

Critical Solutions, Inc.
Statement of Qualifications
for Project Management Services
for
City of Capitola Library

July 8, 2016

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July 8, 2016

Steven E. Jesberg, Public Works Director
420 Capitola Avenue
Capitola, CA 95010

Subject: Qualifications for Project Management Services (Capitola Library Construction)

Dear Mr. Jesberg,

Critical Solutions, Inc. (CSI) is very familiar with the City of Capitola and their new library project. In 2011, CSI and our sub consultant Page+Moris (Kathy Page) were selected by the City of Capitola to provide a needs assessment, space programming, as well as assembling a comprehensive budget and schedule for the new library.

Upon review of CSI's proposal, you will see that our proposed project manager and team has the talent, experience, and the skills needed to take the lead on the new Capitola library helping the City to successfully complete their library project. We hope for the opportunity to be shortlisted in order for you to get to know us personally and to see that we share in your commitment to the success of this project.

Over the past 21 years Critical Solutions, Inc. (CSI) has achieved a proven and successful track record working with city and county governments to complete over **\$1.5 billion** in public sector projects in the Bay Area and California. **Libraries are our specialty.** We have experience helping agencies select their Architect through project closeout. Some of the many other libraries on which we have worked include the Santa Clara Library, the San Mateo Library, and the Evergreen Community College Library in San Jose.

I am proposing myself as Principal-in-Charge, Kelly Johnson as Senior Project Manager, and Eric Chiu as Construction Manager for the new Capitola Library project. I have a Master's Degree in project and construction management, am a certified Project Management Professional (PMP®), and have 36 years' experience in managing complex construction projects. I have managed over a dozen new building projects since 1994, including many libraries. Kelly Johnson has a BA in Construction Management and 35 years of experience including the Lafayette Library. Eric Chiu has a BA in Architecture and 16 years' experience including working on the Diablo Valley College Library.

We encourage you to contact our project references. They will confirm our commitment to quality, schedule, service, and teamwork. Should you have any questions regarding this proposal, please contact me **directly** at 925-944-5060, or by email at RonJ@csipm.com.

Sincerely,



Ronald K. Johnson, PMP®
President, Critical Solutions, Inc.

SECTION 1: Firm’s Experience with Implementing Similar Projects

Critical Solutions, Inc. (CSI) considers every project to be an important project. We understand public library projects: the significant financial commitments involved; the challenges involved; the requirements and political nuances involved; and the tremendous community benefit and pride that will result from the successful completion of a new public library. We appreciate that understanding a project is one thing; having the experience, know how, and proven track record to make it a reality is something much more.

CSI, has a vast amount of library experience. We have provided project and bond management services on 18 libraries and provided construction management services on nine libraries. The following is a list of Libraries for which we have provided services in the last ten years:

- Capitola Library (Consulting Services)
- San Mateo Temporary Library (Project Management Services)
- San Mateo Library (LEED Gold) (Project Management Services)
- Evergreen Valley College Library and Educational Technology Center (San Jose) (Project/Construction Management Services)
- Antioch Community/Center/Library/Police Station (Project/Construction Management Services)
- Milpitas Library (Project/Construction Management Services)
- Lafayette Library and Learning Center (Project/Construction Management Services)
- Shasta County Redding Main Library (Project/Construction Management Services)
- Sonoma County Library Projects (Consulting Services)
- Berkeley Library Renovation (Consulting Services)
- Sonoma Valley Library (Consulting Services)
- Yorba Linda Library (Consulting Services)



Santa Clara Library



**Evergreen Valley College
Library (San Jose)**

On the following three pages we highlight not only some of our library project experience, but other public building projects as well.

Lafayette Library and Learning Center



Project Description: This environmentally green and technologically advanced three story, 33,000 square foot library project included 30,000 square feet of under-building parking (79 on-site parking spaces), a Community Hall with 161-seat capacity, an outdoor plaza and amphitheater, a “Friends of Lafayette Library” bookstore, and the Bookmark Café which is located outside the main entrance of the Library. The landmark building incorporates solar energy (42kW photovoltaic panel system to reduce the building’s energy demand) and other energy-efficient elements.

Project Information

Location: Lafayette, CA
Project Cost: \$45 million
Construction Cost: \$30 million
Square Footage: 33,000
Completed: 2009

Client: City of Lafayette

Mr. Tony Coe, Engineering
Services Manager
Phone: (925) 299-3203
Email: tcoe@lovelafayette.org

CSI’s Role/Scope: CSI assisted the City with their Proposition 14 State Bond funding application, the management of the design architect, development of the project budget and master project schedule, and development of the Division 0 & 1 documents. We managed the constructability reviews at the completion of schematic, design development and construction phase documents. CSI also prepared and managed the prequalification process for general contractors. CSI provided construction management services on a part-time on-call basis. The City hired CSI on a full-time basis to provide construction management services when the project was about 50% complete.

Pleasant Hill Recreation and Parks District Community Center



Project Information

Location: Pleasant Hill, CA
Construction Cost: \$8.2 million
Square Footage: 21,900
Completed: 2014

Client: Pleasant Hill Recreation and Park District

Mr. Robert Berggren, General
Manager, Retired
Phone: (925) 250-5698
Email: calbearbob@gmail.com

Project Description: The new 21,900 square foot Pleasant Hill Community Center is ADA accessible, energy efficient, and equipped for and with the latest technologies. The facility includes offices, a catering kitchen, dance studios, two pre-school rooms, multipurpose rooms, and a banquet hall with a view of the park through floor to ceiling windows. CSI also managed two other building projects for the District (under the same contract), a new \$7.2 million Senior Center and a new \$3.6 million Teen Center.

CSI’s Role/Scope: Critical Solutions provided comprehensive project and construction management services for all phases of the project. CSI’s services included: managing the demolition phase; management of other District consultants; the preparation and updating of the project budget and master CPM schedule; preparation of the construction estimates; construction document review; value engineering; pre-qualification of contractors; the bid phase; weekly construction meetings; managing the RFI and submittal process; providing daily inspection reports; payment applications; reviewing and negotiating contractor request for changes; preparing status reports; commissioning process, punch list coordination; and project closeout.

New College Center, Contra Costa College



Project Summary: Contra Costa College is revitalizing the central core of its campus to better meet the needs of today's students. The new \$52 million, 108,379 square-foot Contra Costa College Center consists of three new buildings that will define three outdoor campus spaces — an amphitheater, an eating area, and a quad area for social activities. The project's three buildings are the Administration/Student Activities Building, the Fireside Community Building, and a three-level, classroom building (includes a three-stop elevator). The project also includes a large 139-space parking lot.

Project Information

Location: San Pablo, CA
Construction Cost: \$52 million
Square Footage: 108,379
Completed: July 2016

Client: Contra Costa Community College District

Mr. Ray Pyle, Chief Facilities
Planner
Phone: (925) 229-6842
Email: rpyle@4cd.edu

CSI's Role/Scope: CSI is involved in all phases of the project, from pre-construction through project close-out. During pre-construction CSI prepared the project budget, summary schedule, and Division 0 & 1 documents, as well as, performed the constructability review. During the bid-phase CSI provided contractor outreach services, managed the bid process including pre-bid meetings, job-walk, contractor interviews and selection. During the construction phase CSI provided Construction Management services managing all aspects of the project for the District. Buildings are scheduled to be available for the 2016 Fall Semester.

Milpitas Library and Capital Improvement Projects



Project Description: This capital improvements project consisted of a 61,000 square-foot library and a connected 281-stall, four-story parking structure. The Milpitas Public Library is considered a resource-rich, landmark building and a premier Midtown destination. It is regarded as a “community living room”, designed and built to inspire learning and improve information access and knowledge for everyone. The distinctive architecture highlights the historic, neo-classical Milpitas Grammar School built in 1918 which is incorporated into the new building, with new wings constructed to the north and south.

Project Information

Location: Milpitas, CA
Construction Cost: \$31 million
Square Footage: 61,000 library and four-story parking structure
Completed: 2010

Client: City of Milpitas

Mr. Tom Williams, City
Manager
Phone: (408) 586-3050
Email: twilliams@ci.milpitas.ca.gov

CSI's Role/Scope: During the design phase, CSI managed the development of the front-end documents, provided independent estimating, peer and constructability reviews, prepared the prequalification statement, and managed the general contractor prequalification process. During the bid and award phase for the parking structure and library, CSI chaired pre-bid meetings, responded to bid RFIs, prepared all bid addendums, made recommendation for awards and chaired the preconstruction meeting. During the construction phase, CSI handled all aspects of construction management through project closeout

San Mateo Library (LEED Gold)



Project Description: The 90,000 square foot, three-story library building boasts a Student Research Center, a computer training room with 26 computers, 100 public internet computers, wireless internet access, community meeting rooms with audio-visual capabilities for 12 to 142 people, kitchen facilities, cafe and 157 parking spaces on two and one-half levels of subterranean parking. The library achieved LEED® Gold certification by embracing several energy, material, and conservation strategies.

Project Information

Location: San Mateo, CA
Construction Cost: \$42 million
Square Footage: 90,000 and
78,000 under building parking
Completed: August 2006

Client: City of San Mateo

Mr. Bob Beyer, Community
Development Director, Retired
Phone: (408) 871-8710
Email: rbeyer@earthlink.net

CSI's Role/Scope: CSI prepared the initial project budget and schedule and assisted with the preparation and negotiation of the Architect's contract. CSI's value engineering (VE) team participated in the project's VE workshop, producing approximately \$5,108,000 in VE proposals, \$2,243,000 of which the City accepted. CSI also assisted in the selection of the moving contractor and provided project management services during the move to the Temporary Library. We assisted with the selection of the Construction Manager/General Contractor (CM/GC) and provided project management services to oversee the CM/GC. We also assisted with the preparation of FF&E contracts, and managed the FF&E contractors.

"Critical Solutions Inc. (CSI) came to the San Mateo Main Library's \$65 million project highly recommended, and they exceeded our expectations. The owners wanted a team to work with the architects and contractors, and CSI was an essential part of a successful team. The City of San Mateo was so pleased with the pride, integrity, and problem solving positive actions of CSI; they have hired them again on a major civic project."

KG Ouye, San Mateo City Librarian, Retired

SECTION 2: Proposed Project Schedule

After reviewing the proposed project in detail, CSI has updated our original project schedule that we prepared for the City of Capitola in 2011. We have provided an updated summary level project schedule in the attachment section. However, it should be noted that this schedule is only a draft since it includes many assumptions that will need to be reviewed and confirmed with the City. Once assumptions have been confirmed, the schedule would be updated in much more detail and used to manage the project.

SECTION 3: Proposed Approach to Manage the Phases of the Project

CSI's General Approach

Why we named our firm Critical Solutions

Every project encounters changes, problems, and delays. With these changes come the need for solutions, as in many cases these changes affect the critical path, the budget and the successful completion of the project. So implementing the right solutions in a timely manner is critical to successfully complete a project. Thus our name "Critical Solutions". Our focus is to look for problems before they become critical, address issues as they arise, and provide the right solutions to our clients, to keep the project moving forward and finishing on time and within budget.

Approach Overview and Management Style

As Capitola's Project Manager, CSI's main focus and priority is to represent the City and act in the City's best interest under the City's management team for the duration of the project. This includes a friendly, professional relationship with open communication with all parties and stakeholders involved with the project. CSI considers every team member an essential part of the project team.

Good communication and coordination are vital to the success of the project. Being

proactive, addressing potential problems before they occur and addressing issues swiftly when they do arise helps to keep the project on schedule and within budget. CSI's general approach to problems/issues includes bringing the key decision makers together (in person if necessary or electronically if not) to review the problems/issue, develop a win-win solution and assign an action item to a specific individual. We also monitor these action items to make sure the responsible party is meeting their deadlines as required to keep the project on schedule.

CSI's Specific Approach for Managing the Different Phases of the Project

Below we highlight some key areas of our management approach and methodologies to perform services similar to those requested by the RFQ. Even though there are many more items mentioned in the RFQ, we would like to discuss **the key areas** that we believe are critical to the success of Capitola's new library project.

1. Architect Selection and Management

CSI has significant experience with Bay Area library architects, selecting a project architect and **what to make sure is included and/or excluded in the architect's contract**. CSI can provide the following services to the City:

- Assist the City staff in generating interest among the architectural profession
- Prepare a Request for Proposal to be sent to architectural design firms
- Assist with the review and evaluation of architect proposals
- Recommend a short-list of candidates for interviews
- Assist in verifying project references and contacts
- Participate with City representatives in architect presentation interviews

- Provide suggestions regarding the contract between the City and selected architect
- Provide comments and recommendations for final selection
- Manage the architect throughout design and construction

We have provided architect selection and management service on many public building projects including the Shasta Library, San Mateo Library, Antioch Community Center/Library, and on Pleasant Hill Recreation and Park District projects (\$28 million bond program).

Design Coordination and Public Meetings

Having managed the design phase for many public building clients, we are very experienced at participating and sharing our expertise during design coordination and public meetings. Ronald Johnson, our proposed PIC, has chaired and participated in design coordination meetings on many projects, including many public library projects. He has made countless presentations to government staff/agencies, City councils, Library JPA boards, commissions/committees, and various community/stakeholder groups.

2. Bid Services

Project Marketing, Pre-Bid Conference, and Bid Opening

We consider our network of contacts to be one of our most proven and effective tools in generating interest among the most highly qualified contractors in the area that might be interested in bidding these projects. It will be vital to monitor other projects that might be competing with the City's projects and work closely with the entire team to ensure we maximize the number of qualified contractors bidding these projects. On most of our projects, we have been assigned the responsibility to conduct the pre-bid conference, communicate the unique aspects of the projects, and distribute meeting minutes. We can also discuss with the City the pros and cons of using mandatory or non-mandatory pre-bid conferences.

CSI maintains a bidders list; develops a bid question and answer communication protocol; provides a written record and distributes subsequent instructions to the bidders; assists the City and architect with issuing addenda, interpretations, and/or clarifications to expand or amend the bidding documents; maintains a distribution log of all subsequent bid information; and assists the City and architects in evaluating proposed substitute materials and equipment by bidders prior to the bid date and provide recommendations.

3. Constructability Reviews

By providing constructability reviews we help to ensure that the design and project requirements are met, building programs are adhered to, and the documents maintain the highest quality of excellence. During the constructability reviews, we identify omissions and conflicts and verify that the construction documents are complimentary and convey complete design systems in a systematic, comprehensive, and congruent manner. We look for points of construction and/or sequencing difficulty that may cause delay or impact the project. We check for the interface of materials, subsequent and complete referencing of details, schedules, sections and plans. We check for constructability of details, availability of materials, fabricated systems, and the routing and clearances of mechanical, electrical and plumbing (MEP) systems to ensure that adequate ceiling space and chases have been allowed. Our experience has taught us that the best opportunity for the delivery of a successful project with a

minimum of changes and disputes is through the careful and diligent constructability reviews we conduct.

We evaluate the effectiveness of our constructability reviews by the percentage of non-owner initiated change orders during the construction phase. We have several recent success stories including the Contra Costa Community College L-612 (New College Center) project (approximately 3% changes), Shasta/Redding Public Library (less than 1.5% in changes), Windemere Ranch Middle and Hidden Hills Elementary Schools (less than 2%), Lafayette Veteran's Memorial (2%), Lincoln City Hall (less than 3%), and Milpitas Public Library (less than 5%).

4. Value Engineering

Our goal is to assist the City in finding the greatest value while maintaining the quality desired by the City. During the design phase, we typically have value engineering workshops, which are used to identify opportunities to optimize value and/or realize cost savings. We have a value engineering subconsultant team consisting of professional design and cost specialists with whom we have worked on various public projects. Two examples of our team's value engineering efforts are the San Mateo Main Library where the team produced approximately \$5,108,000 of value engineering proposals of which \$2,243,000 were accepted by the Library and the Shasta County Library where our VE team produced over \$2,500,000 of value engineering to maintain the construction budget.

5. Quality Control/Assurance Procedures

Quality Control starts at the very beginning of the project with the City providing the Contractor a quality set of drawings and specifications. We have extensive experience with Constructability reviews and development of the Division 0 & 1 documents to reduce the number and dollar values of change orders. Quality control methods CSI advocates during construction are listed below.

CSI will conduct pre-construction meetings between the architect, contractor, and subcontractors before each subcontractor starts work in the field. In these meetings, we will focus on reviewing the specification requirements, submittals, and related documents with project requirements. These pre-construction meetings help reduce the risk of work not installed in accordance with the Contract Documents and avoid the cost and time of re-work. Although the contractors and subcontractors are responsible for such re-work, we know that re-work can reduce project momentum to finish on time. It also can lead to cost overruns that the contractors and subcontractors may try to recapture in other ways during the course of construction.

CSI will review submittals and monitor the installation of the work to verify conformance with the contract documents and the submittals.

CSI will monitor the installation of the work on a daily basis to verify conformance with the contract documents.

CSI will work closely with the various inspectors and agencies (e.g., code inspection, special inspection and testing services, geotech engineers) to help ensure that all necessary inspections and testing services are performed, reviewed, and documented.

CSI will document any work that is not in accordance with approved contract documents with a Contract Deficiency Notice (CDN). All deficiency notices will be tracked on a weekly basis. Once the work has been corrected, the CDN is removed from the log.

6. Cost Estimates and Cost Control

Successful project budgeting and cost containment is achieved by planning, implementing, and proactively managing each and every facet of a project.

During the pre-construction phase the key steps are:

- Establish a comprehensive budget that includes both soft and hard costs
- Develop an adequate contingency
- Develop quality contract documents (drawings and specifications) that eliminate ambiguities, poor details, and lack of coordination between the various design disciplines.
- Require a realistic Contractor Baseline Schedule that has all the necessary activities

Note: From CSI's perspective, the best time to keep a project within budget is during the design phase and not attempt to bring a project back within budget after it is already "under construction". During the construction phase, the District will not obtain the best value for change orders to reduce the scope of work. Attempting to reduce the scope of work during the construction phase also increases the risk of claims by the contractor for schedule delays and impacts.

CSI's cost control system starts with the project budget and is updated as actual costs are identified. We track current monthly costs, previous total costs, total costs to date, and estimated costs to completion. In compiling the estimated costs to completion, we take special care to look at previous costs, current and known future change orders, and any other items that may impact future costs to make sure that projected future costs are as accurate as possible.

During the construction phase, CSI helps control the costs in a variety of ways:

- Review the Architect's answers to RFIs for any unnecessary increased costs
- Monitor key submittals to make sure long lead items don't slip
- Monitor the Contractor's three-week look ahead, schedule updates, and the project itself, looking for early signs of potential problems such as schedule slippage, reduction in required labor resources, quality of work, etc.

Review and Make Recommendations on Contractor Change Order Requests: During the construction phases, CSI is typically responsible for analyzing potential changes and evaluating if the costs are reasonable. We find this to be a vital task of our services. It involves the review of entitlement and, when entitlement is justified, a review of the proposed costs. From our experience, entitlement to extra costs is an area where many disagreements can occur. This is an opportunity for the Construction Manager to develop trust and confidence with team members by listening to all points of view and making decisions based on consistent interpretations of the contracts; an area where we believe CSI distinguishes itself from the competition.

Review any Potential Claims (if Received) and Make Recommendations: Claims avoidance starts at the beginning of the design process and continues through the close-out of the construction phase. The development of quality contract documents that eliminate ambiguities, poor details, and overall lack of coordination with the various trades is crucial. Critical Solutions prides itself in working with the project Architect to make sure when construction documents are issued for construction they are a fully completed set of documents. Once construction starts we will monitor the project for any early

signs of potential problems such as schedule slippage, reduction in manpower requirements, quality of work, etc. CSI has provided and continues to provide claims consulting service to major public works' clients. This claims experience has helped CSI keep abreast of the current issues in the industry that can have a negative impact on a project and what steps can be used to mitigate such impacts. Having both project/construction management and experience representing owners in complex construction litigation has provided CSI with the ability and expertise to help keep public owners out of expensive litigation.

7. Schedule Management

Being Proactive: CSI considers the Contractor's original baseline CPM schedule a very important communication tool to explain how the Contractor actually plans to complete the work within the contract duration. We firmly believe it is crucial to review in detail the contractor's original baseline CPM schedule to ensure the schedule includes all the key activities, that the logic makes sense and that it is consistent with the work included in the Contract Documents. Often we find that a contractor's schedule excludes activity logic restraints between key long lead submittal activities and the related work in the field. Before we review the Contractor's schedule, we review the Contract Documents, develop our own list of key activities, long lead items, and key physical logic restraints. We then check to ensure that said information has been included in the Contractor's schedule.

Monitoring of Project Schedule/Look-Ahead Schedule:

Not just something to hang on a wall, the master schedule can also be used as a working tool to review with City and project team and to discuss potential delay issues, staging/phasing strategies, and "what if" scenarios. We have found using a master CPM schedule to be a very valuable tool in keeping projects on schedule and that **effective communication is the key to keeping things on schedule and avoiding slippage.** Once the original schedule has been accepted, we monitor the project schedule on a monthly basis and the look-ahead schedule on a weekly basis at the progress meetings. We require the Contractor to provide the look-ahead schedule based on activities in their most recent schedule update which helps ensure that the contractor's superintendent is actually using the schedule. We also monitor the monthly schedule update to ensure it has been updated properly and that the project remains on schedule. CSI has found that many times the Contractors changed either the logic or durations to keep the appearance that the project remains on schedule.

Mitigating Delays:

In the event one of the contractor's schedule updates is projecting slippage, we have the knowledge/experience to work closely with them and the Architect to evaluate the most cost-effective plan to mitigate schedule delays to recapture lost time. We have used targeted overtime by the contractor and specific subcontractors on critical path activities very efficiently to help mitigate project delays. We have also found that using a "team" approach in discussing possible delays and project slippage is another great way to getting a project



"CSI has performed beyond expectations, particularly in light of being brought in on the heels of a previous construction management organization and some 10 months into the contract. Their work with the SFUSD in enforcing contract and specifications is superlative. The quality of CSI's employees from the administrative staff to the top of the organization is outstanding. CSI has been an invaluable resource to the SFUSD.

*I recommend CSI in the strongest possible terms and without reservation." ~John W. Bitoff, Director, Facilities Management
San Francisco Unified School District*

back on schedule. If necessary CSI will have the Contractor provide a recovery schedule, and CSI will closely monitor the work in accordance with the Contractor's recovery schedule.

8. Progress Meetings

We will also coordinate and chair weekly progress meetings to review the status of work in the field and to review and facilitate the resolution of construction issues. At the weekly meetings RFIs, submittals, change order requests, schedule status, and other project issues will be discussed and reviewed. Meeting minutes will be prepared where responsibility is clearly assigned to specific individuals to ensure issues are resolved in a timely manner.

Our approach is to use the previous week's meeting minutes as the agenda for the current progress meeting. We require attendance by all project team members, including subcontractors whose activities may be subject to discussion in the meeting. Focus is directed on confirming resolution of prior open issues, reviewing status of ongoing reports and logs, identifying new issues to be addressed, and assigning responsibility for resolving each specific new or continuing issue. We avoid attempts to solve new problems during the progress meeting. Our experience has shown that such efforts may hamper the team from adequately addressing all the issues that need to be reviewed and managed within the weekly meeting. Instead, we reserve in-depth discussion of these key issues to another meeting with attendance by only those individuals that are needed to arrive at a solution.

9. Document Control

CSI has successfully utilized a web-based management system called EADOC on many of our projects. EADOC is a fully-customizable web-based system that allows an entire construction project team of contractors, architects, engineers, and consultants to quickly exchange project documents and financial information. Everything from pay requests and change orders to RFIs and submittals can quickly be moved across the project team. Use of such a system eliminates the need to manage expensive servers and enterprise software. It has proven to be a valuable tool in efficiently managing projects and saving the client money in management costs. Our EADOC-trained staff will help reduce the "learning curve" time to a minimum, thereby providing an overall time-saving advantage to the project. While we highly recommend EADOC; we still manage some projects using traditional document control methods, including electronic filing and use of email for fast efficient communication and responses.

10. Post-Construction and Project Closeout

CSI typically assists or manages the closeout phase of our projects. During the construction phase, we work diligently to minimize the backlog of open change order requests to help facilitate a short contract closeout period. In addition, we work closely with the architect and contractor to quickly develop a comprehensive punch list to enable the contractor and the subcontractors to address punch list items in a timely manner. CSI includes special Division 1 contract language to help facilitate the punch list process between Substantial and Final Completion. On two of our completed projects, the Shasta County Redding Main Library and the Milpitas Library, final close out with the general contractors occurred within a week following their grand openings.

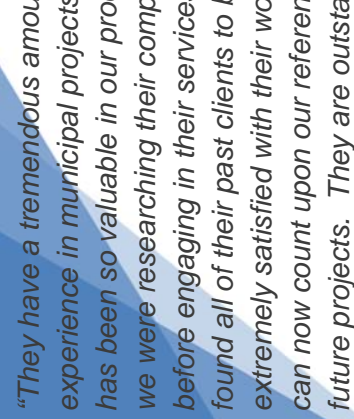
SECTION 4: Proposed Project Managers and Team Members

CSI is proposing a team of Project and Construction Management professionals who have demonstrated experience and expertise working on major projects throughout the Bay Area and Northern California. All team members are based in our Walnut Creek office, but we propose to have a Construction Manager on-site during the construction phase.

CSI team members are client-focused, committed to high quality, ethical service, and take pride in meeting or exceeding each client's expectations.

It is our belief that the success of the project as a whole is reliant upon the success of all project participants including: clients, architects, consultants, contractors, subcontractors, and suppliers.

CSI has designated **Ron Johnson** as the Principal-in-Charge (PIC). He will be the point of contact with the City to prepare the cost proposal and finalize the contract details with the City. He would provide project oversight and manage the overall direction of the project. Mr. Johnson, **an expert in library construction**, has over 36 years of experience in the construction industry, almost all in the public sector. He has a Master's Degree in Project and Construction Management from Golden Gate University and is a Certified Project Management Professional.



“They have a tremendous amount of experience in municipal projects and this has been so valuable in our process. As we were researching their company before engaging in their services, we found all of their past clients to be extremely satisfied with their work. They can now count upon our reference for any future projects. They are outstanding.” ~

*Lonnie Karste,
Project Manager, City of Antioch*

Project management services would be provided by our proposed Senior Project Manager **Kelly Johnson**, who has 35-plus years of construction-related experience. Kelly recently completed managing the \$16 million the 38,000 square-foot Student Services building at Los Medanos College. He also successfully managed a \$7.7 million seismic upgrade to the existing main Police Station building for the City of Fremont. This project was completed while maintaining a 24 hours-a-day/7 days-a-week police services operations. Kelly was also the Construction Manager for the Lafayette Library.

On-site construction management services would be provided by **Eric Chiu**, an experienced **Construction Manager**. Eric has over 16 years of architectural and construction management experience and is a licensed architect (#C-32833) with a BA in Architecture from the University of California, Berkeley. Eric is a member of the San Mateo AIA Board of Directors. Eric is currently completing various projects in the Bay Area.

CSI Project and Construction Management Support Team

Along with our proposed Estimating, Value Engineering, Bid-ability, and Constructability Review team, CSI can provide all the services as described in the RFP/Q. Our team would be assisted by a variety of support personnel from our home office, which could include project engineers, inspectors, schedulers, LEED and administrative support. These include Gordon Johnson for LEED/Schedule/Technical Support as well as Administrative support.

Estimating, Value Engineering, and Constructability Review Team

CSI has assembled an excellent and well qualified subconsultant team. Our estimator is currently providing estimating services on multiple Contra Costa Community College projects that we are managing. CSI and their subconsultants have provided numerous constructability reviews on many complex public building projects. It is our team's extensive experience with constructability reviews that set us clearly apart from the competition. For example, CSI's value engineering (VE) team participated in the project's VE workshop for the new San Mateo Library, produced approximately \$5,108,000 in VE proposals, \$2,243,000 of which the library accepted.

- Cost Estimator, Gordon Beveridge, TBD Consultants
- Structural, Mark Rueb, SE, H.D. Rueb
- Mechanical, Tünde Munz, PE, LEED AP, Guttman & Blavoet
- Electrical, Brian Smith PIC, The Engineering Enterprise
- Architectural, Mark Posnick, AIA, CASp, LEED AP
- AV/Communications, Andrew Gonzales, TEECOM

Summary

CSI has the professional staff, the depth of labor resources, internal (full and part time), and a pool of subconsultants that we have used consistently over the years to quickly and efficiently provide the services desired by its clients. **We will do the same for the City of Capitola.**

Successfully meeting our client's changing needs is what has kept us in business for over 21 years.

Resumes for the proposed key CSI team members are included in the attachment section. Subconsultants resumes are available upon request.

SECTION 5: Proposed CSI Fee Schedule

The CSI team billing rates, as shown below, are applicable from 2016 through 2019.

Critical Solutions, Inc. Hourly Rate

- Principal-in-Charge \$190
- Senior Project Manager \$165
- Construction Manager \$125
- Senior Scheduler/Technical Support \$95
- Administrative Assistants \$65

Reimbursable Expenses

The following reimbursable expenses related to the contract will be billed at 1.10 times the actual direct cost. All such expenses shall be supported by an invoice or receipt from the third-party vendor, and travel expenses will not exceed IRS guidelines.

- Reproduction services by outside vendors (if needed for large production assignments)
- Courier and overnight delivery services (if requested)
- Travel/mileage at the current IRS guidelines for any travel requested by the City that is outside Capitola city limits. For example: if the City requested CSI to travel to San Francisco, this would be considered a reimbursable expense.



*“CSI employees are knowledgeable, professional, and easy to work with. They have proven to be a reliable partner and team member, acting in the owner’s best interest in a fair and ethical way. Throughout the years, Ron Johnson and his project management team have proven to be a valuable resource. I have no hesitancy in recommending CSI to manage any construction project.” ~ Rob Kalkbrenner
Capital Projects Manager
County of San Mateo*

Proposed Consultant Costs and Staffing Level Spreadsheet

On the next page is a rough cost estimate based on the information included in the RFQ under Scope of Services. As requested in the RFQ we have broken it down to three major tasks: pre-construction, construction, and post construction services. If selected as your Project Manager, we fully expect to confirm the actual tasks and the level of effort the City wants to include in the Contract with CSI. Please see the proposed consultant’s costs and staffing level spreadsheet for additional requested information.

SECTION 6: Proposed Consultant Cost/Staffing Level Spreadsheet

Please see our proposed consultant costs/staffing level spreadsheet in the attachment section.

SECTION 7: Insurance Requirements

Critical Solutions, Inc. has reviewed the insurance requirements contained in the sample agreement and meets all the requirements.

	DATE (MM/DD/YYYY) 12/03/2015
ACORDTM CERTIFICATE OF LIABILITY INSURANCE	
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.	
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).	
PRODUCER Dealey, Renton & Associates P. O. Box 12675 Oakland, CA 94604-2675 510 465-3090	CONTACT NAME: Elise M. Fisher PHONE (A.C. No. EXT): 510 465-3090 FAX (A.C. No.): 510 452-2193 E-MAIL ADDRESS: efisher@dealeyrenton.com
INSURED Critical Solutions, Inc. 1801 Oakland Blvd, Suite 300 Walnut Creek, CA 94596	INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: American Ins. Co. 21857 INSURER B: American Automobile Ins. Co. 21849 INSURER C: Catlin Insurance Company, Inc. 19518 INSURER D: INSURER E: INSURER F:

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR. I/VID	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	X COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJ <input type="checkbox"/> LOC OTHER:		AZC80907630	10/01/2015	10/01/2016	EACH OCCURRENCE \$2,000,000 PREMISES (Per occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$		MZA80315070	10/01/2015	10/01/2016	COMBINED SINGLE LIMIT \$2,000,000 (Ea accident) BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ EACH OCCURRENCE \$ AGGREGATE \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		WZP81030078	12/06/2015	12/06/2016	X PER STATE X OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
C	Professional Liability		AED6725181216	12/04/2015	12/04/2016	\$2,000,000 per Claim \$2,000,000 Annl Aggr.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 General Liability Policy excludes claims arising out of the performance of professional services.
 An Actual Certificate will be issued upon the request of the above Named Insured.

CANCELLATION	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
SAMPLE CERTIFICATE	AUTHORIZED REPRESENTATIVE

SECTION 8: Attachments

The attachment section includes:

- CSI Resumes (Consultant resumes upon request.)
- References
- Cost/Staffing Level Spreadsheet
- Project Schedule

Ron Johnson, PMP® Project Manager



Ron Johnson is a certified Project Management Professional (PMP®) with 36 years' experience providing project and construction management services from project inception through closeout. His vast PM/CM experience and expertise has allowed him to be involved in the management of numerous prominent civic building projects. He has prepared and maintained project budgets, schedules, and management plans; managed value engineering sessions, and FF&E contracts; prepared project reports, and contract specifications (Div 0 & 1); analyzed CPM Schedules; negotiated settlements of change order requests; provided claims review and analysis; and counseled countless project owners. Mr. Johnson has also provided expert witness testimony for public owners in disputes with Contractors.

Education, Affiliations

- ◆ M.B.A., Project and Construction Management, Golden Gate University (1988)
- ◆ B.S., Environmental Planning and Management University of California, Davis (1978)
- ◆ Certified Project Management Professional (PMP®)
- ◆ Member - Project Management Institute

Selected Experience

- **Contra Costa Community College District (CCCCD)**

Mr. Johnson is the Principal-in-Charge and Project Manager for the District's latest two bond programs totaling over \$550 million. In 2009, Mr. Johnson began working with CCCCCD providing comprehensive constructability reviews for various projects and switched to a full-time project management role in 2013. He is currently providing project planning, programming assistance, and project management services for projects on all three of campuses, the largest project being Contra Costas College's New Commons project (\$52M).

- **New Community, Teen, and Senior Centers; Park Upgrades, Pleasant Hill, CA**

Mr. Johnson served as the Principal-in-Charge and Program Manager for the Pleasant Hill Recreation and Park District when they built several bond-funded (\$28 million bond) community building projects simultaneously. The projects included: new Community Center, Senior Center, Teen Center, and rehabilitation and upgrades to Pleasant Oaks Park.

- **Santa Clara Central Park Library**

This \$47 million 86,000 square foot building had 56,000 square feet of under-building parking. Mr. Johnson was the Project Manager during the pre-construction phase that included services such as: preparing and maintaining the project management plan, project budget and project schedule. He managed the Architect, participated in the value engineering, and prepared phasing plans and constructability comments. He assisted with bidding and awarding prime contracts for three phases of construction and prepared all the contracts for the FF&E contractors. Mr. Johnson also served as the construction manager in each phase of construction. The project finished approximately \$4 million under budget.

- **San Mateo New Main Library, (LEED Gold)**

Mr. Johnson served as Principal-in-Charge and Project Manager on this \$65 million, 90,000 square foot building project that included two and one-half levels of under-building parking. He took a lead role in preparing the project budget and schedule and was involved in negotiating the contracts with both the architect and the construction manager/general contractor. He managed the CM/GC contract, assisted with the preparation of FF&E contracts, and managed the FF&E contractors.

- **San Mateo Police Facility (LEED Silver)**

Mr. Johnson served as CSI's Principal-in-Charge and provided project management consulting services during the design phase on this \$51 million, 99,025 gross square foot facility project that included an under-building parking structure and an indoor tactical firing range. He assisted the City with negotiations of both the architect and CM/GC contracts. During the construction phase, he provided PIC/PM oversight services.

- **Lafayette Library and Learning Center**

Mr. Johnson served as Principal-in-Charge for CSI and also provided periodic project management consulting services during both the design and construction phases. Mid-construction, the City requested his assistance in resolving open issues with the Contractors, and all issues were successfully settled. Mr. Johnson continued to attend monthly meetings with senior-level personnel from the City and the Contractor to monitor progress and assisted with the resolution of issues in a timely manner.

Kelly Johnson

Senior Project Manager



Kelly Johnson's 35-plus years of construction-related experience includes managing complex public building projects, as well as fast-paced corporate construction and facility management projects for Fortune 500 companies. His considerable public building experience comprises new construction, design-build, seismic upgrades, mechanical renovations, expansions, and commissioning. His responsibilities have ranged from: project and construction management; constructability reviews; facility maintenance and operations; strategic planning, to financial analysis and forecasting; leadership; and team development. He has cultivated a thorough understanding of the complexities and unique challenges specific to public building projects, and demonstrates the necessary experience and expertise to facilitate timely project completion.

Education, Affiliations

- ◆ B.S., Construction Management Option, Industrial Technology, California State University, Chico
- ◆ DBIA, Principles of Design-Build Project Delivery
- ◆ General Building Contractor, CA License No. 475482 (inactive)
- ◆ Member: International Facility Management Assoc. (IFMA)

Selected Experience

- **San Mateo Name Police Facility (LEED Silver)**
Mr. Johnson assisted the City Project Manager with scheduling, budget, estimating, bidding, and contracts. He attended pre-construction and construction-phase meetings, performed constructability reviews, and served as a resource to the City PM for substitution requests, contractor change order requests, and scheduling issues.
- **Police Department Seismic Upgrade, Fremont, CA**
This complex project consisted of a \$7.7 million seismic upgrade to an existing Police Station which remained fully staffed and operational 24 hours a day throughout construction. As Project Manager, Mr. Johnson provided comprehensive construction management oversight services.
- **The Clorox Company, Oakland, CA**
As Facilities Manager, Mr. Johnson led a project and construction management team for Clorox's 24-story, one million square foot headquarters and technical research center campus and managed \$12 million in annual operating expense and capital budgets. He was involved with design-build oversight, bid negotiations on all facility contracts, schedule analysis, and conflict resolution. He was responsible for developing building standards, facility commissioning oversight, and facility personnel training.
- **Mission Valley ROP/ Fremont USD, Fremont, CA**
Mr. Johnson served as District Representative, providing CM services for three projects funded by Proposition 1D which included a new Fire Science/EMT building, Fire Engine Garage building, and modernization of the existing Automotive Technology Program Buildings. He managed MVRP planned projects through project closeout, providing direction and disseminating information to the GCs, IOR, architects, and state government agencies.
- **Contra Costa Community College District**
Mr. Johnson coordinated the constructability review process for the 80,000 square foot, D-611 (Commons) project at Diablo Valley College. He also prepared a CPM construction schedule developing the complicated phasing plan required to safely execute project work while classes were in session. He is currently overseeing various projects at Los Medanos College which include the L-612 Student Service Renovation, the L-527 Air Handling Replacement, the L-10 Brentwood New Science Classroom, and the programming of the L-636 New Physical Education Complex.
- **New Senior, Teen, and Community Centers, Pleasant Hill, CA**
As Senior Construction Manager, Mr. Johnson managed the 22,000 square foot Senior Center project and the 7,000 square foot Teen Center project from constructability reviews and demolition, through construction closeout. He also served as oversight Senior Construction Manager for the 21,000 square foot Community Center project.
- **Lafayette Library and Learning Center**
Mr. Johnson served as Senior CM for this \$45 million, 33,000 sf main library/learning center with 30,000 sf of under-building parking. He was responsible for day-to-day management and coordination of the project, including management of the General Contractor, coordination of the project design team, schedule, cost, and FF&E management.

Eric Chiu, AIA

Construction Manager



Mr. Chiu has over 16 years' experience with a recent focus on K-12 and community college projects. He is currently working as a construction manager on multiple projects at the Diablo Valley and Contra Costa Colleges campuses. He is a licensed Architect in California and has proven experience in Type I, II, III and V commercial, high-rise and residential projects and in construction administration. Mr. Chiu has demonstrated strength in resolving constructability issues, especially from the early design phase, to avoid costly change orders. He has prepared project schedules, CPM schedules, meeting agenda, RFPs, RFQs, and bid invitations for the project's contractors, architect, consultant and vendors. Mr. Chiu has managed projects from inception through closeout. He has developed, monitored and overseen a project's budget and schedule. He has experience working with consultants, CMs, contractors and other team members through an entire project. Mr. Chiu has more than ten years' experience working with DSA on public school projects.

Education/Affiliations

- ◆ BA, Architecture, UC Berkeley
- ◆ Licensed Architect #C-32833
- ◆ Member - Board of Directors San Mateo AIA

Selected Experience

◆ Contra Costa Community College District

Mr. Chiu is a Construction Manager working on various projects at Diablo Valley and Contra Costa College campuses with project costs ranging from \$300,000 to \$42 million. Duties range from contractor daily work oversight to facilitating regular progress meeting with owner, architects, engineers and contractors. Mr. Chiu is also monitoring critical aspects of the projects, including: cost, schedule, and change orders, etc.

Current Projects Include:

- ◆ Diablo Valley College Software Bleachers (\$300,000)
- ◆ Diablo Valley College Library HVAC (\$1.5 million)
- ◆ Contra Costa College Automated Doors (\$100,000)
- ◆ Contra Costa College PAC Seismic Upgrade (\$1.5 million)

◆ Eastside Union High School District, San Jose, CA

Mr. Chiu worked as a Project Manager for the District, which has 11 traditional high schools, five alternative schools and six charter schools. Drafted RFP, RFQ and bid invitation. Developed, monitored and controlled the project budget and schedule. Was responsible for multiple projects in various phases.

◆ Hamilton + Aitken Architects, San Francisco, CA

Mr. Chiu worked as a Project Manager on various projects. Acquired over 10 years' DSA experience on K-12 and community college projects in addition to commercial and residential projects. He was responsible for all phases of design. Acted as the liaison between the client, external parties and the owner. Produced tight construction documents which resulted in few change orders. Was responsible for the photo documentation for all projects.

◆ Hoover Associates, Palo Alto, CA

Mr. Chiu was a Job Captain+CAD Manager and was responsible for providing all construction documents. Coordinated the review of said documents w/ junior staff. Initiated and set up CAD standards and procedures for the company. Coordinated w/ involved cities for planning and building permits. He was responsible for construction administration.

◆ B. H. Bocoook, Architect AIA, Palo Alto, CA

Mr. Chiu was a Job Captain+CAD Manager, and he was responsible for providing construction documents for various jobs. Communicated w/ consultants, contractors and clients during the development of company projects. He prepared DD, CD, specification, and city plan check documents. Coordinated w/ cities for planning and building permits.

References*

Below are references for Ron Johnson, proposed Principal-in-Charge, Senior Project Manager, Kelly Johnson and Project Manager Eric Chiu. *

Professional Reference #1 (Ron, Kelly, and Eric)

Mr. Ray Pyle, Chief Facilities Planner

Contra Costa Community College District

Telephone Number: 925-229-6842

CSI is currently providing project and construction management services on multiple construction projects (new and renovation) on all three college campuses and at the District Office in Martinez.

Professional Reference #2 (Ron, Kelly, and Eric)

Mr. Robert Kalkbrenner, currently a Project Manager for the County of San Mateo, former Fremont City Facilities Group Manager and former San Mateo City Project Manager

Telephone Number: 650-520-4590

CSI started providing project and construction management services for the County of San Mateo (Cedar Emergency Operations Center) in 2015 for this ongoing project. CSI also provided services for the City of San Mateo's new \$65 million library (2003-2006), and provided PM/CM services on several projects for the City of Fremont (2009-2013).

Professional Reference #3 (Ron and Kelly)

Mr. Robert Berggren, District General Manager (Retired)

Pleasant Hill Recreation and Park District

Telephone Number: 925-250-5698

CSI provided project and construction management services on the District's \$28 million bond program.

- New Community Center
- New Senior Center
- New Teen Center
- Pleasant Oaks Park Renovation

Professional Reference #3 (Eric)

Mr. Romer Panaguiton

Panaguiton Construction Inspection

Telephone Number: 510-772-1913

Was Inspector of Record at Diablo Valley College

**Please see Firm Experience with Implementing Similar Projects for additional references.*

City of Capitola Staffing and Fee Proposal Schedule New Library Project

Task 1: Preconstruction (Design/Bid) Phase : 8/15/16 to 4/30/18

Task 2: Construction to Grand Opening: 5/1/18 to 6/30/19

Task 3: Closeout/Post Construction: 7/1/19 to 7/31/19

20.5 Months

14 Months

1 Mo

Project Management	Name	Position	Years		2016			2017			2018			2019			Total	Hourly Rate	Total Amount						
			Quarters	Weeks	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q				3Q					
	Ron Johnson	Principal in Charge			6	13			13	12	13			12	4	9	13	12	12	4		0	\$190	\$0	
	Kelly Johnson	Senior Project Manager			40	40			100	120	130	130		80	20	52	48	45	16	8	949	\$165	\$156,585		
	Eric Chiu	Construction Manager			4	2			2	2	2			40	345	504	459	496	80	2,383	\$110	\$262,130			
	Gordon Johnson, LEED AP	Scheduler/Technical Support			12	26			26	24	26			16	26	26	26	26	26	8	16	\$95	\$1,520		
	CSI Office Staff	Administrative Support																			292	\$65	\$18,980		
																								\$439,215	
Subconsultants	Discipline	CR	VE																						
Tunde Munz, G&B	Mechanical Engineer	16	16																				32	\$260	\$8,320
Brian Smith, TEE	Electrical Engineer	16	16																				32	\$230	\$7,360
Mark Rueb, HBE	Structural Engineer	16	16																				32	\$187	\$5,984
Mark Posnick, AIA, LEED AP	Architect	24	16																				40	\$110	\$4,400
Andrew Gonzales, TC	AV/Communications	16	16																				32	\$200	\$6,400
Gordon Beveridge, TBDC	Cost Estimator		16																				16	\$185	\$2,960
	Reimbursable																								\$35,424
																									\$3,500
																									\$3,542
																									\$481,681

Costs by Tasks (Plus CSI 10% Markup)	Task #	Dollars
Pre-Construction Phase	1	\$159,284
Construction to Grand Opening	2	\$287,115
Closeout/Post-Construction Phase	3	\$10,640

Assumptions:
1) Need to review the detailed scope of work with City. Assumes hiring the Architect and no other City consultants. Assumes this is a Design-Bid-Build project.
2) Assumes no hours for a possible Temporary Library, since the scope is not listed in the RFP.
3) Assumes a Value Engineering Session will be needed (one day of prep and one day in session). If not, there will be a cost savings to client of \$18,400
4) Assumes one constructability review on the documents submitted to the Building Department.
5) Ron Johnson (PIC) will provide his normal project oversight services at no cost. However, Ron is available on an as-needed basis at \$190 per hour.
6) The quote from EADOC (web-based document management system) to use their system during the construction and closeout is \$12,499.
7) Reimbursable estimate assumes sets of full-size drawings will be provided to CSI by the Architect or City.

