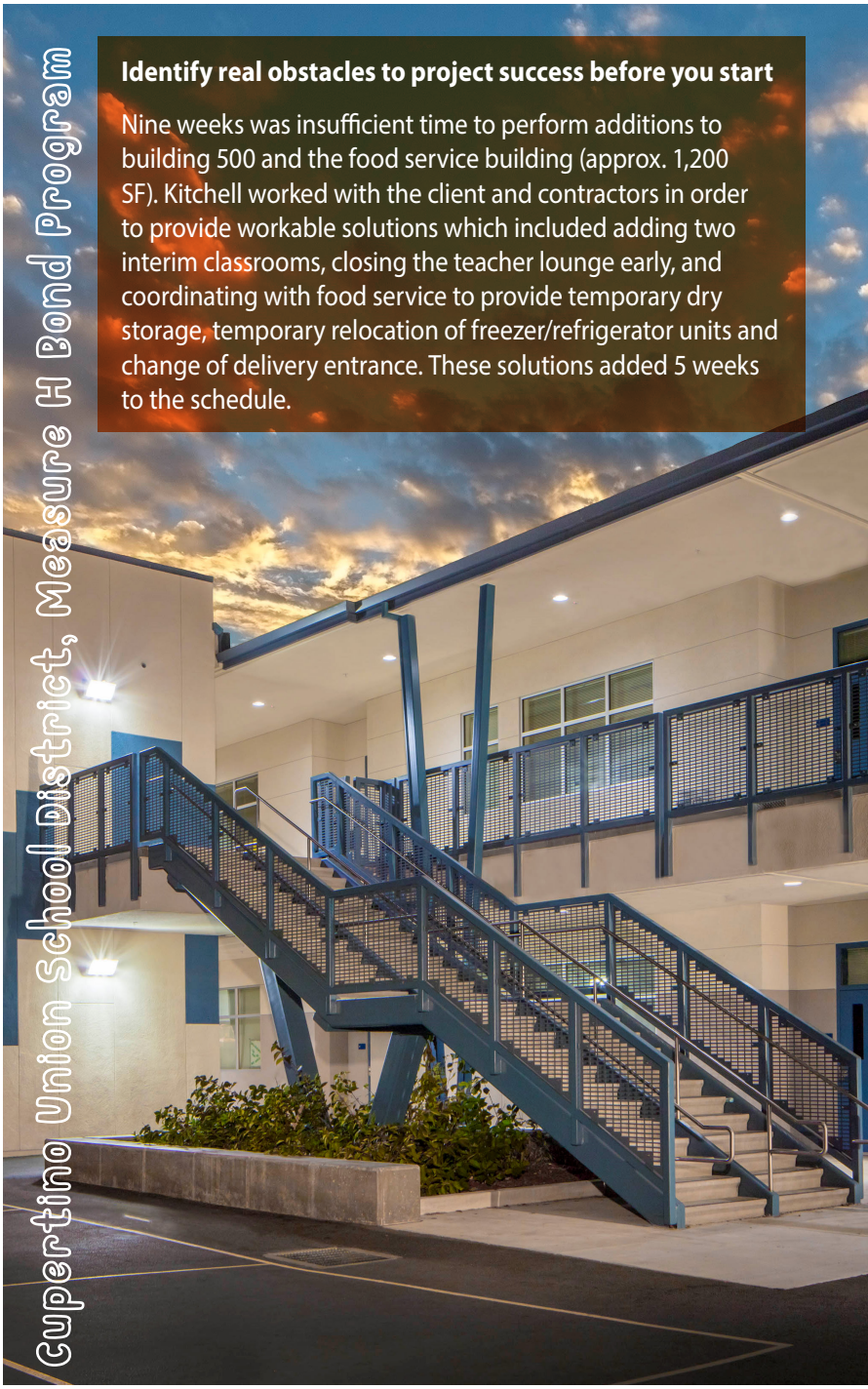
The hourly rates listed are fully burdened with employee benefits, statutory requirements, overhead and profit and exclude associated material expenses. These rates are applicable to services requested on an individualized hourly/daily billing basis.

PROJECT SCHEDULE CONTROL

Kitchell has a long history of delivering public sector design and construction projects on-time and within budget, especially in the California education market sector. The efficiency and consistency of our schedule management provides tremendous value as we work in concert with the District to regularly update and validate the Project Master Schedules and ensure that each project hits the key milestones that will keep your projects moving forward successfully.

Our internal program and project schedules provide information in a concise, clear and effective format for use by staff and management. This allows us to "get ahead of" the work, by forecasting and preparing for critical times during construction, notifying the contractors of potential trade stacking or manpower issues and anticipating potential impacts from evolving market conditions or other factors. This includes careful monitoring and regular reporting of activities against the schedule to provide early information about overall progress, especially during design. Kitchell then follows up on potential delay issues through active communication and coordination with the District. As there continues to be extensive construction throughout Orange County and southern California, local manpower pools will be heavily tapped and contractors may struggle to supply the necessary labor to maintain schedules. However, **our long regional history has resulted in strong relationships with local trades and our outreach efforts with contractors can help mitigate these challenges and market conditions.**

We strongly encourage Contractors to utilize "pull-planning" practices as they develop their schedules with their trade contractors and we participate heavily with them in that process. Once baseline schedules are submitted, our scheduling team provides in-depth analysis, ensuring contractually-required schedule elements are fully addressed. Then we provide highly detailed review and analysis of the regular monthly updates, employing earned-value forecasting and projected cash flow and provide recommendations necessary to avoid, minimize or recover from delays. With frequent updates, **we can forecast potential trouble spots in the project and proactively solve problems early.** We have developed specific language for use in front-end documents, which we have used extensively on our projects at multiple USDs and CCDs that require the contractor to follow rigid specifications in the development and maintenance of a CPM schedule that is cost- and manpower-loaded.



Identify real obstacles to project success before you start

Nine weeks was insufficient time to perform additions to building 500 and the food service building (approx. 1,200 SF). Kitchell worked with the client and contractors in order to provide workable solutions which included adding two interim classrooms, closing the teacher lounge early, and coordinating with food service to provide temporary dry storage, temporary relocation of freezer/refrigerator units and change of delivery entrance. These solutions added 5 weeks to the schedule.

Kitchell holds weekly project meetings with the contractors, with a portion of the meeting focused on the status of the schedule. We assist the contractor in updating the schedule and assist in developing a recovery schedule, if necessary. **Kitchell continuously monitors the contractor's schedule and enforces the provisions of the general conditions and contract documents regarding scheduled progress of the project.** Whenever possible, flexibility is intentionally built into the schedule to accommodate changes without compromising the duration of the overall schedule.

3.3.2. Computer Project Management/Scheduling and Electronic Design. Briefly describe firm's experience with scheduling and ensuring the scope of work is completed on time, as well as the any additional software that will be utilized.

Computer Project Management/Scheduling and Electronic Design

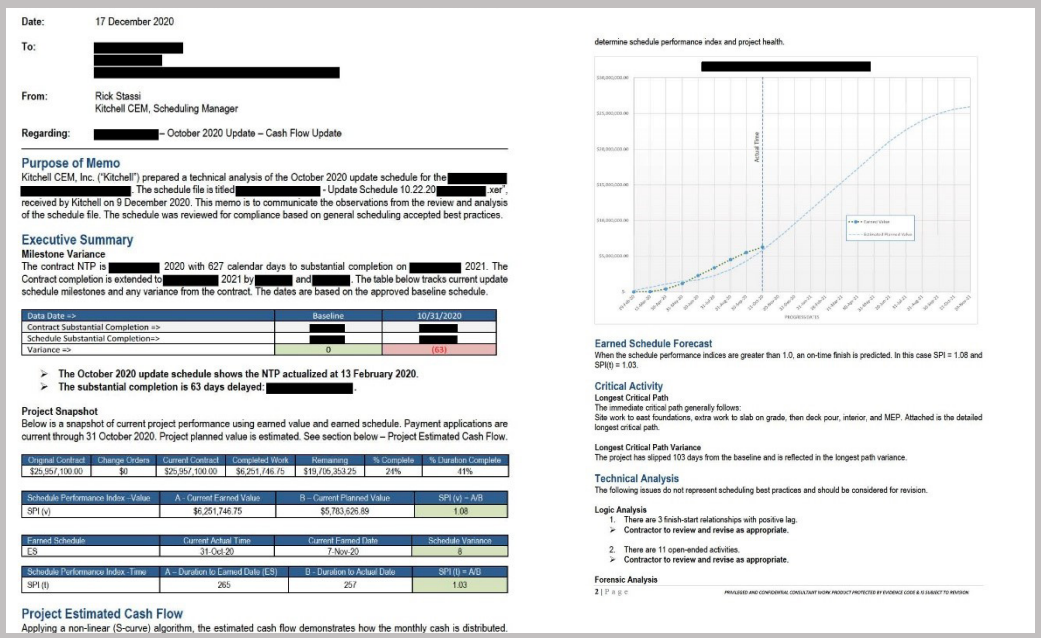
Kitchell's in-house scheduling department can develop and maintain all types of project schedules, from the preliminary master schedules to the extremely detailed one and two-week construction "look-ahead" schedules required on complex projects. Our scheduling department regularly provides "stand-alone" scheduling services to dozens of clients, as well as providing full support to our construction and project management teams.

A detailed CPM schedule, encompassing all preconstruction and construction activities, will be created early in a project's preconstruction phase. The schedule will identify potential design and sequencing issues, which can then be resolved and is updated and refined as the preconstruction phase continues into the construction phase and through post-construction services.

We understand the importance of knowing school facilities will be ready for instruction on the first day of class. **We will work closely with the District and school site staff to ensure that all schedules are met and that you have operational buildings at the start of the academic year.**

Practicality, feasibility and coverage of the schedule is an essential key to success. Kitchell's Project Managers and Construction Managers will develop, review and analyze project schedules in accordance with specific requirements of the project site. Working in tandem with our in-house schedulers, we are able to provide robust and highly-detailed analysis of baseline and monthly schedule logic, as well as recovery schedules and delay claims. We will monitor and adjust the schedule on daily basis during the construction to minimize any impacts. Our monthly updated schedules will be linked to the project budget, to daily activities at the site and our weekly short interval schedules.

Kitchell will utilize cost loaded project schedules from the preliminary master schedules to the detailed one- and two-week construction "look-ahead" schedules required on complex projects. Our schedules and reports provide information in a concise, clear and effective format for use by staff and management. One example of a typical schedule analysis is included below.



Date: 17 December 2020

To: [redacted]

From: Rick Stassi
Kitchell CEM, Scheduling Manager

Regarding: [redacted] – October 2020 Update – Cash Flow Update

Purpose of Memo

Kitchell CEM, Inc. ("Kitchell") prepared a technical analysis of the October 2020 update schedule for the [redacted]. The schedule file is titled [redacted] - Update Schedule 10.22.20 [redacted].xer", received by Kitchell on 9 December 2020. This memo is to communicate the observations from the review and analysis of the schedule file. The schedule was reviewed for compliance based on general scheduling accepted best practices.

Executive Summary

Milestone Variance

The contract NTP is [redacted] 2020 with 627 calendar days to substantial completion on [redacted] 2021. The Contract completion is extended to [redacted] 2021 by [redacted] and [redacted]. The table below tracks current update schedule milestones and any variance from the contract. The dates are based on the approved baseline schedule.

Data Date =>	Baseline	10/31/2020
Contract Substantial Completion =>	[redacted]	[redacted]
Schedule Substantial Completion=>	[redacted]	[redacted]
Variance =>	0	(63)

- **The October 2020 update schedule shows the NTP actualized at 13 February 2020.**
- **The substantial completion is 63 days delayed: [redacted].**

Project Snapshot

Below is a snapshot of current project performance using earned value and earned schedule. Payment applications are current through 31 October 2020. Project planned value is estimated. See section below – Project Estimated Cash Flow.

Original Contract	Change Orders	Current Contract	Completed Work	Remaining	% Complete	% Duration Complete
$25,957,100.00	$0	$25,957,100.00	$6,251,746.75	$19,705,353.25	24%	41%

Schedule Performance Index -Value	A - Current Earned Value	B – Current Planned Value	SPI (v) = A/B
SPI (v)	$6,251,746.75	$5,783,626.89	1.08

Earned Schedule	Current Actual Time	Current Earned Date	Schedule Variance
ES	31-Oct-20	7-Nov-20	8

Schedule Performance Index -Time	A – Duration to Earned Date (ES)	D – Duration to Actual Date	SPI (t) = A/D
SPI (t)	265	257	1.03

Project Estimated Cash Flow

Applying a non-linear (S-curve) algorithm, the estimated cash flow demonstrates how the monthly cash is distributed.

determine schedule performance index and project health.

[redacted]

Earned Schedule Forecast

When the schedule performance indices are greater than 1.0, an on-time finish is predicted. In this case SPI = 1.08 and SPI(t) = 1.03.

Critical Activity

Longest Critical Path

The immediate critical path generally follows:
Site work to east foundations, extra work to slab on grade, then deck pour, interior, and MEP. Attached is the detailed longest critical path.

Longest Critical Path Variance

The project has slipped 103 days from the baseline and is reflected in the longest path variance.

Technical Analysis

The following issues do not represent scheduling best practices and should be considered for revision.

Logic Analysis

1. There are 3 finish-start relationships with positive lag.
   - **Contractor to review and revise as appropriate.**
2. There are 11 open-ended activities.
   - **Contractor to review and revise as appropriate.**

Forensic Analysis

2 | Page

Example Schedule Analysis.

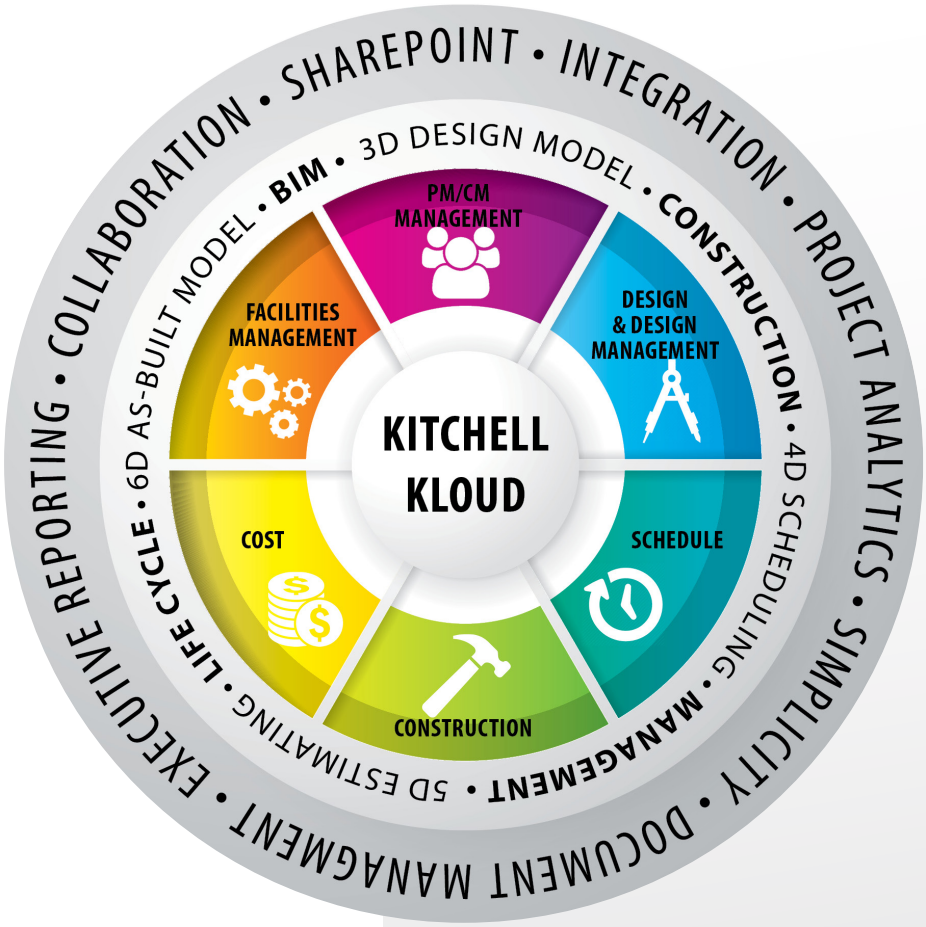
PROJECT CONTROLS/TECHNOLOGY & INNOVATION

Our integrated Project Management Information System (PMIS), supported by a centralized technical support group, provides the information and collaboration needs of our management structure and can interface with the District's overall management system if required.

KITCHELL KLOUD

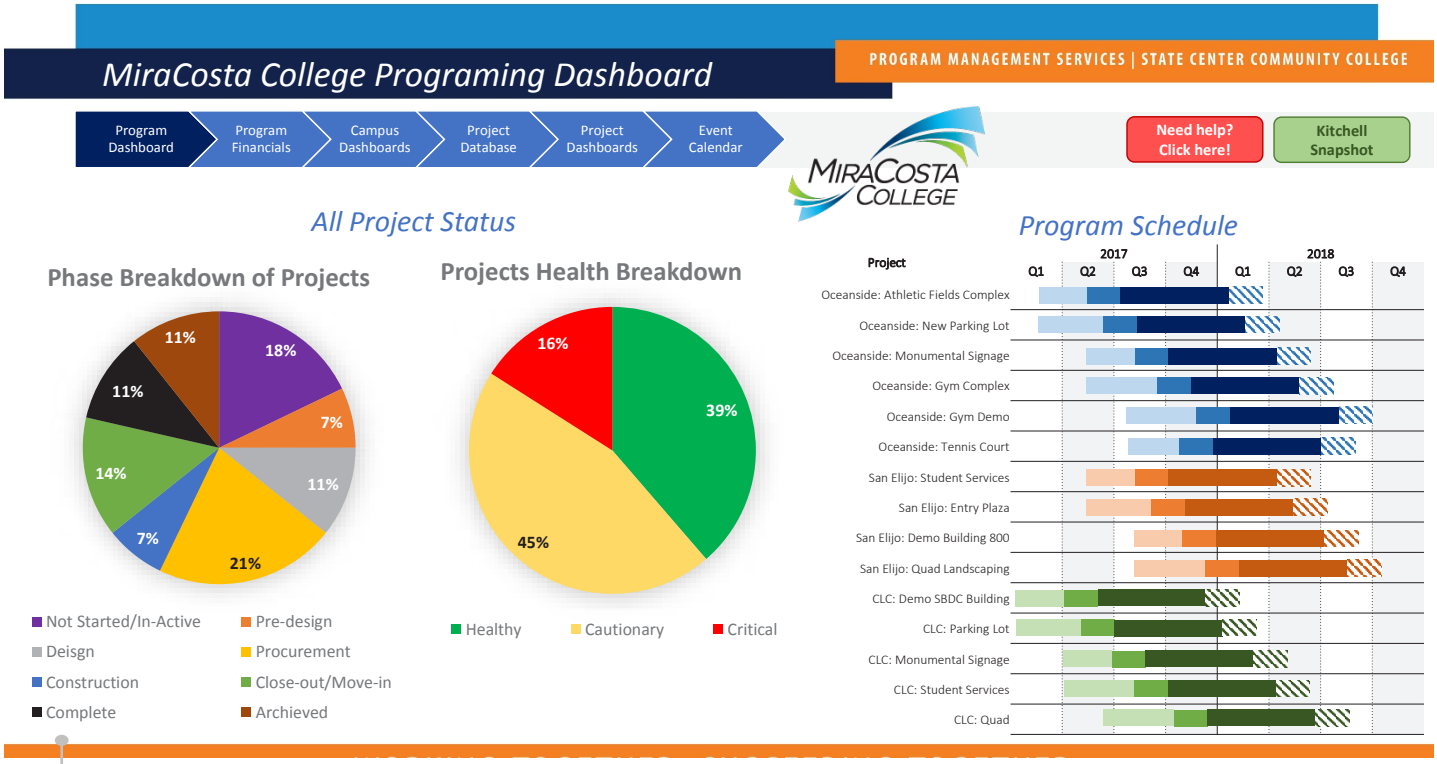
Kitchell has extended its vision of integrated systems to all our clients. Our Kloud allows for easy connection to each client's existing collaboration system. When a client does not have the necessary collaboration technology, Kitchell offers professional services to provide the client with the tools they need to ensure effective information sharing and collaboration throughout the complete project life cycle. **Understanding the benefits innovative technologies bring to construction projects, Kitchell continually evaluates and integrates the latest technology available.** This sustained practice has enabled us to gain better results through innovation. Some examples include:

- Procore, E-Builder, Prolog Converge and other Trimble software (PMIS)
- SharePoint: Enhanced data management and reporting capabilities
- Kitchell's investment in technologies to better manage information will provide the project team with real-time data enabling well informed decision-making capabilities.
- Search capabilities, upload and link files and back-up systems



Kitchell Kloud

Kitchell has developed an effective method for managing projects, sharing information and collaborating with all participants in a project through the creation of Kitchell's Kloud software. Kitchell's vision of integrated systems delivers a comprehensive set of technologies that are designed to work together to fulfill the complete project life cycle. The Kloud leverages the power and flexibility of Microsoft SharePoint Services to provide a full set of plug-and-play enterprise services, Primavera, Timberline, smart client applications and industry-leading development tools to produce superior results.



We developed a fully integrated dashboard for MiraCosta College's $455M Measure MM bond program. This dashboard was developed to show program information both to the public on the College's website and an internal dashboard for the use of the entire program management team. The public facing portion of the dashboard is used on their bond program website and also used with their Independent Citizens Oversight Committee. The dashboard is fully integrated to run all elements of the program and includes an automatically generated monthly report that pulls from multiple areas of the dashboard. The dashboard is pulling information from at least five different systems including the College's financial system which allows us to reconcile the financials on the project on a monthly basis.

REPORTING SYSTEMS

In addition, we are prepared to assist the District with public outreach and information campaigns through our successful reporting systems. We can provide monthly reports to the District that will include the executive summary, budget and schedule (actual vs. planned), narrative discussions of project progress, copies of meeting minutes and a forecast of the upcoming months activities and, once construction is underway, logs detailing change orders, RFIs, progress photos and other detailed information. The content can be adapted for different user needs among staff, the Board, other local agencies and the community. We can also assist the District in the development of an information Dashboard for each individual project or multiple projects. Kitchell's project dashboard was developed for project/program team members, enabling them to readily access program-level and project-level data ranging from summary level dashboard metrics to specific financial information, project documentation and everything in-between. One of the added benefits of the dashboard is it can be used for on-demand analytics - individual users can sort data with the touch of a button. The dashboard allows flexibility in showing projects at one location or multiple locations, users can click on an icon and the dashboard would automatically update and show the requested information. Above is an example of a dashboard developed for MiraCosta Community College District in which Kitchell utilized Microsoft Power BI.

Written communications are date stamped, logged and tracked for responses. Our project personnel are trained in Procore and Prolog Converge data control systems for generating and/or tracking communications, costs, requests for information, submittals, daily logs, drawings and other project documents. We are also flexible in adapting to other project administration systems as required.

Communications are filed physically and electronically according to our standard filing system. Our electronic document control system is designed for easy document retrieval using hyperlinks and keyword searches. We can also adapt to a filing system specified by the District. Logs are distributed for all outstanding items. These logs are reviewed, prioritized and correspondence is produced from the PMIS for all due and delinquent items. This enables the team to proactively address and resolve issues without experiencing the consequences of delayed response.

This page intentionally left blank.

3.4 Sub Consultants



3.4.1. Provide a schedule of sub-consultants or sub-consultant categories, if any that are likely to be used in carrying out any work that may hereafter be awarded to the firm by the District. List category, names, business address, and phone number.

Project Support Services, Inc. (PSS), owned by Natassia Melendrez, is a small, local, minority and woman-owned business specializing in DSA closeout and certification. As an as-needed resource, PSS is available to be brought on as a sub-consultant if requested, ensuring a smooth DSA closeout and certification process for all projects.

DSA COMPLIANCE/CLOSEOUT SPECIALIST	
Sub Consultant	Project Support Services, Inc.
Name(s)	Natassia Melendrez
Business Address	747 West Katella Avenue, #209, Orange, CA 92867
Phone Number	909.538.3053

This page intentionally left blank.

3.5 References



3.5.1. Provide a minimum of three (3) K-12 school district references. Include the district name, a contact person, title, and phone number for each.

1 SWEETWATER UNIFIED SCHOOL DISTRCT

Janea Quirk
Director, Planning and Construction

619.316.7269

2 CAPISTRANO UNIFIED SCHOOL DISTRICT

John Forney
Chief Facilities Officer

949.289.3902

3 SANTA-MONICA MALIBU UNIFIED SCHOOL DISTRICT

Carey Upton
Chief Operations Officer, Maintenance, Operations, Transportation and Facilities Use Departments

310.450.8338 x70203

4 SAN JUAN UNIFIED SCHOOL DISTRICT

Laura Leet, DBIA
Facilities Construction Manager

916.834.2097

This page intentionally left blank.

3.6 Legal Issues



3.6.1. Please respond to each of the following questions:

- 3.6.1.1. Is there now pending any legal action against the firm or any employee of the firm alleging violations of the law in connection with an offering of municipal securities in a California transaction? If so, please describe such pending action.

No. There is no pending legal action against the firm or any employee of the firm alleging violations of the law in connection with an offering of municipal securities in a California transaction.

- 3.6.1.2. Have there been any settlements or judgments involving such actions within the last five (5) years? If so, describe each such settlement or judgment, including the nature of the action and the amount of recovery.

Not applicable.

- 3.6.1.3. Please list and describe any judgment, settlement, or arbitration award valued at $5,000 or greater relating to a civil action judgment, settlement, arbitration award, or administrative action for any individual licensee, as required to be reported to the State of California.

Not applicable.

This page intentionally left blank.

3.7 Other Forms



Please see the following pages for Attachments B-H.

ATTACHMENT B

CERTIFICATION – REQUEST FOR QUALIFICATIONS

I certify that I have read and received a complete set of documents regarding the attached **Request for Qualifications (RFQ) # 119-21 – CONSTRUCTION MANAGEMENT SERVICES** and the instructions for submitting an RFQ. I further certify that I must submit three (3) proposal copies, plus a complete copy on flash drive, of the firm's Proposal in response to this request and that I am authorized to commit the firm to the proposal submitted.

Signature	Wendy Cohen **Typed or Printed Name**
President **Title**	Kitchell CEM, Inc. **Company**
17291 Irvine Boulevard, Suite 370 **Address**	Tustin, CA 92780 **Address**
619.378.1957 **Telephone**	916.648.6534 **Fax**
February 22, 2021 **Date**	

If you are bidding as a corporation, please provide your corporate seal here:



ATTACHMENT C

STATEMENT OF EXPERIENCE AND FINANCIAL CONDITION

Company Name: Kitchell/CEM, Inc.

(Check One): [X] Corporation [ ] Partnership [ ] Sole Proprietorship

Address: 17291 Irvine Boulevard, Suite 370, Tustin, CA 92780

Telephone/FAX#: 619.378.1957/916.648.6534

Date and State of Formation/Incorporation: June 16, 2010, California

Is the company authorized to do business in California? Yes.

Basis of Authorization: [X] California Corporation [ ] California Business License
[ ] California Engineering License [ ] Other (specify)

Identify the California office to be used for this contract if organization is located/headquartered outside of California:

Address: Not applicable. Kitchell CEM, Inc. is not located/headquartered outside of California.

FINANCIAL INFORMATION

State the company's California and total revenues for 2017, 2018, 2019:

	2017	2018	2019
California:	$201,468,359	$210,198,365	$177,579,516
Total:	$808,397,838	$968,234,160	$880,966,136

Identify the largest project, in dollars, which your company has initiated or completed within the past five (5) years:

Department of General Services, Richards Boulevard Office Complex - $1 billion (initiated 2020)

ATTACHMENT D

ANSWER THE FOLLOWING QUESTIONS

1. Is the company or its owners connected with other companies as a subsidiary, parent, affiliate, or holding company? _X_ Yes ___No If yes, explain on a separate, signed sheet.
   Explanation included on page 53.
2. Does the company have an ongoing relationship or affiliation with an equipment manufacturer? ___Yes _X_ No If yes, explain on a separate, signed sheet.
3. Has the company (or any owner) ever defaulted on a contract forcing a surety to suffer a loss? ___Yes _X_ No If yes, explain on a separate, signed sheet.
4. In the past five (5) years, has the company had any project with disputed amounts more than $50,000 or a project which was terminated by the owner, owner's representative or other contracting party and which required completion by another party? ___Yes _X_ No If yes, explain on a separate, signed sheet. State the project name, location, owner/contact person, telephone number, contract value, disputed amount, date and reason for termination/dispute.
5. Has the company, an affiliate company, or any owner ever declared bankruptcy or been in receivership? ___Yes _X_ No If yes, explain on a separate, signed sheet.
6. Has the company ever had an arbitration on contracts in the past five (5) years? ___ Yes _X_ No If yes, explain on a separate, signed sheet. State the project name, location, owner/contact person, telephone number, contract value, disputed amount, a brief description and final resolution.
7. Does the company have any outstanding liens or stop notices for labor and/or materials filed against any contracts which have been done or are being done by the company? ___ Yes _X_ No If yes, explain on a separate, signed sheet. State the project name, location, owner/contact person, telephone number, amount of dispute, and brief description of the situation.

THE UNDERSIGNED DECLARES UNDER PENALTY OF PERJURY THAT ALL OF THE INFORMATION SUBMITTED WITH THIS PROPOSAL IS TRUE AND CORRECT.

SIGNATURE: _____
NAME: Wendy Cohen
TITLE: President, Kitchell CEM, Inc.

Clarifications & Additional Information to Attachment D

1. Is the company or its owners connected with other companies as a subsidiary, parent, affiliate, or holding company?	Kitchell CEM, Inc. is a wholly-owned subsidiary of Kitchell Corporation.

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

Wendy Cohen, President, Kitchell CEM, Inc.

February 22, 2021

Date

ATTACHMENT E

PROJECT REFERENCE FORM

Provide information for the past five (5) years for contracts that your firm has completed, or has in progress, which most closely represents the services requested in this RFQ. Provide the following information:

1. Project title and location
2. Name, address, and phone number of contact person
3. Nature of firm's responsibility
4. Type of contract (performance, direct cost, etc.)
5. Contract amounts
6. Start Date
7. Current status

Please see section 3.2.2, as well as the following pages with additional relevant projects.

For one of the above projects, provide a cost breakdown of the following project components: technical analysis, design and implementation, project management, monitoring, training, educational programs, maintenance (if any), and budgeting.

SANTA MONICA-MALIBU USD, SANTA MONICA HIGH SCHOOL (SAMOHI) DISCOVERY BUILDING, SANTA MONICA, CA

The cost breakdown for this project is based on the services that we are providing. In this project we are not providing monitoring, training, educational programs, maintenance and/or budgeting. Technical Analysis, Design and Implementation fall within Phase 1 - Preconstruction. Therefore, our cost breakdown here would be as follows:

Phase 1 - Preconstruction	$193,308.00
Phase 2 - Construction	$3,161,075.00
Phase 3 - Closeout	$123,796.00
Phase 4 - Warranty	$21,636.00

*The following information is not to be disclosed to recipients outside of this RFQ.

PM = Program Management *CM = Construction Management*
P = Project Management *EAS = Engineering & Architectural Services*

Project Title & Location	Contact Person (name, adddress, telephone)	Services	Type of Contract	Contract Amounts	Start Date	Current Status
Santa Monica-Malibu USD, Santa Monica High School (Samohi) Discovery Building, Santa Monica, CA	Carey Upton | 1651 16th Street, Santa Monica, CA 90404 | 310.450.8338 x70203	CM	Fixed Fee	$3.5M	2/2019	In Progress
Santa Monica-Malibu USD, Point Dume Marine Science School, Malibu, CA	Carey Upton | 1651 16th Street, Santa Monica, CA 90404 | 310.450.8338 x70203	CM	Time & Materials (NTE)	$94K	3/2018	Completed
Sweetwater UHSD, Eastlake High School Title IX Softball Modification, Chula Vista, CA	Janea Quirk | 1130 Fifth Avenue, Chula Vista, CA 91911 | 619.316.7269	CM	Fixed Fee	$160K	4/2020	In Progress
East Whittier CSD, Bond Measure Programs R & Z, Whittier, CA	Vince Madsen | n/a | 747.241.0403	CM/PM	Time & Materials (NTE)	$3.6M	6/2017	Completed
Capistrano USD, Facilities Conditions Assessments, San Juan Capistrano, CA	John Forney | 33122 Valle Road, San Juan Capistrano, CA 92675 | 949.289.3902	EAS	Lump Sum	$600K	6/2017	Completed
Atascadero USD, Atascadero High School Music & Black Box Theater, Atascadero, CA	Brant Lloyd | 4355 Potrero Road, Atascadero, CA 93422 | 805.462.4204	PM	Fixed Fee	$118K	4/2018	Completed
Livermore Valley JUSD, Measure J Bond Program, Livermore High School Athletics Complex, Livermore, CA	Kim McNeely | 685 East Jack London Boulevard, Livermore, CA 94551 | 925.960.2913	CM/P	Fixed Fee	$3M	1/2020	In Progress
Madera USD, Matilda Torres High School, Madera, CA	Rosalind Cox | 1902 Howard Road, Madera, CA 93637 | 559.675.4500	CM/P	Time & Materials (NTE)	$2.3M	8/2017	In Progress
San Juan USD, Bella Vista High School Outdoor Learning, Fair Oaks, CA	Laura Leet, DBIA | 3738 Walnut Avenue, Carmichael, CA 95608 | 916.834.2097	CM	Time & Materials (NTE)	$348K	4/2018	In Progress
San Juan USD, Arden Middle School, Sacramento, CA	Laura Leet, DBIA | 3738 Walnut Avenue, Carmichael, CA 95608 | 916.834.2097	CM	Time & Materials (NTE)	$1.4M	2/2020	In Progress
San Juan USD, Rio Americano High School Outdoor Learning	Laura Leet, DBIA | 3738 Walnut Avenue, Carmichael, CA 95608 | 916.834.2097	CM	Time & Materials (NTE)	$349K	4/2018	Completed
Livermore Valley JUSD, Measure J Bond Program, Granada High School Athletics Complex	Kim McNeely | 685 East Jack London Boulevard, Livermore, CA 94551 | 925.960.2913	CM	Fixed Fee	$1.2M	6/2018	Completed

PM = Program Management *CM = Construction Management*
P = Project Management *EAS = Engineering & Architectural Services*

Project Title & Location	Contact Person (name, adddress, telephone)	Services	Type of Contract	Contract Amounts	Start Date	Current Status
Livermore Valley JUSD, Michell K-8 School New Classroom Building, Gymnasium and Parking Lot, Livermore, CA	Kim McNeely | 685 East Jack London Boulevard, Livermore, CA 94551 | 925.960.2913	CM	Fixed Fee	$2.1M	5/2020	Completed
Sweetwater UHSD, Bonita High School Stadium Synthetic Track, Concession & Restroom Building, Chula Vista, CA	Janea Quirk | 1130 Fifth Avenue, Chula Vista, CA 91911 | 619.316.7269	CM	Fixed Fee	$564K	4/2021	In Progress
Sweetwater UHSD, Olympian High School Track & Field and Drop Off/Pick Up, Chula Vista, CA	Janea Quirk | 1130 Fifth Avenue, Chula Vista, CA 91911 | 619.316.7269	CM	Fixed Fee	$114K	4/2020	Completed
Santa Monica-Malibu USD, Webster Elementary School Parking and Drop-Off, Malibu, CA	Carey Upton | 1651 16th Street, Santa Monica, CA 90404 | 310.450.8338 x70203	CM	Time & Materials (NTE)	$94K	5/2018	Completed
Atascadero USD, Atascadero High School Field Access, Atascadero, CA	Brant Lloyd | 4355 Potrero Road, Atascadero, CA 93422 | 805.462.4204	PM	Fixed Fee	$79K	6/2016	Completed
Atascadero USD, Atascadero High School Girls Locker Room, Atascadero, CA	Brant Lloyd | 4355 Potrero Road, Atascadero, CA 93422 | 805.462.4204	PM	Fixed Fee	$58K	6/2019	Completed

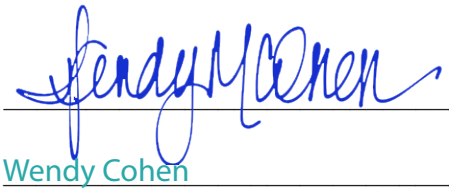
ATTACHMENT F

NEWPORT MESA UNIFIED SCHOOL DISTRICT

REQUEST FOR PROPOSALS AND STATEMENT OF QUALIFICATIONS FOR CONSTRUCTION MANAGEMENT SERVICES

STATEMENT OF NON-CONFLICT OF INTEREST

The undersigned, on behalf of the consulting firm set forth below (the "Consultant"), does hereby certify and warrant that, if selected, the Consultant while performing the consulting services required by the Request for Qualification, shall do so as an independent contractor and not as an officer, agent or employee of the Newport Mesa Unified School District ("the District"). The undersigned further certifies and warrants that: (1) no officer or agent of the Consultant has been an employee, officer or agent of the District within the past two (2) years; (2) the Consultant has not been a source of income to pay any employee or officer of the District within the past twelve (12) months; (3) no officer, employee or agent of the District has exercised any executive, supervisory or other similar functions in connection with the Consultant Agreement or shall become directly or indirectly interested financially in the Consultant Agreement; and (4) the Consultant shall receive no compensation and shall repay the District for any compensation received by the Consultant under the Consultant Agreement should the Consultant aid, abet or knowingly participate in violation of this statement.

Signature	
Printed Name	Wendy Cohen
Title	President, Kitchell CEM, Inc.
Date	February 22, 2021

ATTACHMENT G

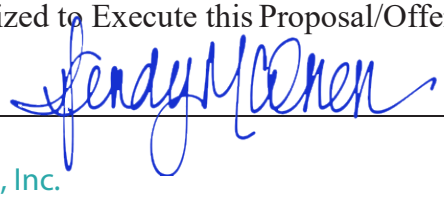
FIRM PROPOSAL / OFFER FORM

This Proposal/Offer Form must be duly executed and submitted with any proposal/offer to NMUSD.

The Offeror hereby agrees that its proposal/offer is subject to all RFQ # 114-21 provisions, terms and conditions, attachments, exhibits, amendments and other applicable materials which are attached or incorporated by reference. Offeror hereby agrees to promptly enter into an agreement in substantial accordance with such RFQ provisions, terms and conditions, and secure a performance bond within five (5) days of the Districts intent to award the contract.

The Offeror hereby agrees that its attached proposal/offer of which this is part, is a firm and irrevocable offer and valid for acceptance by NMUSD for the period sixty (60) days after closing. The Offeror hereby agrees that if its proposal/offer is accepted by SAUSD that it shall provide all of the services in accordance with the RFQ, as it may be amended.

Name of Person Duly Authorized to Execute this Proposal/Offer: Wendy Cohen

Duly Authorized Signature: 

Title: President, Kitchell CEM, Inc.

Date of this Proposal/Offer: February 22, 2021

Offeror Name: Kitchell CEM, Inc.

Offeror Address: 17291 Irvine Boulevard, Suite 370, Tustin, CA 92780

Offeror Telephone: 619.378.1957

Offeror Email: wcohen@kitchell.com

ATTACHMENT H

NEWPORT MESA UNIFIED
SCHOOL DISTRICT
2985 Bear St., Bldg. A
Costa Mesa, California 92626
(714) 424-5063

Construction Management Services
RFQ: # 119-21

NONCOLLUSION DECLARATION
Public Contract Code § 7106

TO BE EXECUTED BY SUBMITTER AND SUBMITTED WITH RFQ

The undersigned declares:

I am the President **[PRINT YOUR TITLE]**

of Kitchell CEM, Inc. **[PRINT FIRM NAME],**

The party making the foregoing Contract.

The RFQ is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The RFQ is genuine and not collusive or sham. The submitter has not directly or indirectly induced or solicited any other submitter to put in a false or sham RFQ. The submitter has not directly or indirectly colluded, conspired, connived, or agreed with any submitter or anyone else to put in a sham RFQ, or to refrain from submitting. The submitter has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the RFQ price of the submitter or any other submitter, or to fix any overhead, profit, or cost element of the RFQ price, or of that of any other submitter. All statements contained in the RFQ are true. The submitter has not, directly or indirectly, submitted his or her RFQ price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, RFQ depository, or to any member or agent thereof, to effectuate a collusive or sham RFQ, and has not paid, and will not pay, any person or entity for such purpose.

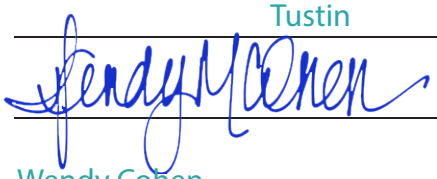
Any person executing this declaration on behalf of a submitter that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the submitter.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on the following date:

Date: February 22, 2021

Proper Name of Submitter: Kitchell/CEM, Inc.

City, State: Tustin, CA

Signature: 

Print Name: Wendy Cohen

Title: President, Kitchell CEM, Inc.



KITCHELL

17291 Irvine Boulevard
Suite 370
Tustin, CA 92780
619.378.1957

WWW.KITCHELL.COM