CITY OF BELLFLOWER
"GROWING TOGETHER"

staff report

TO: Honorable Mayor and Members of the City Council

ATTENTION: Jeffrey L. Stewart, City Manager

FROM: Len Gorecki, Director of Public Works

SUBJECT: Consideration and possible action to award a design-build contract to Ledcor Group for the Bellflower Events Center and Fire Museum Project; and authorize the City Manager to execute an agreement with Ledcor Group in a form approved by the Interim City Attorney (Agreement File No. XXX).

DATE: March 28, 2016

EXECUTIVE SUMMARY

This action would award a design-build contract to Ledcor Group (Ledcor) for the design and construction of the Bellflower Events Center and Fire Museum (the Project) and authorize the City Manager, or designee, to enter into an agreement with Ledcor in a form approved by the Interim City Attorney.

RECOMMENDATION TO CITY COUNCIL

1) Award a design-build contract to Ledcor Group for the Project; and authorize the City Manager to execute an agreement with Ledcor Group in a form approved by the Interim City Attorney; or

2) Alternatively, discuss and take other action related to this item.

FISCAL IMPACT

The adopted budget provides $9.6 million for the Events Center and Fire Museum Project. While the City currently has the entire amount (in a combination of reserves and cash on hand) available for the Project, staff would prefer financing $1,600,000 of the full amount; the balance ($325,000) will be received from the LA County Fire Museum Association by December 2016. Until these funds are financed and received, the General Fund reserve will be encumbered by the total amount that is not yet available.

Cash on hand	$ 7,375,000
HUD line of credit - CDBG (per Adopted Budget)	300,000
Due from L.A. County Fire Museum Association (due Dec. 2016)	325,000
Available funds	8,000,000
Funds needed (proposed bond financing)	1,600,000
Total funding	$ 9,600,000

DISCUSSION

Public Contract Code § 22160, *et seq.* (the Code) allows the City to award projects with a total project cost of over $1,000,000 using a Design-Build project delivery methodology. The award of the contract can then be based on either the low bid or the best value. On August 24, 2015, the Public Works Department released a Request for Qualifications for the Project. On October 5, 2015, a total of 7 statements of qualifications were received from design-build firms (DBFs). All 7 DBFs were deemed to be qualified.

On November 25, 2015, the Public Works Department released a Request for Proposals (RFP) for the design and construction of the Project to the seven pre-qualified DBFs. On January 27, 2016, the City received three proposals from DBFs. Following are the project costs provided by the respective DBFs:

1. Ledcor Group: $9,600,000
2. Erickson-Hall Construction: $9,600,000
3. Oltmans Construction Company: $9,585,000

The Fire Museum Executive Committee (Committee) reviewed each proposal and then conducted one-on-one interviews with each DBF on February 24, 2016. Upon the completion of the interviews, the Committee ranked the proposals based on “best value” rather than low bid as allowed in the Code. The Code defines best value as follows:

> ""Best value" means a value determined by evaluation of objective criteria that may include, but not be limited to price, features, functions, life-cycle costs, experience, and past performance. A best value determination may involve the selection of the lowest cost proposal meeting the interests of the local agency and meeting the objectives of the project, selection of the best proposal for a stipulated sum established by the procuring agency, or a tradeoff between price and other specified factors.”

The final rakings based on best value are as follows:

1. Ledcor Group
2. Erickson-Hall Construction
3. Oltmans Construction Company

Based on the rankings above, and in accordance with the Code, the Committee recommends award of the design-build contract to Ledcor. Upon execution of the agreement with Ledcor, the City will enter into the design phase of the Project, which is anticipated to take up to five months. Construction of the Project is expected to begin immediately thereafter, with ground breaking anticipated to occur sometime in the fall. Construction of the Project is expected to be completed in the fall of 2017.

CEQA

Pursuant to the California Environmental Quality Act (CEQA) (Public Resources Code §§ 21000, *et seq.*) and CEQA Guidelines (California Code of Regulations, Title 14, §§ 15000, *et seq.*), the City conducted an environmental assessment for the Project consisting of an Initial Study and Mitigated Negative Declaration. The Initial Study determined that the Project would not result in any significant effect on the environment with incorporation of mitigation measures contained in the Mitigated Negative Declaration.

ATTACHMENTS

Doc 337214

DESIGN-BUILD REQUEST FOR PROPOSALS
EVENTS CENTER AND FIRE MUSEUM

City of Bellflower

Prepared for:
Len Gorecki
Director of Public Works
C/O Office of the City Clerk
16600 Civic Center Drive
Bellflower, CA 90706

Submitted by:
Ledcor Design-Build USA Inc.
Mark Stinnett
6405 Mira Mesa Blvd, #100
San Diego, CA 92121
858.527.6400

January 27, 2016

CONTENTS

LEDCOR DESIGN-BUILD USA INC.
6405 Mira Mesa Boulevard
Suite 100
San Diego, CA 92121
Telephone: 858.527.6400
Facsimile: 858.527.6410
License No. 992382

January 27, 2016

Len Gorecki
City of Bellflower, Director of Public Works
C/O Office of the City Clerk
16600 Civic Center Drive
Bellflower, CA 90706

Dear Mr. Gorecki,

Thank you for the opportunity to submit our proposal for the design and construction of the Bellflower Events Center and Fire Museum. We are very excited about this opportunity. Our Design-Build team of Ledcor Design-Build USA Inc. (Ledcor) and Sillman Wright Architects (Sillman) are proud of this joint effort and have enjoyed working together to bring our project to fruition.

Ledcor Design-Build (USA) Inc, is part of one of the largest privately-held multi-disciplined construction companies, ranking among the top builders in North America with over $2.9 B in revenue. Coupled with the capabilities of the award-winning Sillman Wright Architect, our team offers the best of local knowledge and multi-national resources.

We know and understand the primary objective in utilizing the Design-Build approach for this project is to bring together the best design and construction expertise and collaborate with the City to successfully deliver this project. Our team has already joined forces on several efforts and we feel we are uniquely capable of delivering this exciting project for the City of Bellflower.

Together, we have developed an innovative and sustainable two-story Events Center and Fire Museum for the City of Bellflower that includes many value-added features including a two-story glazed arched entry atrium with interior views of the museum, "Green Way" entry and pre-function area; generous daylighting and LED lighting; and high quality materials. We understand the importance of keeping the project within budget and schedule and have developed the design and construction plan to meet your needs.

Our proposed Project Executive, Mark Stinnett, will serve as the City's main point of contact for the Events Center and Fire Museum project. You may reach him at 951.813.8563 and Mark.Stinnett@Ledcor.com.

We acknowledge receipt of all addenda: Addendum #1 dated December 7, 2015; Addendum #2 dated December 15, 2015 and Addendum #3 dated January 7, 2016.

Once again, we thank you for this exciting opportunity and look forward to our interviews the week of February 15th.

Respectfully,

Ledcor Design-Build (USA) Inc.

Chris Bourassa, President

Rick Corder, Regional Manager

EXECUTIVE SUMMARY

The Bellflower Events Center and Fire Museum

EXECUTIVE SUMMARY

We are pleased to present this collaborative effort between Ledcor Design-Build (USA) Inc. and Sillman Wright Architects. Our goal has been to create a regional destination attraction and community asset that will promote the City of Bellflower's ongoing economic development of the community.

EXPLANATION OF THE ORGANIZATION AND CONTENTS OF THE PROPOSAL

Ledcor Design-Build (USA) Inc. (Ledcor) is part of the Ledcor Group of Companies, one of the largest privately-held, multi-disciplined construction companies and ranking among the top construction companies in North America. Ledcor's U.S. operations are headquartered in San Diego. We are built upon safety, quality, integrity and sustainability. Ledcor has developed strong working relationships – 80% of our business is with repeat clients. We have 65 years of experience delivering full preconstruction and construction services. Ledcor has completed over 70 Design-Build contracts, with more than 15 located in California.

Sillman Wright Architects (Sillman), a Veteran Owned, Small Business Enterprise, has been providing full architectural services to the community since 1976, having designed close to 1,000 projects throughout Southern California. Their emphasis is to provide excellent designs which are cost effective, built within the client's budget and schedule, and are directly responsive to client's needs. Sillman welcomes all stakeholders to participate in the design to better ensure that the goals and visions of the client are met. Their ultimate goal is to find the best solution for a project by providing the client with strong design guidance.

Forward. Together.

Our corporate mantra, "Forward Together" best explains the future of the Ledcor/Sillman Wright Design-Build Team and the City of Bellflower.

As our client, we value your wants and needs. We will work together with you to achieve a successful project that will be a source of pride for the Bellflower community.

Ledcor's relationship with Sillman spans more than 10 years. Together, we have collaborated with many local public agencies to provide the expertise and knowledge for the local Southern California environment. A majority of our proposed team, including subcontractors, have worked together on many projects together; in some cases we have worked with the same firms for over 20 years. We will contribute our strong local depth of knowledge and expertise in creating this Bellflower Events Center and Fire Museum.

Throughout this proposal, we demonstrate how our experienced teams have come together to design a Events Center and Fire Museum that meets and exceeds City of Bellflower's requirements and will benefit the community. Our design includes value-added features, such as a welcoming two-story atrium at the main lobby, a prominent sculptural spiral stair, a low energy cool roof and room for expansion.

We have fine-tuned our already proven approach to ensure the project is built within schedule and budget, while adhering to safety and quality requirements and respecting the needs of the adjacent businesses. By maintaining hyperlinked electronic documents, we will ensure everyone, including subcontractors, are working off the same set of documents. We will work closely with the City during design development through preconstruction, construction and project closeout.

SUMMARY OF ANY CHANGES TO PROPOSER'S RFQ RESPONSE

There are no changes to our RFQ response dated October 5, 2015.

SUMMARY OF ANY CHANGES IN PROPOSER'S ORGANIZATION, EQUITY MEMBERS, MAJOR NON-EQUITY MEMBERS AND KEY PERSONNEL

There are no changes in our organization, equity members, or major non-equity members.

Team Members: As illustrated in the RFQ response, our team consists of Ledcor Design-Build USA Inc. (Ledcor) and Sillman Wright Architects (Sillman). We are not proposing to delete or substitute any team members.

Equity Owner, Guarantor, or Entity that will bear Financial Responsibility or Liability: There are no substitutions or deletions of equity owners, guarantors or entities that would bear financial responsibility or liability.

Equity Ownership or Team Membership: There are no substitutions or deletions of equity ownership or team membership. The team members are Ledcor Design-Build USA Inc. (Ledcor) and Sillman Wright Architects (Sillman). We are not proposing to delete or substitute any team members.

Key Personnel: As originally indicated in our Statement of Qualifications, Mark Stinnett, LEED AP (Project Director), Larry Sillman, AIA (Principal in Charge - Design) and Brett Tullis, AIA, LEED AP BD+C (Project Manager - Design) will be responsible for overall management of the project. David Irwin, LEED AP is our

SUCCESS THROUGH COLLABORATION

There are many reasons that Ledcor and Sillman have chosen to work together; one of the most important is that each of us takes pride in our collaborative culture.

Ledcor and Sillman bring a culture of plain speaking and open agendas; fundamental building blocks of good communications.

This collaborative environment extends to the entire team, including suborganizations and management personnel.

These will be the core traits of the culture of the Events Center and Fire Museum project.

proposed Project Manager - Construction. David's resume, along with resumes and qualifications of all of our key personnel are included in the proposal. This management team has worked together on numerous successful projects.

SUMMARY OF THE PROPOSED MANAGEMENT, DECISION MAKING AND DAY-TO-DAY OPERATION STRUCTURE AND STATEMENT OF COMMITMENT

Our well-defined management structure, consisting of skilled team leaders and established lines of communication, will lead to the successful design and construction of the Events Center and Fire Museum.

We are committed to the success of this project and are proposing the highest quality team. Mark Stinnett, Project Director, has extensive experience with design-build and public/municipal projects and is skilled at leading Design-Build teams and ensuring collaboration amongst team members. Mark will be responsible for ultimately coordinating all of the tasks for every discipline and will be the point of contact for the City of Bellflower.

Coordination of day-to-day design phase activities will be the responsibility of Brett Tullis, Project Manager - Design. During construction, coordination of activities will be the responsibility of David Irwin, Project Manager - Construction. Each Project Manager will manage all communication and information flows, so all team members have access to the information they need, when they need it.

We have already formed the basis of a clear line of free-flowing communication from the top – down, beginning with the City of Bellflower, through to our Design-Build contractor team, the Architect, our subconsultants, subcontractors and shareholders alike, which will ensure everyone is working towards a common goal of a successful project.

Each equity and major non-equity member has committed to provide specified people. Statements of commitment are included as Attachment A.

SUMMARY OF THE TECHNICAL SOLUTIONS

The design is based the Project Goals identified in by the City and the Design-Build Team as listed below:

- ✓ Aesthetically Attractive - Promote and Feature Historic Values
- ✓ Create A Community Asset
- ✓ Attractive & Flexible Fire Museum Display Space
- ✓ Project Safety During Construction
- ✓ State Of The Art Technology
- ✓ Sustainable & Healthy Environments
- ✓ Expedited Schedule
- ✓ Create A Modern Functional & Flexible Facility – One Facility - Multiple Uses
- ✓ Create A Regional Destination Attraction
- ✓ Promote The Local Economy
- ✓ Visitor Education of the Los Angeles County Fire Service
- ✓ Cost Effective - Maximize Value & Minimize Cost
- ✓ Safety & Security
- ✓ Reduced Maintenance & Operations Costs

Our team has designed an innovative and sustainable two-story Events Center and Fire Museum that will be a source of pride for the City of Bellflower. Value-added features include a two-story glazed arched entry atrium with interior views of the museum, “Green Way” entry and pre-function area; generous daylighting and LED lighting; and high-quality materials.

The facility is designed to include a Fire Museum on the first floor and a unique and innovate Events Center on the second floor. A minimum of 7,000 sf of space is provided for the Fire Museum. The first floor ceiling is 16 foot high clear with 14 foot high bay doors on the east and west sides. The ground floor fire museum is designed to display historic and memorable Los Angeles County related firefighting equipment and artifacts. We have incorporated a generous sliding glass door to secure the Museum from the Lobby while still providing views into the Museum from the Events Center and Main Lobby. Space for Museum displays is also provided in the Main Lobby to reinforce the branding that make this facility so unique and to provide an additional educational venue for those visitors interested in the history of fire science and the historical aspects of Los Angeles County fire service.

Our design incorporates a generous two-story open atrium combined with two-story arched glass curtain wall on the west side, creating a warm and inviting Main Lobby that functions as living room of this community icon. The Lobby is visually connected to the 3 main spaces - the Fire Museum, the Events Center and the Conference area.

A key element of our design is the curved sculptural tower that serves as a gateway and landmark with high visibility from Bellflower Boulevard. The design of the tower (along with the rest of the facility) reflects the historic architectural character of the 1920’s and 1930’s. This dynamic tower recalls the imagery of a traditional Hose Drying Tower. At night, the Interior lighting in the tower create a softly glowing evening presence that adds to the wow factor of this significant community asset.

The dynamic decorative open spiral stair provides access from the Main Lobby to the second floor and is designed for photo opportunities. A balcony with French doors at the mid landing creates a focal point for photo opportunities and community events. Sculptural pendant light fixtures provide visual interest and dramatic lighting.

The second floor Events Center is designed to provide a venue in a large event area setting with space for 300 dining guests . The contemporary design of the Events Center Meeting Room / Banquet Hall features a sound rated operable partition that can divide the space for two simultaneous events. Long span trusses have been used to create column free spaces at the Events Center. The Events Center Meeting Room / Banquet Hall allows for a variety of community, governmental and business related events. Storage for tables, chairs and catering support is provided.

An elegant bar and a full service catering kitchen with a dedicated service elevator services this modern and flexible Events Center. The kitchen is designed to accommodate the 300 dining guest capacity for storage, preparation, cooking,

VALUE ADDED FEATURES

- ✓ 3 Buildings in 1
- ✓ Museum Interior Views
- ✓ Additional North Entry
- ✓ “Greenway” Pre-Function Area
- ✓ Flexible Column Free Space
- ✓ 2 Story Atrium at Main Lobby
- ✓ Iconic Tower
- ✓ Decorative Fire Pole
- ✓ Generous Natural light
- ✓ Sculptural Spiral Stair
- ✓ Room for Expansion
- ✓ Impact Resistant Gyp Board
- ✓ LED Lighting
- ✓ Cool Roof
- ✓ Graffiti Prevention
- ✓ Decorative Ceiling Panels
- ✓ Water Efficient Fixtures
- ✓ Solid Surface Counters
- ✓ Polished Concrete
- ✓ Lobby, Museum Conference
- ✓ Luxury Vinyl Plank
- ✓ Building Automation System
- ✓ Four Fold Bay Glass Doors
- ✓ Decorative Glass Tile

serving and dishwashing. In addition to the RFP requirements, a dish machine has been added to provide ware washing for china that will accommodate the 300 guests. A grease interceptor has also been provided.

In addition to the Events Center, we have included a Conference Room that features a secondary entry along the north side of the building that faces on to the MTA Right of Way which allows for this area to be used completely independently of the Main Lobby, Fire Museum and Events Center for after-hour Community Events. Four (4) Additional 14' high Glass Roll Up Doors have been provided along the north elevation that allow additional gather space along "the "Greenway" for larger community events with the Conference area and the Fire Museum.

SUMMARY OF THE PROJECT MANAGEMENT PLAN

The Design-Build Team, led by Ledcor and Sillman Wright Architects, is an experienced team with a proven track record, that will provide effective project management. We will utilize open collaboration and clear communication, ensuring that all project goals are met, the project is delivered on-time, within budget to establish this high-quality Events Center and Fire Museum as a regional destination and community icon.

Our management and project team recognize the importance of understanding client expectations. It is through this understanding that we are able to consistently anticipate and meet our client's needs. We will implement this same approach in working with the City of Bellflower.

We center our management approach around the belief that projects succeed in an environment where collaboration and partnership flourish. This collaborative environment extends to all stakeholders and the community. Beginning at mobilization and continuing through project duration, we work together to confirm communication and contract administration procedures which address the completion of the project. Ledcor makes it a priority to ensure tracking of quality control commissioning and closeout is maintained on the project from beginning to end. In collaboration with our project team, we ensure all systems are developed consistently with the City's requirements. When the building is fully operational, we are there to ensure all occupants are satisfied and comfortable with operation as planned to ensure a seamless occupancy.

Throughout construction, we hold weekly jobsite meetings with contractors, Architect, and City representatives, where we record and distribute meeting minutes to all attendees. Updated schedules are distributed and incorporated into the contract documents. During construction, a fully-equipped trailer will be place onsite, providing the team with a centralized area to hold meetings, view project documents and models and oversee construction. Our field teams are equipped with tablets synchronized to the cloud-based, hyperlinked documents. This provides all onsite and off-site team members access to all approved project documents. Project photos are also linked, allowing field managers and superintendents to address many issues from wherever they are on the project site.

We have a firm understanding of the jurisdictional requirements for this project and have the knowledge and competence to navigate the administrative procedures of the various regulating agencies and utility companies. Our project team proactively identifies laws, rules and regulations and takes steps to meet those requirements early on.

The community and their buy-in is an important part of this project during both design and construction. Our project team quickly responds to any concerns voiced by residents and business owners of the community. We take a proactive and direct approach in interfacing with the public. During design, the team will collaborate with the community and accurately represent the City's issues through Community Workshops and Outreach to allow the local community to voice their needs or concerns so that our team can understand their expectations. Prior to and during construction, members of our project team will personally meet with adjacent business managers to share contact information and discuss access, work hours and emergency procedures so the project proceeds with minimal interruption to the daily flow of the community.

The success of a project revolves around the thoroughness and reasonableness of the project schedule and control of the budget. Deadlines are met by establishing a system of accountability, which all stakeholders are held to. Under the guidance and oversight of the Project Manager - Construction, each member of the project team is responsible for schedules that speak directly to their particular scope of the project. This positively impacts every project element, ensuring each task is identified and that a commitment from the trade is secured.

Our responsibility is to monitor and minimize all budget costs, and in turn build a successful project that all stakeholders are proud of. Ledcor creates and manages a comprehensive budget that includes site acquisition, fees, furniture and equipment (FF&E), 3rd party agency costs, design, construction and change orders. **We tie the master budget to the master schedule, providing the City of Bellflower with current and forecasted monetary needs.** Each subcontractor will be tied contractually to a schedule for its own scope of work that will support the overall project schedule.

We will approach your project with an innovative "whole building" philosophy, considering all aspects of design, construction and quality. We will take into account all building components and systems during the design phase and integrate them to work together. As part of this approach, we will create buy-in to identify common goals, hold regular design team coordination meetings and ensure personnel are aware of any information discussed at meetings. Our team members will use Revit to our best advantage to produce a well-coordinated set of documents. Our Building Information Model (BIM) implementation plan will define the way team members use BIM, taking advantage of its powerful ability to support effective communication and appropriate access by your team to support your review and approval roles. With the BIM model, the City of Bellflower's team will be able to see the project digitally constructed in three dimensions.

Overall responsibility will rest with Mark Stinnett, Project Director. Coordination of day-to-day design phase activities will be the responsibility of Brett Tullis, Project Manager - Design. During construction, coordination of activities will be

MEETING CLIENT EXPECTATIONS

The right team with the right tools and a commitment to build a strong relationship will succeed.

The Events Center and Fire Museum is a treasure, Southern California is our home; we are passionate and we are committed to building a strong relationship with the City of Bellflower over the course of the project.

Effective communication will be at the root of the collaborative spirit in which we will work.

the responsibility of David Irwin, Project Manager - Construction. Each Project Manager will manage all communication and information flows, so team members have access to the information they need, when they need it.

We propose that a partnering workshop be staged at the setup of the Events Center and Fire Museum project. The sole agenda of this workshop is to establish and begin implementing the decision-making partnering process, and we propose that this process would continue throughout the project's duration. At the partnering workshops, the stakeholders identify all respective goals for the project in which their interests overlap. These jointly-developed and mutually agreed to goals may include implementing specific procedures and systems to solve concerns on the job, meeting the financial goals of each party, limiting review periods for contract submittals, no lost time because of injuries, or other goals specific to the project. These meetings also enable us to identify and resolve potential problems at an early stage, saving time, money and headache.

Ledcor has one of the best safety records of any major construction company in North America. Safety forms a major part of our corporate philosophy and day-to-day activities. Ledcor will work closely with the selected trade contractors and consultants to make sure that qualified, competent personnel carry out the needs of this project in a safe and efficient manner. Our proposed Safety Manager, Jeff Baldwin, will assist the project team in managing health and safety on the site and ensure compliance with all local government regulations and other bylaws, codes, and standards applicable to the project.

We've identified significant risk categories during the design and construction of the Project; potential consequences of the identified risks; the probability/likelihood of the risk; and risk mitigation strategies to eliminate or reduce specific risks.

Ledcor's team is responsible for the overall management and delivery of the project. Our proposed construction management team has worked together for over a decade on several Design-Build projects and each brings over 20 years of experience managing public construction projects. This team will be supported by the Regional Manager and additional off-site resources such as our estimating, scheduling, value analysis, constructability, purchasing, and BIM teams. Ledcor's initial goal is to set and establish a chain of command for the project with clear lines of communication.

Taking care to actively manage all phases of construction with a precise plan of action, Ledcor will work with the City of Bellflower during schematic design validation, design development, construction documents, permitting, construction and commissioning and closeout.

In the case of potential utility and system shutdowns, construction activities will be coordinated with significant advanced notice and scheduled at times outside the operation of the neighboring businesses.

As we have done with many past projects, our team is available to work during non-business hours and on weekends to minimize impacts to the adjacent neighbors and the greater Bellflower community, while still providing acceptable construction performance.

The Design-Build Team, led by Ledcor and Sillman Wright Architects will utilize open collaboration and clear communication, ensuring that all project goals are met, the project is delivered on-time, within budget to establish this high-quality Events Center and Fire Museum as a regional destination and community icon.

SUMMARY OF THE QUALITY MANAGEMENT PLAN

It is our intention to integrate the City of Bellflower into our quality management plan and enable the City to monitor, audit, and measure our quality performance, from mobilization through to project completion. We maintain a Construction Quality Program which encompasses the systematic execution of project quality plans, integrated problem solving and continuous learning.

We develop a Project Quality Plan (PQP) which is uniquely specific to the requirements of your Events Center and Fire Museum. It outlines procedures and tools specific to the size and scope of your project and is a check and balance system for our project team to ensure that quality goals are achieved. Deficiency and noncompliance tools and procedures are included in the PQP and facilitate tracking and resolution. Outstanding as well as resolved items are communicated to the project team, City of Bellflower, consultants, etc., as required. At resolution, appropriate sign-offs are obtained and all documents kept in the project files.

In preparation for project kickoff, our team will meet with the City of Bellflower and review project-specific quality requirements; determine the timing and completion of the Project Quality Plan (PQP); establish milestone dates; schedule subcontractor meetings and quality plans; and confirm submittal protocols. Quality reviews include in-progress reviews of the design, construction document reviews by the project team and the City of Bellflower during key stages of design development. During construction, we will convene regular recurring meetings with the City of Bellflower and our subcontractors to cover the quality processes defined in the PQP. Quality reviews during construction include submittal reviews, construction document clarification and construction inspections. The Project Manager - Construction will review and record closeout procedures and documents and communicate lessons learned as part of the post project review.

Interior view of Events Center Meeting Room

PROPOSER INFORMATION, CERTIFICATIONS AND DOCUMENTS

View looking south at north facade

PROPOSER INFORMATION, CERTIFICATIONS AND DOCUMENTS

Our project team of Ledcor Design-Build USA Inc. (Ledcor) and Sillman Wright Architects (Sillman) is ready to deliver the knowledge and experience necessary to exceed the City of Bellflower's expectations.

CONSTRUCTION SAFETY RECORD

Ledcor Design-Build (USA) Inc. is part of the Ledcor Group of Companies. The safety record below is for the Ledcor Group of Companies. A separate safety record for Ledcor Design-Build (USA) Inc. is not available.

	2015 YTD	2014	2013	2012	2011
Total Work Hours	314,025	339,968	370,624	437,734	366,481
Number of Fatalities	0	0	0	0	0
Number of Lost Work Days	0	0	0	3	0
Number of Injury/ Illness Cases	3	4	4	10	5

INFORMATION REGARDING KEY PERSONNEL

We understand the importance of the right project team. We are proposing a staff of highly-qualified and experienced personnel who are committed to the success of the Events Center and Fire Museum.

	Name	Entity	Contact Information
Overall Management of the Project			
Project Director	Mark Stinnett, LEED AP	Ledcor	Mark.Stinnett@ledcor.com 951.813.8563
Principal in Charge - Design	Larry Sillman, AIA	Sillman Wright Architects	Lsillman@sillmanwright.com 619.294.7515
Project Manager - Design	Brett Tullis, AIA, LEED AP BD+C	Sillman Wright Architects	Btullis@sillmanwright.com 619.241.2037
Project Manager - Construction	David Irwin, LEED AP	Ledcor	David.Irwin@ledcor.com 858.437.3704
Design of the Project			
Design Manager	Richard Badt, RA	Sillman Wright Architects	Rbadt@sillmanwright.com 619.294.7515
Construction, Coordination of Subcontractors, Scheduling and Jobsite Safety			
Construction Manager/ Superintendent	Robert Stitnicky	Ledcor	Robert.Stitnicky@ledcor.com 951.297.8080
Safety Manager	Jeff Baldwin	Ledcor	Jeff.Baldwin@ledcor.com 702.947.3710
Control of Quality and the Implementation and Operation of Project Quality Systems			
Professional Services Quality Control Manager	Brian Palmquist, LEED AP	Ledcor	Brian.Palmquist@ledcor.com 604.699.2909
Construction Quality Control Manager	Nathan DiFilippo	Ledcor	Nathan.DiFilippo@ledcor.com 619.306.2853

Statements of Commitment

Statements signed by Ledcor and Sillman Wright, committing to maintain such individuals' availability for and active involvement in the Project, are included as **Attachment A**.

Resumes

Statements signed by Ledcor and Sillman Wright, committing to maintain such individuals' availability for and active involvement in the Project, are included as **Attachment B**.

PROJECT DEVELOPMENT PLAN - TECHNICAL SOLUTIONS

View looking northeast at front entry

TECHNICAL SOLUTIONS

The innovative and sustainable Museum and Events Center is enhanced with many value-added features.

Identifying characteristics of its Proposal which Proposer considers an improvement upon the Project's requirements, as set forth in the DBA and which brings additional benefits and/or value to the City and the public and provide a an estimate of the value of such benefits

The proposed design for the dynamic two-story Events Center and Fire Museum is an eye-catching functional facility which will serve as a source of pride and economic development for the community and the City. The design features many outstanding design elements that add value to the project including the following:

Value-added Feature		Estimated Value
3 Buildings in 1	The floor plan is organized to allow for multiple activities to occur simultaneously. A centrally located lobby serves as the main arrival for the three major functions that include: ✓ Fire Museum ✓ Events Center ✓ Conference These three major functions can all be secured separately and offer flexibility in how much or how little of the facility is used at any one time.	$40,000
Museum Interior Views	The Fire Museum features a generous sliding glass door to secure it from the Lobby while still allowing views into the Museum from the Events Center and Main Lobby.	$20,000

Additional North Entry	The Conference Room features a secondary entry along the north side of the building that faces on to the MTA Right of Way. This allows for the area to be used completely independent of the Main Lobby, Events Center and Fire Museum for after hour Community Events.	$15,000
“Greenway” Pre-Function Area	Four (4) additional 14’ high Glass Roll-Up Doors have been provided along the north elevation that allow additional gathering space along “the “Greenway” for larger community events with the Conference area and the Fire Museum.	$40,000
Flexible Column Free Space	Long span trusses have been used to create column-free spaces at the Banquet Hall.	$75,000
Two-Story Atrium at Main Lobby	A generous two-story open atrium combined with two-story arched glass curtain wall on the west side creates a warm and inviting Main Lobby that functions as living room of this community icon. The Lobby is visually connected to the three main spaces, the Fire Museum, the Events Center and the Conference area. Space for Museum displays is provided in the Main Lobby to reinforce the branding that makes this facility so unique and memorable.	$20,000
Decorative Fire Pole	A Decorative Brass Fire Pole is featured as part of the two-story lobby which visually engages visitors in the exciting culture of Fire Fighters.	$5,000
Iconic Tower	The curved sculptural tower serves as a gateway and landmark with high-visibility from Bellflower Boulevard. The design of the tower (along with the rest of the facility) reflects the historic architectural character of the 1920’s and 1930’s. This dynamic tower recalls the imagery of a traditional Hose Drying Tower. At night, the Interior lighting in the tower creates a softly glowing evening presence which adds to the 'wow factor' of this significant community asset.	$105,000
Generous Natural light	Large expanses of high performance glass have been used throughout the facility to increase natural light and reduce energy usage including a two-story arched curtain wall at the Main Lobby.	$350,000
Prominent Sculptural Spiral Stair	A dynamic, decorative open spiral stair provides access from the Main Lobby to the second floor and is designed for photo opportunities. A balcony with French doors at the mid-landing creates a focal point for photo opportunities and community events. Sculptural pendant light fixtures provide visual interest and dramatic lighting.	$150,000
Room for Expansion	The south wall has been designed to allow for large portions to be removed in the future for potential expansion to the south.	$30,000
Impact Resistant Gyp Board	Impact resistant gyp board is proposed at high traffic public areas to lower operating costs due to maintenance.	$25,000
LED Lighting	LED Lighting is proposed which will reduce energy costs, lower operating costs and reduce maintenance.	$120,000
Cool Roof	A Cool-roof is proposed to reduce heat gain, lower overall energy costs and improve building performance.	$20,000
Decorative Ceiling Panels	Sculptural prefinished metal lighting ceiling canopies are provided in the Events Center and Events Center's Lobby which support a unique visitor experience.	$115,000

Water Efficient Fixtures	Waterless Urinals and Low Flow Plumbing Fixtures reduce water usage and help preserve the precious resource.	$10,000
Solid Surface Counters	High-quality low maintenance solid surface countertops are provided throughout.	$12,000
Polished Concrete	Durable and attractive polished concrete floors are provided throughout the public areas of the first floor including the Lobby, Fire Museum and Conference area.	$120,000
Luxury Vinyl Plank Flooring	Durable low maintenance, high-traffic, commercial grade Luxury Vinyl Plank Flooring is used in the Events Center to provide the visual interest and warmth of a historic wood plank floor.	$50,000
Building Automation System	A Building Automation System is provided to control and monitor Heating, Ventilation and Air Conditioning Systems.	$80,000
Four Fold Bay Glass Doors	All three (3) doors on the west side feature Four Fold Bay Glass Doors for fire truck access to the Fire Museum.	$45,000
Graffiti Prevention	An 8' high sacrificial Graffiti Removal Coating is provided at the exterior walls.	$5,000
Decorative Glass Tile at Restrooms	Wainscot high historic ceramic subway tile with glass tile accent band is provided at all restroom walls.	$20,000

DESIGN AND CONSTRUCTION PLAN

Taking care to meticulously plan a project is the key to success. From mobilization through completion, we address our management approach to site access, minimizing disruptions to the surrounding businesses and community, while maintaining budget and schedule.

Construction Staging, Sequencing and Site/Facility Management

The construction staging plan is based upon maintaining access for the existing/ adjacent businesses, minimizing disruption and ensuring safety. We will designate a representative to attend the weekly Owners meeting to address any safety/ security issue or community concern, present or future, which requires attention.

Overall management, control and sequencing approach

With experience completing multiple projects within high-pedestrian and vehicle traffic, we have designed the site staging plan to incorporate lessons learned on the past projects. Our team will meet with representatives to address the needs of public/staff access to the site and the security measures to be enacted. We establish a laydown plan, fence plan, parking plan, operations hours vs. construction entry/exit hours and acceptable delivery hours, in order to avoid conflicts and to ensure security.

We will place a web cam at a distinct vantage point to document "real time" construction progress. The City and key personnel will be provided access to the video file storage and camera control functions, including pan, tilt and zoom.

Personnel will first have to pass through the construction fencing at the street to enter the project site. Site staff meetings will be held for new trades who arrive on the site to ensure everyone is briefed on their scope of work, extent of working areas, and where construction personnel are not permitted.

Concept drawings, description of proposed construction staging and steps taken to minimize disruptions to the site and facility operations the public and impacts on Stakeholders, surrounding businesses and the community

Our staging plan utilizes the minimum amount of existing parking to facilitate construction and accounts for the needs of the adjacent businesses. We have also incorporated the city-owned site across from the project as a site staging area and parking lot.

The project will be completely enclosed with a 6-foot high fence overlaid with fabric. The fabric services to reduce traffic distractions, dust mitigation and noise. Signage will be placed over the fencing to identify emergency information, safety procedures and work hours. Temporary lighting will be provided to discourage theft and enhance safety. Ledcor takes safety seriously and addresses site access as a safety concern.

Temporary power for lighting and equipment requirements along with temporary water for dust control will be provided.

Our preliminary staging plan is included as **Attachment C**.

Description of how site, facility, local business and residential access will be maintained throughout construction

Access to the surrounding business and residential users will be through the normal traffic pattern. We have designed our staging plan/laydown areas to allow the sidewalk access to remain open via a covered walkway. The only disruption will be the reduced number of parking stalls available.

We will designate flagmen to help direct the arrival of construction equipment and normal traffic during key shipments and material deliveries.

Geotechnical and Earthwork Plan

Our plan to investigate and identify soil conditions will be completed with minimal intrusiveness as well as taking care to immediately address concerns, if necessary.

Proposed plan for geotechnical investigations, identifying the objectives, scope of the work, and the information to be obtained, the manner in which proposer will address public concerns and minimize intrusiveness of investigations

The objectives of the Geotechnical investigation are to identify the soil types which will be encountered during excavation and grading for foundations, determine if any unsuitable soils are present, determine the structural characteristics of the soils, and determine the seismic parameters of the site.

The locations and quantities of the soil borings will be per applicable building

FOCUSED ON THE NEEDS AND SAFETY OF THE COMMUNITY

The construction staging plan is based upon maintaining access for the existing/ adjacent businesses, minimizing disruption and ensuring safety.

Pedestrian access along Bellflower Boulevard will remain open. To ensure the safety of pedestrians, a covered walkway will be constructed.

Access to the local business and residential users will be through the normal traffic pattern.

codes. The boring locations are all expected to be onsite which will minimize intrusiveness. The neighbor to the south will be notified in advance of boring operations.

Earthwork excavations near the adjacent building will be completed in slot sections to eliminate the potential for settlement of existing building foundation. Survey points documenting existing conditions will be established and checked during the excavation activities.

We do not forsee any public concerns at this juncture.

Details of proposed ground and groundwater control methods during construction

Conventional shallow foundations tied together with grade beams are anticipated for this project, therefore ground control methods should be typical for this type of project. Dust control will be carried out per standard CASQA fact sheets. The geotechnical report completed by ASE Soils Engineers indicated groundwater was encountered at a depth of 37 feet.

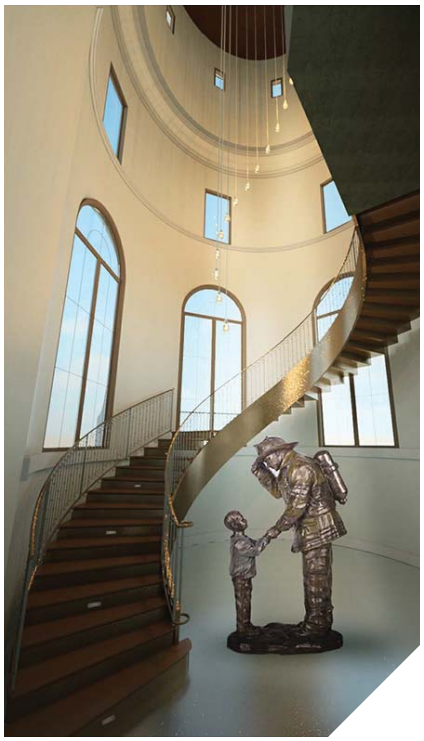
Groundwater is not anticipated at shallow depths therefore groundwater should not be encountered during excavation for foundations.

Preliminary design report providing details of the proposed design, material types, structural loading and design life considerations

The new Bellflower Events Center and Fire Museum will be a two-story steel-framed building. The slab-on-grade will be a 5” thick concrete slab over a vapor barrier underlain by 2”of clean sand. The vertical loads will be resisted by a concrete-filled steel deck at the floor level and a Type-B metal deck at the roof. A portion of the roof framing will support mechanical curbs to mount large mechanical equipment as needed. The decks will be supported by wide flange steel beams, with the exception of the roof over the Banquet Hall, which will be long-span open web trusses, and HSS columns. Special design consideration will be made to the floor supporting the Banquet Hall to mitigate excessive floor vibrations associated with walking and rhythmic excitation. Design will include considerations of the overall building geometry, repetitive nature of framing bays and the natural frequency of each framing member.

Lateral forces will be resisted by Steel Special Concentrically Braced Frames on three sides (North, East and West) and a Special Reinforced Masonry Shear Wall at the south elevation, as defined in ASCE 7-10. The masonry wall will serve the dual purpose of an architectural fire rated wall and structural element while simultaneously being **designed to accommodate two large openings at the upper and lower levels for future expansion** (see architectural floor plans). Utilizing the masonry wall for dual purposes allows for the most cost-efficient building design by eliminating the need for redundant lateral systems at the south elevation. Design and detailing for braced frames and shear walls will be in accordance with AISC 341-10 as well as any referenced standards (such as AISC 358-10 and AISC 360-10) and TMS 402-11, respectively.

The foundation system will consist of isolated concrete spread footings at each column location, and continuous concrete grade beams at the braced frame and



Prominent showcase stair

shear wall locations. Shallow foundations will be used. The anticipated soil bearing capacity is 2,500 psf, with allowable increases, where footings bear in suitable materials.

Building and Site Design

The design of the Events Center and Fire Museum and is an eye catching structure that serves as a community gateway landmark. It features an efficient plan that supports multiple events that will be an economic City resource and a source of pride for the community.

Overall design intent including aesthetic character, massing, height and scale

The design of the facility provides space for the Fire Museum (first floor) and a unique and innovative Events Center (second floor).

The Fire Museum provides a dynamic, flexible space to display historic and memorable Los Angeles County-related firefighting apparatus in both diorama format and static display. A minimum of 7,000 sf of space is provided for the Fire Museum. The first floor ceiling is 16-foot high clear with 14-foot high bay doors on the east and west sides. Generous glazing on the west and northeast side engage the public and create peekaboo views into the exciting and educational dioramas and displays that celebrate the heritage of the public service, heroism and culture of the Los Angeles County Fire Service.

This one-of-a-kind Events Center provides the economic engine of the project with space for 300 dining guests. The contemporary design of the Events Center Meeting Room / Banquet Hall features a sound-rated operable partition that can divide the space for two simultaneous events. The second floor ceiling height is 15 foot high clear. The Events Center Meeting Room / Banquet Hall allows for a variety of community, governmental and business-related events. Storage for tables, chairs and catering support is provided. An elegant bar and a full service catering kitchen with a dedicated service elevator services this modern and flexible Events Center.

The design is based the Project Goals identified by the City and the Design-Build Team as listed below:

- ✓ Aesthetically Attractive - Promote and Feature Historic Values
- ✓ Create A Community Asset
- ✓ Attractive & Flexible Fire Museum Display Space
- ✓ Project Safety During Construction
- ✓ State-of-the-Art Technology
- ✓ Sustainable & Healthy Environments
- ✓ Expedited Schedule
- ✓ Create A Modern Functional & Flexible Facility – One Facility - Multiple Uses
- ✓ Create A Regional Destination Attraction
- ✓ Promote The Local Economy
- ✓ Visitor Education of the Los Angeles County Fire Service
- ✓ Cost Effective - Maximize Value & Minimize Cost
- ✓ Safety & Security
- ✓ Reduced Maintenance & Operations Costs

Interior view of Events Center lobby and atrium

Aesthetic Character: The design of the Fire Museum and Events Center for the City of Bellflower is a dynamic massing of classic materials which echo the historic, cultural and community values of the City of Bellflower. This eye catching design features grand “wow” moments such as the Grand Stair Tower and the two-story Arched Curtain Wall Entry which welcomes both the community and visitors to the Museum and Events Center.

Articulated Massing, Building Height and Human Scale: The massing of this landmark facility is clearly articulated with generous high-performance glazing openings, articulated stucco walls and clay tile mansard roof that create a sense of grandeur that is pedestrian-friendly and iconic. The Grand Stair Tower, Main Entry Arched Curtain Wall and the Secondary Store Front North Entry create massing that reflects the functions. Balconies with decorative metal railings, architectural banding, metal awnings and historic light fixtures reinforce a human scale. The building height reflects the programmatic requirements. The roof line is articulated with massing and materials to provide an interesting skyline.

Architectural floor plans and elevations

Functional Clarity and Flexibility – The floor plan is organized to allow for multiple activities to occur simultaneously and independently. A centrally located two-story lobby serves as the main arrival for the three major functions that include:

- Fire Museum
- Events Center
- Conference

These three major functions can all be secured separately and allow flexibility in how much or how little of the facility is used at any one time. Restrooms are centrally located. Service access is provided at the southeast corner to maximize exposure of public spaces along the public west and north elevations.

The flexible, open Fire Museum space is visible from the Lobby and the Events Center and can be used for events in addition to the Events Center. Four Fold Bay Doors on the west elevation provide firetruck access as well as enhance the Fire Museum branding.

Roll up doors along the north elevation provide access to “the Greenway” as spillover gathering area for community and business events. The steel structure allows flexibility to reconfigure spaces in the future.

RFP Performance Specifications Conformance: The facility proposed is in compliance with the performance specifications provided in the RFP and, in many cases, exceeds these specifications creating added benefit and value to the City.

Conceptual structural design intent

The scope of the structural design includes a new two-story steel-framed building.

Design Criteria

Seismic Design Parameters:

- Risk Category III
- Site Class D
- Seismic Design Category D
- S_S = 1.735
- S_1 = 0.621
- S_{MS} = 1.735
- S_{M1} = 0.932
- S_{DS} = 1.157
- S_{D1} = 0.621
- Seismic Importance Factor = 1.25
- Redundancy Factor, ρ = 1.3
- Seismic Force Resisting System: Steel Special Moment Resisting Frame
- Response Modification Coefficient, R = 6 (SCBF), R = 5 (SRMSW)
- Overstrength Factor, Ωo = 2

Live Loads:

- Typical Floor – 100 psf
- Lobbies – 100 psf
- Stairs and Exits – 100 psf

Live Load Deflection Criteria:

- Roof beams – L/240 unless otherwise noted
- Floor beams – L/360 unless otherwise noted
- Exterior beams at cladding/ curtain wall systems – ½" max

Wind Design Parameters:

- Basic Wind Speed, V = 110 mph
- Exposure C

Wind Load Deflection Criteria:

- Plaster/Stucco & Thin Tile/Veneer Finishes - L/360
- Gyp Board Finish – L/240
- Flexible Finishes – L/120

Structural Materials

Concrete Strengths:

- Foundations and Retaining/ Stem Walls – 3000 psi
- Slab on Grade – 4000 psi
- Lightweight Concrete – 3000 psi

Steel Strengths:

- Wide Flange Shapes – A992 (50 ksi)
- HSS Shapes – A500, Grade B (46 ksi)
- Pipe – A53, Grade B (35 ksi)
- Angles, Channels, and Miscellaneous Shapes – A36 (36 ksi)
- Plates – A36 (36 ksi)
- Moment Frame Continuity/ Doubler Plates, Base Plates, and Miscellaneous Plates – A572, Grade 50 (50 ksi) U.O.N.

Cold-Formed Steel:

- 54 mil and thicker – 50 ksi
- 43 mil and thinner – 33 ksi

Structural Analysis Methods:

Software:

- RAM Structural System
- RISA 3D
- Excel Spreadsheets
- Hand Calculations

Assumptions:

- Non-composite steel roof framing system
- Composite steel floor framing system
- Steel Special Concentrically Braced Frame system per ASCE 7-10
- Flexible roof diaphragm
- Rigid floor diaphragm
- Equivalent Lateral Force Procedure analysis per ASCE 7-10

Structural Systems

The new Bellflower Events Center and Fire Museum will be a two-story steel-framed building. The slab-on-grade will be a 5" thick concrete slab over a vapor barrier underlain by 2"of clean sand. The vertical loads will be resisted by a concrete-filled steel deck at the floor level and a Type-B metal deck at the roof. A portion of the roof framing will support mechanical curbs to mount large mechanical equipment, as needed. The decks will be supported by wide flange steel beams, with the exception of the roof over the Banquet Hall which will be long-span open web trusses, and HSS columns. **Special design consideration will be made to the floor supporting the Banquet Hall to mitigate excessive floor vibrations associated with walking and rhythmic excitation.** Design will include considerations of the overall building geometry, repetitive nature of framing bays and the natural frequency of each framing member.

Lateral forces will be resisted by Steel Special Concentrically Braced Frames on three sides (North, East and West) and a Special Reinforced Masonry Shear Wall at the south elevation as defined in ASCE 7-10. The masonry wall will serve the dual purpose of an architectural fire rated wall and structural element while simultaneously being designed to accommodate two large openings at the upper and lower levels for future expansion (see architectural floor plans). Utilizing the masonry wall for dual purposes allows for the most cost efficient building design by eliminating the need for redundant lateral systems at the south elevation. Design and detailing for braced frames and shearwalls will be in accordance with AISC 341-10 as well as any referenced standards (such as AISC 358-10 and AISC 360-10) and TMS 402-11, respectively.

The foundation system will consist of isolated concrete spread footings at each column location, and continuous concrete grade beams at the braced frame and shearwall locations. Shallow foundations will be used. The anticipated soil bearing capacity is 2,500 psf, with allowable increases, where footings bear in suitable materials.

Conceptual MEP/FP design intent and layout

HVAC Systems: Mechanical HVAC systems and equipment will be selected based on energy efficiency, ease of integration into building, simplicity of operation, low maintenance, minimal risk of long-term operational problems, and good performance characteristics.

The basis of design will be the use of multiple high efficiency DX cooling, gas heating rooftop units (RTU) for banquet rooms, catering kitchen and the main exhibit spaces. The use of high efficiency packaged roof top equipment is ideally suited for use in these single function type of spaces.

The two banquet spaces will be served by individual rooftop package units to provide the greatest flexibility on usage. This will enable one or both banquet rooms to be utilized simultaneously.

RTU over 5-tons of nominal cooling in size will be provided variable speed fans and economizers to adjust to interior and exterior conditions which will minimize energy usage and costs. Demand controlled ventilation will be provided in all

EFFICIENT DESIGNS MAXIMIZE USE OF THE BUDGET

Considering constructability, design, labor, material waste, installation and systems efficiency from the onset, as a team, eliminates time waste, simplifies the process and reduces budget costs.

Sometimes it is not about reducing the budget, but maximizing the use of the budget.

For example, on a recent project delivered via Design-Build, Ledcor personnel were able to increase a proposed cast-in-place 3-story over basement level to include a 4th shell floor. This was through the use of an efficient core design which led to efficient formwork and the use of post-tensioned slabs, while remaining within Client's budget structure.

heavily occupied spaces to allow matching outside air requirements to actual building occupancy, thereby reducing the energy required to temper ventilation air. Outdoor air economizers shall be provided for all RTU units.

A single, larger packaged VAV air handler will be used to serve the common areas such as the Lobby and Pre-function areas as well as smaller spaces such as the conference room, individual offices and retail shop. Each of these zones has dramatically different cooling, heating and ventilation requirements. Consequently, these diverse zones will be provided with individual thermostatically controlled VAV boxes with heating hot water reheat coils for great local temperature control. The air handler will be equipped with DX cooling. Heating hot water for use in the VAV box reheat coils will be provided by a gas-fired boiler.

Low-pressure filters are provided to reduce static pressure on the fan system and premium efficiency motors are provided to maximize energy savings.

Typical exhaust fans will be equipped with direct drive motors to eliminate the need for belts, thereby reducing maintenance requirements.

The catering kitchen will be provided a rooftop exhaust fan suitable for Type I kitchen grease exhaust. Care will be taken to provide the Code required distance from air intakes and vertical services. A dedicated rooftop make-up air unit will be provided with ductwork connections to the specified kitchen hood so that the make-up air can be provided at the cooking location, without the air stream mixing with air that is part of the air conditioning system for the space. The make-up air unit will be interlocked with the kitchen hood exhaust fan and only operate when the exhaust fan is being used during cooking operations.

The dishwasher will also be served by a dedicated exhaust fan and interlocked with its operation.

Controls: A Siemens control system will be installed in order to provide the scalability and flexibility required by the facility. The individual zones shall be controlled by a temperature sensor whose setpoint is determined by the central control system. This system allows control of all of the equipment from any location, be it onsite thru a customer furnished laptop computer, or remotely thru web access. Web access makes modifying schedule and setpoint changes possible from any location. Creation of data logs is also possible utilizing this system.

Plumbing Systems: Low-flow options will be provided for all plumbing fixtures in compliance with the Cal/Green Standard. Pint (1/8th gallon) urinals will be provided in men's restrooms. Low flow and/or dual flush water conserving water closets and low flow lavatories will be provided in typical restroom spaces.

Plumbing Fixture Water Efficiency

Water closets:	1.28 GPF	Counter sinks	0.4 GPM
Urinals:	Waterless	Kitchen sinks	1.8 GPM
Lavatories:	0.4 GPM		

A grease interceptor will be provided and will be sized per the Plumbing Code requirements.

Interior view of Events Center meeting room

Electrical Systems: The electrical service to the new facility will be provided by Southern California Edison. The electrical service at the site will be 208/120 volts, 3-phase, 4-wire system. The transformer required for the service will be located within the MTA right-of-way, which is to the north of the site and to the east of the historic Pacific Electric Rails Depot. The coordination will be made with the utility company, Southern California Edison, the City of Bellflower and the end users to determine the exact point of connection at the site. Every effort will be made to minimize impact to existing streets, parking and hardscape when selecting the service path into the building.

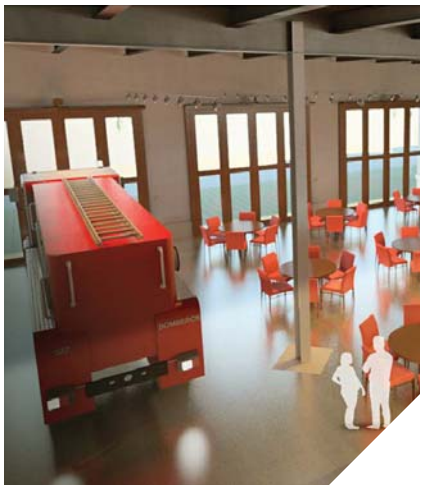
The main switchboard will be located inside an electrical room on the first floor. The electrical distribution panels will be located in the electrical rooms of both the first and the second floors. An interior distribution system consisting of insulated conductors in conduit shall be provided. Panels or other electrical equipment will not be installed in other areas such as public corridor walls or any walls in occupied spaces. The energy saving high efficiency light fixtures will be utilized throughout. The 120V, duplex receptacles with no more than six for each 20 amp circuit will be provided.

The required fiber and copper cables for voice and data service of the new facility shall be provided. Building telecommunication services provider shall verify with the City. A 50-pair cable shall be terminated in the MPOE Room. Plywood telephone terminal boards or cabinets shall be provided as required. Provisions will be made, i.e., sleeves, conduit stubs, etc. to allow telephone cable runs between terminal boards or cabinets. Each telephone/data outlet will consist of a two gang box with single gang plaster ring without a cover plate.

The entire electrical system shall be tested and approved after installation. All equipment shall be installed per the criteria of the RFP and manufacturer's recommendations. All service to the facility shall be underground. A factory-authorized service representative will provide training to City's maintenance personnel to adjust, operate and maintain electrical equipment and systems.

Fire Protection: The facility will be provided with automatic wet pipe and dry sprinkler systems. All areas of the facility will be designated with a hazard level group (light hazard thru extra hazard Group II) in accordance with occupancies and current codes. All equipment and material used will be listed for Fire Protection use by UL, FM or another approved agency.

- Areas designated as light hazard will be hydraulically designed for the operation of 1500 square feet at 0.10 gpm/sq.ft.to provide a minimum flow of approximately 22.5gpm per sprinkler. The hose stream allowance shall be 100 gpm.
- Areas designated as ordinary hazard 1 will be hydraulically designed for the operation of 1500 square feet at 0.15 gpm/sq.ft.to provide a minimum flow of approximately 19.5 gpm per sprinkler. The hose stream allowance shall be 250 gpm
- Areas designated as ordinary hazard group 2 will be hydraulically designed for the operation of 1500 square feet at 0.20 gpm/sq.ft.to provide a minimum flow of approximately 26.0 gpm per sprinkler. The hose stream allowance shall be



Interior view of Fire Museum with tables

250 gpm

- Areas designated as extra hazard group 1 will be hydraulically designed for the operation of 2500 square feet at 0.30 gpm/sq.ft.to provide a minimum flow of approximately 30.0 gpm per sprinkler. The hose stream allowance shall be 500 gpm
- Areas designated as extra hazard group 2 will be hydraulically designed for the operation of 2500 square feet at 0.40 gpm/sq.ft.to provide a minimum flow of approximately 40.0 gpm per sprinkler. The hose stream allowance shall be 500 gpm
- Areas subject to temperatures of 40F or below shall require a dry pipe sprinkler system will necessitate an increase of 30% to the area of operation.

Sprinkler service mains and risers shall include: exterior PIV with tamper switch, backflow preventer, fire department connection, and wall hydrant for backflow testing. Sprinklers shall be located in the center of ceiling tiles.

Equipment selection, specification and installation practices will reflect a commitment to long term longevity of system, ease of maintenance and energy efficiency.

The intended level of quality of all wiring devices will be specification commercial grade.

Proposed manufacturers of major equipment will be as indicated below:

Equipment	Manufacturer(s)
Sprinklers	Viking, Reliable, Tyco, Globe
Sprinkler Piping	Allied, Wheatland, Bullmoose
Fittings	Victaulic, Anvil, Ward
Valves	Nibco, Milwaukee, Grinnell, Victualic
Dry Riser Assemblies	Viking, Victaulic, Reliable, Tyco, Total PAC
Fire Alarm Devices	System Sensor, Notifier, Siemens, Simplex
Fire Hose Valves	Potter-Roemer, Elkhart Brass, Croker, American Fire Hose Cabinet Co.

Wet Sprinkler Systems: The building will be protected throughout with hydraulically calculated sprinkler systems, which except for special protection needs, will be wet pipe systems. All areas of the building will be protected, including electrical rooms (switchgear, transformers, generators, closets, etc.), and mechanical rooms. Sprinkler protection may be omitted for electrical rooms and vaults with two hour rated enclosures that comply with NFPA 13. Required seismic installation considerations will be accommodated.

The sprinkler system for the building will be designed and installed in accordance with NFPA 13 and local requirements. All systems will be hydraulically calculated with a computer calculation program using the Hazen-Williams method. Areas designated as Light Hazard Occupancy will be designed for a minimum sprinkler flow of 0.10 gpm per sq ft. Areas designated as Ordinary Hazard, Group 1 will be designed for a minimum sprinkler flow of 0.15 gpm per sq ft. Areas designated as

Iconic tower

Ordinary Hazard, Group 2 will be designed for a minimum sprinkler flow of 0.20 gpm per sq ft. The system demand will be based upon the most remote 1500 sq ft.

The pipe sizing for the systems will be as required to satisfy the hydraulic demand with a minimum safety factor of 10psi or 10%.

Foodservice Basis of Design

As part of the new facility, the City of Bellflower desires a banquet facility with a full service catering kitchen. The kitchen is designed to accommodate the 300 dining guest capacity for storage, preparation, cooking, serving and dishwashing.

In addition to the RFP requirements, a dish machine has been added to provide ware washing for china that will accommodate the 300 guests. A grease interceptor has also been provided.

Equipment: Kitchen Equipment shall be “Heavy Duty” commercial grade, capable of supporting the demand of the Event Center’s requirements. Energy efficient or energy star listed equipment will be utilized when applicable; UL or ETL listed exhaust hood with grease filters rated in accordance with ASTM F2519-05 and perform in the top ten percent in extraction efficiency.

Equipment to support the foodservice operation are as follows:

- Double stacked convection ovens
- Six burner range
- Two-door reach-in refrigerators
- Two-door reach-in freezers
- Type I exhaust hood (at cookline)
- Fire protection system
- Dishmachine (high temp, rack type)
- Type II exhaust hood at dishmachine
- Hot, coffin-style, reach-in speedline carts
- Large stainless steel prep/service tables with power, sinks, and utility drawers
- Stainless steel hand washing sinks
- Rolling speed racks
- 3-shelf stainless utility carts on wheels
- 3 compartment pot sink assembly
- Soiled and clean dishtables
- Ice maker and bin
- Janitorial sink & chemical shelf
- Employee lockers
- Stainless Steel work counters
- 3-shelf metro racks on wheels (placed around perimeter of Dry Storage room)

Equipment Codes and Guidelines: All cooking equipment shall be natural gas “fired” with quick disconnects for mobility and flexibility.

All foodservice equipment, whether custom or “buy-out”, shall conform to the following agency or industry standards: ANSI/NSF, UL, AGA, SMACNA, FM, ASHRAE, ASTM, EPA Energy Star, and 2014 Appliance Efficiency Regulations CEC-400-2014-009-CMF (California Code of Regulations, Title 20, May 2014), California Retail Food Code, Los Angeles County Environmental Health, 2013 Building Energy Efficiency Standards, and Title 24, Part 6, of the California Code of Regulations.

Site configuration and layout, including vehicular and pedestrian circulation and parking

Site Configuration: The building engages the urban site with walls that maximize the trapezoidal lot. The public west wall features the Main Entry and the four fold bay doors of the Fire Museum. Extensive glass is used along the west and north facades to create an open, approachable building that enhances the streetscape of Bellflower Boulevard. The Grand Stair Tower at the prominent northwest corner creates a gateway experience into the Town Center zone. Glass roll up doors and a secondary entry engages pedestrians along “the Greenway” that encourages community interaction. The east façade is less prominent facing the alley and provides vehicular, service access and fire truck bay door access. Balconies, canopies, and recessed entries provide human scale and an articulated urban street wall that encourages pedestrian interactions.

Construction Type, Building Components

Graphic Submittal – See the attached Drawings included as **Attachment D** for detail information about:

- Building Sections
- Typical Wall Sections
- Unique Wall Sections
- Unique Design Feature Sections And Details

Key Building Sections

Construction Type: Per the 2013 California Building Code the structure is a fire sprinklered Type II-B building with an A Occupancy. Steel Frame Construction in combination with Non-Combustible Materials are used throughout the facility. Fire rated type “x” gypsum board will be used throughout the project.

Accessibility: The building and site elements are accessible in conformance with the 2010 Americans with Disability Acts and the 2013 California Building Code. Elevator access is provided to the second floor. In addition, the Principles of Universal Design are used to ensure barrier free design for all.

Materials: Historic and High Performance Quality Materials that are Durable, Low Maintenance are provided throughout the interior and exterior of the building and include the following:

Exterior

- Smooth Stucco Finish
- Clay Tile Roof
- High-Performance Glass
- Aluminum Glazing Systems
- Pre-finished Metal Accents
- Ornamental Metal Rails
- Metal Awnings and Entry Canopies

Interior

- Painted Gypsum Board Walls (type X)
- Acoustic Ceiling Tiles
- Polished Concrete Flooring at Fire Museum
- Luxury Vinyl Plank Flooring at Events Center
- Commercial Carpet Tile at Offices
- Impact Resistant Gypsum Board at Events Center & Lobby
- Ornamental Metal Rails
- Painted Hollow Metal & Wood Doors
- Quarry Tile at Kitchen
- Washable Ceiling Tile at Kitchen
- Sculptural Metal Ceiling Lights
- Porcelain Tile Flooring at Restrooms
- Ceramic Subway Tile & Glass Tile accent band at Restrooms

State of the Art Technology: The design features state of the art technology throughout the facility. The design of the building infrastructure supports a robust Audio Visual Systems program and provides flexibility to allow for adaptation to future technological requirements. The design of the building infrastructure supports a robust Audio Visual Systems program. Automatic projector screens and ceiling mounted projector support are provided.

The Kitchen design provides the most up-to-date technology both in Equipment and in Building Systems.

Building information Modeling (BIM) is used throughout the process to reduce system conflicts, maintain the project schedule, and refine cost estimating. Throughout the design and construction process, BIM will be used to help the Team and the City see what the finished product will look like.

Sustainable and Healthy Environments: The proposed design features the following Sustainable Features:

- High Efficiency HVAC and Lighting Systems partnered with a High Performance Building Envelope that reduces energy usage and operation costs.
- Waterless Urinals and Low Flow Plumbing Fixtures minimize water consumption by 30% to 40%.
- Low VOC Paints, Coatings and Adhesives create a healthy environment.
- Up to 20% of the materials provided are Recycled and Locally Sourced.
- Generous Natural Day Light and Views reduce lighting costs and provide spaces that people want to be in.
- LEED Design Guidelines will be used where appropriate to ensure the facility is as Sustainable as possible without the costs of LEED Certification.

Reduced Maintenance & Operations Costs: Materials and systems have been selected that are durable and low maintenance. Water efficient plumbing, fixtures high-performance building envelope, mechanical and lighting systems will maximize energy efficiency and result in reduced operations costs. A 3-D As-Built Model will be provided to the City to help simplify future operations and maintenance efforts.

Key Wall Sections of Typical Building Conditions (showing floor, wall and roof construction)

Drawings depicting key wall sections of typical building conditions showing floor, wall and roof construction are included as **Attachment D**.

Key Wall Sections of Unique Building Conditions (showing floor, wall and roof construction)

Drawings depicting key wall sections of unique building conditions showing floor, wall and roof construction are included as **Attachment D**.

Key Details of the MEP/FP

Drawings depicting details of the MEP/FP are included as **Attachment D**.

Unique Design Feature Sections and Details

Drawings depicting unique design feature sections and details are included as **Attachment D**.

Utilities

The site civil utility systems include domestic water supply systems, fire suppression water supply systems, sanitary sewer systems, storm drainage systems, natural gas supply systems and associated appurtenances which are existing and outside property boundaries. The building will be connected to the existing off site utilities and any off site elements affected will be repaired in kind.

All permits necessary to comply with applicable federal, state, and local regulatory requirements associated will be identified and secured prior to starting work.

A Final Site Survey will be provided that identifies perimeters and controls for the Project and utility points of connection necessary for the Project.

Environmental Permitting, Mitigation and Impacts

Based on a proactive plan, we have outlined our approach to environmental permitting while ensuring compliance and taking care to anticipate and mitigate potential impacts.

List of environmental permits and other approvals that will or may be required; name of issuing agency; and plan for obtaining required permits and permit amendments in a timely manner

Prior to construction, the Design Build Team will secure a Building Permit with the City. As part of securing a Building Permit our Design – Build Team will comply with the Initial Study and Mitigated Negative Declaration 13-14 issued on December 2013. We will provide updated documents consisting of building elevations, floor plans and site plans to the Development Review Committee for Confirmation that the proposed project is in compliance with the Conditional Use Permits identified in the Initial Study and Mitigated Negative Declaration 13-14

Storm Water Pollution Prevention Plan (SWPPP) will not be required as disturbed area does not exceed one (1) acre per the local Regional Water Quality Control Board. However, Ledcor will maintain the site to ensure that BMPs and SWPPP requirements are met.

Encroachment permit plans/documents will be processed with the City of Bellflower for work in the public right-of-way, including trenching for new utility connections.

Our Design-Build Team will perform the following:

- Prepare and submit plans and appropriate documents to Bellflower Somerset Mutual Water for review of new fire/water service connections.
- Prepare and submit plans and appropriate documents to Southern California Edison for review of new electrical service.
- Prepare and submit plans and appropriate documents to the City and LA County for review of the sewer service.
- Secure approvals from the Health Department Approval of the Kitchen
- Secure Approved permits from other agencies, including Cal-OSHA permits for trench shoring.

Description of the measures that will be undertaken to ensure compliance with Environmental permits and approvals

As part of securing project related permits our Design – Build Team will comply with the Initial Study and Mitigated Negative Declaration 13-14 issued on December 2013. In addition, The Design – Build Team will secure all project related permits to construct the Fire Museum. This includes all fees for temporary utilities and Business Licenses for Work in the City of Bellflower and the County of Los Angeles.

During the design process the Design-Build Team will contact and meet with the government stakeholders including the City of Bellflower and the County of Los Angeles to clearly identify the any outstanding issues related to permits and approvals. These issues will be addressed early in the Design Process to streamline the permit and approval process.

The Design-Build Team will utilize a “fast track” approach to identify permits that can be processed and approved earlier to start the construction process sooner.

In addition, our Environmental Consultant, will work with the Design-Build team and the City of Bellflower to create and track permitting requirements to keep the project on schedule and budget while ensuring all laws and regulations, whether local, State, or Federal, are complied with. The consultant will regularly communicate with the City as to progress. Our consultant specializes in environmental planning and impact assessment, land use planning, and regulatory permitting. They have extensive experience with local, state, and federal requirements for compliance with CEQA, NEPA, as well as the Clean Water Act, National Historic Preservation Act, California and Federal Endangered Species Act, etc.

PROACTIVE APPROACH TO PERMITTING AND REGULATORY REQUIREMENTS

The Design-Build Team will utilize a “fast track” approach to identify permits necessary to comply with applicable federal, state, and local regulatory requirements associated.

The permits that can be processed and approved earlier will be identified and secured prior to starting work.

Our team will contact and meet with the government stakeholders including the City of Bellflower and the County of Los Angeles to clearly identify the any outstanding issues related to permits and approvals.

Description of environmental issues anticipated to be encountered on the project and how design and construction will address the anticipated impacts and be sensitive to the environment.

The Design-Build team will work with the City of Bellflower to ensure all local regulations and City, State, and Federal environmental laws, rules, and regulations are adhered to. Our team will work with Bellflower's Public Works Department and any necessary Environmental Engineers throughout the project to design an aesthetically pleasing and environmentally friendly project for the City. Our consultants will reach out to the appropriate City departments and will collaborate with the designer from earliest concept design to avoid any potential negative environmental impacts.

Sillman has extensive experience working in or near environmentally sensitive sites and incorporating sustainable elements in their projects. Our consultant can also provide computer-aided visual simulations which provide accurate portrayals of proposed developments and improvements to support the evaluation of the visual quality and urban design effects of the proposed project. Accurate simulations can help dispel the perception of subjectivity in the analysis of visual quality and aesthetic impacts of a project.

Drainage

We have identified our plan and approach to the storm drain system materials, location and how it will work in relation in relation to existing systems and surrounding businesses.

Description of the storm drainage system, material(s) and components

No public underground storm drain systems are located in the streets adjacent to the site. The new building will occupy the entire site. Therefore the storm drainage system will be limited to roof drains and downspouts which discharge to grade on the east side of the site.

General concept plan drawing(s) showing the preliminary overall storm drainage detention system and methodology

General concept plan drawings show the conceptual roof drains and downspouts locations. Storm drainage detention will occur in the future City owned parking lot to the east. Our team will provide NPDES permit flow reduction calculations as needed for the separate parking lot reconstruction project to accommodate in their design. Per the responses to the RFIs, the separate parking lot project will also incorporate stormwater quality mitigation components such as infiltration trenches to handle runoff from our project.

Description of the approach for connecting to existing drainage system(s), including identification of impacted owners and/or operators

No existing underground drainage systems have been identified for this project to connect into. Per responses to the RFIs, stormwater runoff shall slope and flow to the east toward the existing City owned parking lot.

Preliminary Project Schedule

The Design-Builder's approach in preparing the preliminary base line schedule is to:

- Incorporate changes to the project design
- Work closely with the approving agencies
- Deliver the project within the established 424 calendar day duration.

Proposed execution of the work for the term of the DBA

Ledcor and Sillman collaborated on the development of the preliminary schedule to ensure sufficient durations for design modifications and the approval process. We developed an estimated duration for each activity outlined in the Statement of Work. The estimates were based on our past experience on similar projects, careful consideration of input from subcontractors, and our in-depth knowledge of permitting requirements. We also analyzed access, quantity and lead time of necessary materials.

The preliminary schedule identifies any long-lead equipment deliveries and when the appropriate pre-ordering of these elements will take place. This helps mitigate schedule delay for the City and maintains an efficient cost-effective project. It will be the goal of the Ledcor team to utilize the maximum amount of locally available goods and services. This assists the budget and provides the project with local accessible resources.

The schedule accounts for an accelerated approval process based upon conversations with the Bellflower Building Official and the self-certification process utilized by the City. Our schedule also provides time for site teams to schedule a inspection, liaise with the relevant local authorities and coordinate the necessary forms and certificates required to obtain occupancy.

Our preliminary project schedule is included as **Attachment E**.

Interior view of Fire Museum at northeast corner

PROJECT DEVELOPMENT PLAN-
PROJECT MANAGEMENT PLAN

View looking south at iconic gateway tower

PROJECT MANAGEMENT PLAN

Being confident in our team management plan for the City of Bellflower stems from years of valuable lessons learned working for a variety of Owners on various Design-Build and Design-Assist projects. Together, our number one goal is to clearly understand and establish project expectations and then manage the team to realize that vision – all while ensuring everyone adheres to the program and budget.

GENERAL PROJECT MANAGEMENT

Our management approach is centered around our belief that projects succeed in an environment where collaboration and partnership flourish. This collaborative environment extends to all stakeholders and the community. From project commencement, we establish a clear line of free-flowing communication from the top – down, beginning with the City of Bellflower, through to our Design-Build contractor team, the Architect, our subconsultants, subcontractors and shareholders alike.

Beginning with the first design kick-off meeting and continuing through the duration of the project, we work together to confirm communication and contract administration procedures which address the completion of the project. All submittals and shop drawings are reviewed to confirm they are in accordance with the contract documents and meet the requirements of the Architect's

The right team with the right tools and a commitment to build a strong relationship will succeed.

The Events Center and Fire Museum is a treasure, Southern California is our home; we are passionate and we are committed to building a strong relationship.

Effective communication will be at the root of the collaborative spirit in which we will work.

specifications. Ledcor makes it a priority to coordinate and track all inspection requests to ensure proper quality control is maintained on the project. We coordinate inspections with the Inspector of Record, all agencies, governing jurisdiction and other technical inspection and testing agencies to ensure all appropriate inspection requirements are met and signed off.

Commissioning and closeout is overseen from beginning to end. In collaboration with our project team, we ensure all systems are developed consistently with the City's wishes. When the building is fully operational, we are there to ensure all occupants are satisfied and comfortable with operation as planned to ensure a seamless occupancy.

To ensure the latest information is readily available to all contractors throughout the life of the project, we utilize hyperlinked documents. Cloud based storage allows 24/7 access to the updated and current documents. We take the existing PDF documents and connect them electronically through the use of hyperlinks. On a fully-linked drawing set, the index of drawings and specifications is linked directly to the item referenced, such as sections, details and schedules. These documents are maintained throughout the course of construction, stored on the cloud and seamlessly distributed to everyone on the project team. This provides all on-site and off-site team members access to all approved project documents. Our electronic documents also ensure everyone is working off the same set of up-to-date documents and online blueprints, thereby reducing timely and costly mistakes. Immediate access to shared information throughout electronic documents creates efficient and effective communication between our team, contractors and the Owner.

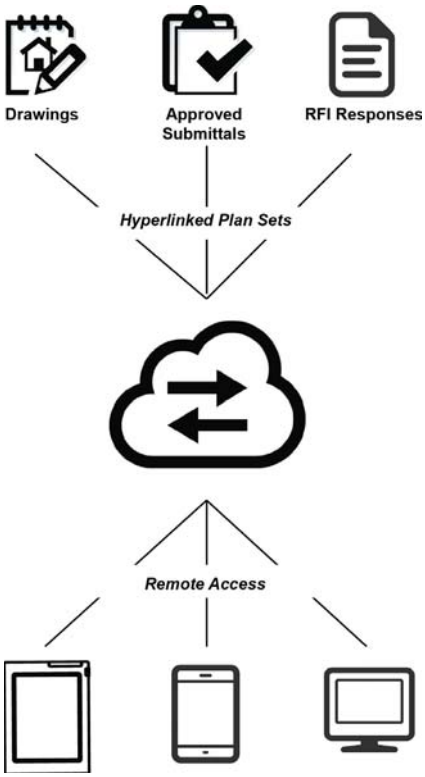
We will employ BIM for clash detection through a series of three-dimensional renderings—so drawings and plans accurately represent the project. This model is used at construction meetings to allow the user and client group to better understand the design, resulting in informed decision making. Our BIM approach is based on collaboration. We use BIM to bring efficiencies to the project including 4D construction sequencing, accurate quantity take-offs, clash detection, 3D virtual coordination meetings, and 3D digital surveys (laser scanning).

We use BIM during preconstruction, construction, and post construction phases. Ledcor uses BIM to identify challenges, simulate and analyze potential cost, and schedule impacts. BIM allows the team to make informed decisions at an earlier stage, to enhance scheduling of trades and materials, to provide more accurate as-builts, to improve communication throughout the process, and to produce better documentation for LEED accreditation.

A description of the methods to be used to ensure necessary communication and documentation within Proposer's team, including communication among the suborganizations and management personnel

Effective, open communication is at the heart of our project management approach - project team members need to understand each others' roles. Our approach ensures each member of the project team has access to the information they need, when they need it.

There are numerous methods to communicate information during design. We



Through the use of electronic documents, all team members have 24/7 access to the updated and current set of documents.

have found that some people understand physical models best, others renderings or video “fly-throughs”, written descriptions, and digital models. We strive to understand what works best for each of our project teams and tailor our approach accordingly.

Communication Tools during Design

3D Drawing Tools	Three-dimensional illustrations offer a very effective way for the design team to communicate design ideas to the project team and users. We work with three-dimensional computer modeling that allows us to produce varied 3D images and fly-through views to help the team understand the concepts being proposed.
Models	Traditional architectural models are a valuable tool to study and communicate the relationship of the Events Center and Fire Museum in the context of its neighbors.
Mock-Ups	Investment in mock-ups of wall construction and specific specialty items can have excellent value.

Throughout the design and construction process, we will hold regular design meetings and weekly jobsite meetings (during construction) with contractors, Architect, and City representatives, where we record and distribute meeting minutes to all attendees. Updated schedules are distributed and incorporated into the contract documents. Cloud-based, hyperlinked documents are utilized to ensure everyone is working off the same, up-to-date set of documents.

A description of how Proposer intends to:

Provide the experienced personnel, facilities and equipment, and to integrate such resources, to complete each aspect of the Project: Our team operates as a seamless and fully-integrated team. For the Events Center and Fire Museum, we are proposing a skilled project team who has worked together on similar projects. We know what it takes to bring a Design-Build project from design to reality.

Combined, our Design-Build team members employ over 8,000 persons of varying disciplines such as consultants, estimators, registered engineers, safety managers and IT specialists, who are available as a resource to allow our team the flexibility to address any changes or increased workload throughout the project’s duration. This integrative approach allows us to see every job from many angles while also providing us the resources to handle increases in workloads.

Our team members' offices are centrally located to each other as well as to the City, with meeting spaces available to the entire team. This provides us the opportunity to meet and participate in open discussions and workshops. During construction, a fully equipped trailer will be place onsite, providing the team with a centralized area to hold meetings, view project documents and models and oversee construction. Our field teams are equipped with tablets synchronized to the cloud-based, hyperlinked documents. This provides all on-site and off-site team members access to all approved project documents. Project photos are also linked, allowing field managers and superintendents to address many issues from wherever they are on the project site.

COLLABORATIVE APPROACH

Our collaborative approach can be summarized in three words:

✓ Teamwork

✓ Communication

✓ Action

Together, we:

✓ Understand each other’s roles and responsibilities

✓ "Buy-in” to each other’s challenges

✓ Use our BIM model to share information in an open and timely manner

As a team, we will deliver on all aspects of the Project Delivery Plan to make the Events Center and Fire Museum project a success.

Control and coordinate the various Subcontractors: We consider subcontractors an integral part of the team. Our success is dependent on their success, and vice versa.

The Ledcor/Sillman team's streamlined, effective process to control and coordinate subcontractors includes the following tools:

- A general agreement outlining the work they will perform for us
- A project agreement (or subcontract) specifying the work they will do on the project
- A formal review with each trade contractor of the commitments they made at the bid stage, their approach to achieving those commitments, and emerging aspects of construction that may affect the quality of their work, including their proposed solutions
- A preconstruction conference with all successful contractors to orient them to reporting procedures, site rules, and our highly successful jobsite safety program
- Co-location, where contractor, subcontractors and design team members inhabit the same space for intense collaboration at key points during design and construction
- Three-week look ahead schedules
- Online databases and electronic documents to further coordinate with subcontractors and ensure the easiest access to all records by all team members.
- Weekly coordination meetings with subcontractors
- Ongoing communication to subcontractors and suppliers regarding specified quality requirements described by contract scope through individual post-bid meetings
- Projects documents that include project-specific plans and specifications and control documents such as inspection checklists
- Written procedures that are available to all subcontractors and updated with the latest information
- Review and approval of Subcontractor Quality Plans from key trades and incorporating them into our trade contract agreements
- Implementation of a Project Quality Plan (PQP), which describes in detail the specific techniques to be employed to manage the quality of the project

The subcontractor will be tied contractually to a schedule for its own scope of work that will support the overall project schedule. David Irwin, Project Manager - Construction, will enforce and implement the subcontractor's time commitments during construction.

Weekly meetings and postings of design progress drawings for the entire team will ensure team members are updated with the latest information. Sillman will

PARTNERED RELATIONSHIPS

Ledcor's approach to the design-build process is built in the spirit of collaboration, which is the foundation of our culture.

We build partnered relationships with our clients, consultants and trade contractors that last far beyond one project.

Similarly, Sillman Wright Architects' commitment to the quality of their work and the strength of their relationships with their clients, underlie their success and speak to the collaborative nature of their practice.

Together, our commitment is anchored in the culture of each of our firms. As a team, we are so excited by the unified spirit of commitment and collaboration that has blossomed through the RFQ/P process - it has been fun!

coordinate the work of the consultants as well as the Design-Build subcontractors. Continual input and review of design documents by Ledcor and key Design-Build subcontractors will allow for efficiencies in design time and fewer conflicts down the line. By working in BIM, the design team will be able to discover inconsistencies early on.

Interface with the City, its consultants and relevant federal, State and local agencies: Our team has extensive experience working with public agencies to coordinate, approve and closeout public works projects. We have a firm understanding of the jurisdictional requirements for a wide range of project types. Many of our projects have required special permits and approvals, giving us extensive experience with the building and planning departments in several cities and counties, as well as other local and state authorities throughout Southern California.

Working through the design and permitting process in several jurisdictions has provided us with the valuable knowledge and competence to navigate the administrative procedures of many different local and state agencies and regulations, including:

- The current California Building Code
- Title 24 regulations
- Access compliance for the Office of State Fire Marshall and Americans with Disabilities Act (ADA)
- Regional Water Quality Control Board
- Department of Public Health
- National Fire Protection Association
- California Fire Code

Interface with applicable Utility Owners: We develop project sites to provide water, fire protection, sanitary sewer, storm drainage and natural gas services that meet the requirements of each applicable regulatory agency that governs and issues permits for the construction and operation of these systems. Additionally, we interface directly with these agencies to identify and obtain all permits to comply with all federal, state, and local regulatory requirements associated with the scope of work.

As part of our tailored approach for the City of Bellflower, our Civil Engineer will provide the final site survey, including perimeters and controls for the Project and verify/coordinate utility points of connection necessary. We will also prepare and submit plans and appropriate documents to the following regarding utility services:

- Bellflower Somerset Mutual Water for review of fire/water service connections
- Southern California Edison for review of new electrical service
- Southern California Gas Company for review of new gas service
- The City and Los Angeles County for review of the sewer service

MANAGING JURISDICTIONAL APPROVALS

Managing jurisdictional and agency approvals is an important part of maintaining the project schedule, and ultimately, project cost.

We understand the process of interfacing with various government entities and navigating jurisdictional approvals, including the necessity to gain County of Los Angeles approvals in advance of local agencies.

Interface with the public: Beyond our commitment to the City of Bellflower and its stakeholders, we also understand we are building a project for the public and the community, paid for with taxpayer dollars and we take that commitment and their "buy-in" very seriously.

We take a proactive and direct approach in interfacing with the public. **Members of our project team will personally meet with adjacent business managers to share contact information and discuss access, work hours and emergency procedures** so that the project proceeds with minimal interruption to the daily flow of the community. Our project team quickly responds to any concerns voiced by residents and business owners of the community.

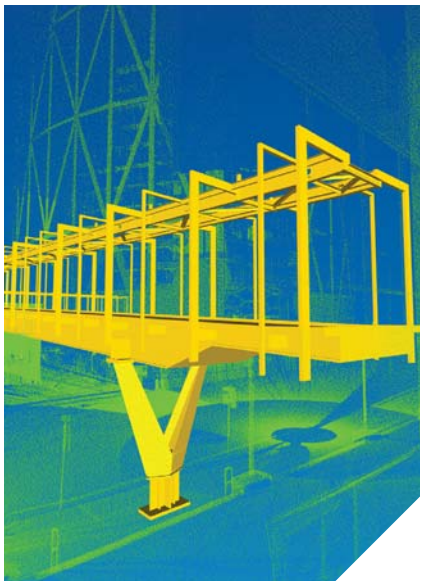
Our Team will provide leadership in collaborating with the community and accurately representing the City's issues. We utilize an interactive approach to working with the community that includes Community Workshops and Outreach to allow the local community to voice their needs or concerns so that our team can understand their expectations. Workshops and meetings with the client and user groups help to clarify the needs and potential constraints of a project. Our ultimate goal for community involvement is to arrive at a design solution that represents the interests of each project's disparate user groups and stakeholders.

Control Project schedules and minimize Project costs: The success of a project revolves around the thoroughness and reasonableness of the project schedule and control of the budget.

Schedules: Each activity throughout design, preconstruction, procurement, construction and closeout is given mutually agreed upon timeframes. Deadlines are met by establishing a system of accountability which all stakeholders are held to. Sillman will support our Project Manager - Construction, David Irwin, and provide clear design leadership ensuring the decisions made during the design process are carried through to construction. Under the guidance and oversight of the Project Manager, each member of the project team is responsible for schedules that speak directly to their particular part of the project. This positively impacts every project element, ensuring each task is identified and that a commitment from the trade is secured.

Our team members use Microsoft Project or Primavera 6 to develop schedules. The Construction Manager/Superintendent manages the project in Microsoft Project or Primavera and provides three-week look-ahead schedules. We also have the capability to utilize BIM 4D to effectively manage project progress and showcase how the design will fit into the proposed schedule while communicating with both stakeholders and our subcontractors alike.

We utilize proper scheduling techniques to warn of problem situations well in advance to prevent having to "catch up" and to monitor scope to prevent "scope creep". Our team monitors the master schedule weekly and updates it biweekly. The weekly look-ahead schedule reviews the construction activities for the week, as well as the submittals, material procurement, pre-installation meetings, and scheduling of manpower to accommodate upcoming activities. Mandatory milestone dates are checked against the critical path and adjustments are made where necessary to meet the required dates. We prepare and distribute monthly



Benefits of using Ledcor's BIM

Ledcor has successfully implemented BIM on several projects where the main benefits have been:

- Assessing alternative cost schemes.
- Resolving geometric conflicts in advance of construction.
- Creating a 4D schedule to optimize sequence of construction, manage project logistics, communicate plans to trades, and proactively making adjustments based on their feedback.
- Using 3D and 4D models to demonstrate the scope of work to trades during the bidding process, eliminating ambiguities, and reducing cost through increased clarity.

progress reports. Levels of schedules are developed for contractor claims negotiations, construction, values, final completion and others, as needed.

Regular meetings with the City and our team throughout the project will be used to assess progress, clarify tasks and expectations, identify potential obstacles, review areas of conflict and develop solutions- all to ensure the required schedule is met.

Costs: Our responsibility is to monitor and minimize all budget costs, and in turn build a successful project all stakeholders are proud of. We manage project cost control processes by doing the following:

- Identify and communicate to the Project Team any adverse cost and productivity trends to allow for corrective action to occur
- Forecast final costs and revenue to a reasonable and reliable degree of accuracy
- Collect actual and committed labor, material, subcontract and equipment costs against a standard chart of accounts
- Obtain actual productivity and performance against the original contract budget, the current revised budget and the current pending budget
- Report regularly to management and the Owner
- Present meaningful information to additional departments, such as administration and estimating, to identify trends and affect appropriate change

Ledcor creates and manages a comprehensive budget that includes site acquisition, fees, furniture and equipment, 3rd party agency costs, design, construction and change orders. **We tie the master budget to the master schedule, providing the City of Bellflower with current and forecasted monetary needs.** Our proprietary master budget template allows real-time updates using actual payment information to analyze how future expenditures will be affected on either a monthly or milestone basis. All available drawings, specifications or information on similar projects and templates are utilized to develop the Critical Path Method schedule.

As we move forward as the Design-Builder, we will update our estimates with current trade bids and by drawing on our database of “scopes of works”, historical cost data, trade input and our constructability reviews. Ledcor will perform formal budget reviews at the end of schematic design confirmation, mid-way and end of design development and 50% Construction Documents.

Cost reports will be forecasted monthly by the Project Managers to predict job completion costs. Trade Contractor reports will be updated monthly and present the status of each contract in terms of original contract amount, approved changes, billings to date, current billing, amounts withheld, forecasts, etc.

Similarly, all materials purchased for the project will be monitored on a monthly basis, comparing budgeted versus actual costs for all categories. All general conditions expenses such as equipment rental, temporary heating fuel, power consumption, permit fees, will be tabulated and reported.

Comply with applicable Laws: We take a proactive approach to ensuring compliance with applicable laws. The project team identifies laws, rules and regulations early on and takes steps to meet their requirements. We address this step as early in the process as possible to minimize project delays. This process is encompassed in our collaborative environment so that the project staff can identify and duplicate or missing items.

Moreover, our proposed project team has completed similar projects in Southern California. The depth of our experience provides us with the knowledge necessary to comply with applicable laws. Our team can also draw on our vast database of "Lessons Learned" and a network of over 8,000 uniquely experienced personnel.

A description of Proposer's plan to manage permitting and third-party coordination and approvals

Managing jurisdictional approvals is an important part of maintaining the project schedule, and ultimately, project cost. We understand the process of jurisdictional approvals including the necessity to gain City approvals in advance of local jurisdiction. By issuing early release packages that offer the City of Bellflower a "first pass" at approving items that have significant design and cost impacts, we can maintain the project schedule while still gaining the correct approvals along the way.

Approvals will be coordinated with numerous groups, including:

- Los Angeles County Department of Public Health
- Los Angeles County Department of Public Works
- Los Angeles County Fire Department
- City of Bellflower
- Utility services such as Bellflower Somerset Mutual Water, Southern California Edison and Southern California Gas Company

An organization chart outlining the basic structure of Proposer's Project organization (including the design, construction, operations and maintenance sub-organizations) and a description of the roles, responsibilities, interrelation and work to be accomplished by each member of the management team and each sub-organization, including identified Subcontractors and Suppliers (at all tiers)

Our organizational chart, included as **Attachment F**, illustrates the overall reporting process to clarify and confirm the decision making responsibilities that underlie the Design-Build process.

Key Personnel	Role	Responsibility & Work to be Accomplished	Interrelation
Mark Stinnett, LEED AP	Project Director	Develops and monitors performance targets for the project and staff to make sure quality, safety, budget, and schedule objectives are met	Interacts closely with the appointed representatives and project managers from the City of Bellflower while overseeing the Design-Build team
Larry Sillman, AIA	Principal in Charge - Design Team	Collaborates with Ledcor and with the City of Bellflower to resolve any issues	Partners with Mark Stinnett, LEED®AP, Project Executive of Ledcor and with the appointed representatives and project managers from the City of Bellflower
Brett Tullis, AIA, LEED AP BD+C	Project Manager - Design	Overall responsibility for final design	In collaboration with Larry Sillman and the Ledcor team, oversees the design of the project
David Irwin, LEED AP	Project Manager - Construction	Responsible for the smooth functioning of daily operations by developing & monitoring performance	Reports to Mark Stinnett and communicates with the entire construction team. Guides the project staff
Larry Sillman, AIA Brett Tullis, AIA, LEED AP BD+C	Community Outreach / Public Relations Manager(s)	Responsible for community outreach and responding to community concerns	Liaises with Stakeholders and the public during design and construction of the project
Richard Badt, RA	Design Manager	Brings the design to fruition	Reports to Brett Tullis on the design of the project to ensure client's requests are met
Robert Stitnicky	Construction Manager/ Superintendent	Responsible for establishing and monitoring performance targets so quality, safety, budget & schedule objectives are met	In collaboration with David Irwin, Project Manager - Construction, guides project staff and trade contractors
Jeff Baldwin	Safety Manager	Maintains and supports the implementation of Ledcor's Health, Safety & Environmental (HS&E) Program	Collaborates with the construction team. Works with industry and regulatory authorities and provides direction, technical assistance and mentorship to project staff and trade contractors
Brian Palmquist, LEED AP	Professional Services Quality Control Manager	Provides overall quality management direction, problem-solving leadership, resolution of quality management issues, and implementation of the project's quality systems	As a Corporate Officer, he is functionally independent with the authority to effect changes. Works with Construction Quality Control Manager to support the detailed resolution of quality challenges throughout the course of the project

Nathan DiFilippo	Construction Quality Control Manager	Responsible for implementation and management of the Quality Plan and related operational procedures	Communicates with and guides the project team. He is functionally independent with the authority to effect changes.

Information describing how each of the Key Personnel will fit into the organization including a description of each key person's function and responsibility relative to the Project, and indicating the percent of time that the person will devote to the Project

Key Personnel	Role & Fit in the Organization	Function & Responsibility	% of Time Devoted to Project
Mark Stinnett, LEED AP Director of Preconstruction Ledcor Construction	Project Director	Provides guidance to project staff and managers from preconstruction through project completion.	100%, as needed
Larry Sillman, AIA Principal Sillman Wright Architects	Principal in Charge - Design Team	Leads the Sillman Wright Architects team and ensures close collaboration with Ledcor.	100%, as needed
Brett Tullis, AIA, LEED AP BD+C Principal Sillman Wright Architects	Project Manager - Design	Manages the Design and Design team while interfacing closely with the Project Manager for Ledcor. Maintains ultimate responsibility for providing the design	100%, as needed
David Irwin, LEED AP	Project Manager - Construction	Guides the project staff and ensures site safety, environmental standards, quality of materials, and workmanship meet or exceed standards	Full time, as needed
Richard Badt, RA Senior Project Architect/ Designer Sillman Wright Architects	Design Manager	Interfaces with the design team job captains and drafters, ensuring the design meets or exceeds all requirements. Works with Brett Tullis to incorporate all ideas, assuring adjacencies, and quality	100%, as needed
Larry Sillman, AIA Brett Tullis, AIA, LEED AP BD+C	Public Relations Manager	Interacts with the community and guides project team and stakeholders in the resolution of concerns and challenges	As needed
Robert Stitnicky	Construction Manager/ Superintendent	Guides project staff and trade contractors while overseeing all construction activities on site. Ensures project is built to approved plans, specs and applicable building codes	100%

Jeff Baldwin	Safety Manager	Provides direction, technical assistance and mentorship to project staff and trade contractors regarding Ledcor's Health, Safety & Environmental (HS&E) Program	As needed
Brian Palmquist, LEED AP	Professional Services Quality Control Manager	Implements and manages the project's quality systems. Provides overall quality management direction, problem-solving leadership, resolution of quality management issues	As needed
Nathan DiFilippo	Construction Quality Control Manager	Develops, implements and manages the Quality Plan and related operational procedures	As needed

A detailed description of how the team members will work together to provide a unified design, construction, and quality approach to all elements

We will approach your project with an innovative "whole building" philosophy, considering all aspects of design, construction and quality. We will take into account all building components and systems during the design phase and integrate them to work together.

Elements of our Collaborative Approach	
Create "buy-in"	We will bring the entire team together at the outset of the project in a "partnering" session to identify our common goals and begin to build the culture of collaboration on which we will found our approach for effective coordination.
Develop a Project Delivery Plan	Collectively, we will build and review the Project Delivery Plan linked to our Project Schedule as a roadmap for the Design-Build process. Our plan will identify regular design team coordination events, meetings and timeframes. The schedule will identify appropriate time for effective coordination.
Hold Design Coordination Meetings	We will hold regular team coordination sessions utilizing the BIM model to overlay architectural, structural, mechanical, and electrical drawings to identify and resolve coordination issues. The BIM model is useful as a final coordination check of the documents.
Maintain and Distribute Meeting Minutes	We will keep detailed minutes of all meetings that record decisions and clearly indicate any action required, responsibilities and timelines. Minutes will be distributed to all team members within two to three working days of the meeting to keep team members informed of current progress.
Use the BIM Model	The design of the Events Center and Fire Museum will be developed in Revit and our team members will use it to our best advantage to produce a well-coordinated set of documents. Our BIM implementation plan will define the way team members use BIM, to take advantage of its powerful ability to support effective communication and appropriate access by your team to support your review and approval roles. With the BIM model, your team will be able to see the project digitally constructed in three dimensions.
Assign a Point of Contact	In order to coordinate all of the tasks for every discipline, it is important to have a single point of contact. Overall responsibility will rest with Mark Stinnett, Project Director. Coordination of day-to-day design phase activities will be the responsibility of Brett Tullis, Project Manager - Design. During construction, coordination of activities will be the responsibility of David Irwin, Project Manager - Construction. Each Project Manager will manage all communication and information flows, so all team members have access to the information they need, when they need it.

A description of the team decision making process, how internal disputes between team members will be resolved and how Proposer will avoid adverse impacts to the Project (cost, schedule or quality) in the event of such disputes

Ledcor has been a forerunner in the utilization of the “partnering” process in construction. The partnering process establishes healthy working relationships among all parties (stakeholders) through a mutually-developed, formal strategy of commitment, communication and decision-making. We have found this process fosters an environment where trust and teamwork prevent internal disputes, fasten a cooperative bond for everyone’s benefit, and facilitates the completion of a successful project.

We propose that a partnering workshop be staged at the setup of the Events Center and Fire Museum project. The sole agenda of this workshop is to establish and begin implementing the decision-making partnering process, and we propose that this process would continue throughout the project’s duration.

This forum produces activities which initiate the key elements of effective team decision-making, including those shown below.

Key Elements of Effective Team Decision-Making	
Commitment	Commitment to partnering must come from top management. The jointly-developed partnership charter is not a contract, but a symbol of commitment.
Equity	All stakeholders are considered when creating mutual goals and there is commitment to satisfying each stakeholder’s requirements for a successful project by utilizing win/win thinking.
Trust	Through the development of personal relationships and communication about each stakeholder’s risks and goals, there is a better understanding. With understanding comes trust and with trust comes the possibility for synergistic decision-making.
Development of Mutual Goals/ Objectives	At the partnering workshops, the stakeholders identify all respective goals for the project in which their interests overlap. These jointly-developed and mutually agreed to goals may include implementing specific procedures and systems to solve concerns on the job, meeting the financial goals of each party, limiting review periods for contract submittals, no lost time because of injuries, or other goals specific to the project.
Implementation	Stakeholders together develop strategies for implementing their mutual goals and the mechanisms for solving problems.
Continuous Evaluation	In order to implement the process, the stakeholders agree to a plan for a periodic joint evaluation based on the mutually agreed to goals - so the plan proceeds as intended and all stakeholders are carrying their share of the load.
Avoiding Disputes	Timely communication and decision making not only saves money, but can keep a problem from growing into a dispute. In the partnering workshop, stakeholders develop mechanisms for encouraging rapid issue resolution, including the escalation of unresolved issues to the next level of management.
Be Proactive; Rather than Reactive	Identifying and resolving potential problems at an early stage saves time, money and headache.

It is Ledcor's goal to achieve open and transparent communication and that all development issues, potential misunderstandings and disputes are handled in a timely manner by the normal day to day project management / client project team. **A well-managed project does not shelve the outstanding disputes and deal with them at the conclusion of the project. We take immediate action to work as a team in analyzing the impact of the dispute and developing a resolution.**

With every job, we work hard to be an honest client and treat all of our team members and subcontractors fairly. However, should a claim or judgment arise, it is our policy to resolve disputes directly through mediation and/or arbitration. We sit down with the claimant and a neutral third party mediator who facilitates in reconciling the situation. During these proceedings, we implement techniques that open or improve dialogue and empathy between the parties.

Information regarding the current and projected workload and backlog of Proposer team (including all Major Non-Equity Members)

The Bellflower Events Center and Fire Museum project will be the team members' primary project and the needs of the project will come before any other assignments.

Proposer Team Member	Role	Current Workload	Projected Workload	Current Backlog	Projected Backlog
Mark Stinnett, LEED AP	Project Director	3 projects	4 projects	0	0
Larry Sillman, AIA	Principal in Charge - Design	3 projects	5 projects* *mostly small renovation projects	0	0
Brett Tullis, AIA, LEED AP BD+C	Project Manager - Design	4 projects	4 projects	0	0
David Irwin, LEED AP	Project Manager - Construction	2 projects	2 projects	0	0
Larry Sillman, AIA Brett Tullis, AIA, LEED AP BD+C	Public Relations Manager	See above	See above	0	0
Richard Badt, RA	Design Manager	3 projects	3 projects	0	0
Robert Stitnicky	Construction Manager/ Superintendent	1 project	2 projects	0	0
Jeff Baldwin	Safety Manager	5 projects	2 projects	0	0
Brian Palmquist, LEED AP	Professional Services Quality Control Manager	5 projects	2 projects	0	0
Nathan DiFilippo	Construction Quality Control Manager	2 projects	2 projects	0	0

A preliminary safety plan

Ledcor has one of the best safety records of any major construction company in North America. It forms a major part of our corporate philosophy and day-to-day activities.

To achieve our goal of a safe worksite, Ledcor will conduct a detailed risk assessment of the project at the preconstruction stage and tailor our corporate program into a Project Specific Safety Program (PSSP) to address the unique requirements of the various work processes to be employed by Ledcor and our trade contractors. Ledcor will work closely with the selected trade contractors and consultants to make sure that qualified, competent personnel carry out the needs of this project in a safe and efficient manner.

Our proposed Safety Manager, Jeff Baldwin, will assist the project team in managing health and safety on the site and ensure compliance with all local government regulations and other bylaws, codes, and standards applicable to the project.

A copy of our preliminary safety plan is included as **Attachment G**.

Risk Management

Proposed procedures and tools to conduct a risk sensitivity analysis

Ledcor will maintain a detailed Risk Management Log to manage risk exposure. A series of risk identification and management sessions through the design and construction of the Events Center and Fire Museum will set the agenda for our Risk Management Log. The Log is used for both internal and external risk allocation. On the project, the Log will be developed during the Schematic Design Confirmation stage and used until the project commissioning is completed. It will identify potential risks and corresponding mitigation strategies. The Log will be shared with the City of Bellflower, and will also include key decision dates and requirements. This log is regularly reviewed by the project's Management team, and is updated every two weeks and included in the Monthly Summary Report.

Ledcor will identify record and track issues arising day to day that impact existing facilities operations; construction schedules/equipment procurement and delivery schedules; and site access. We will resolve issues on a daily basis as much as possible and develop a schedule for resolving those that require a longer period of time.

TIMELY AND ACCURATE PROJECT CLOSEOUT

The strength of the finish speaks volumes.

By utilizing digital, hyperlinked plan sets throughout construction, we are able to provide the City with a comprehensive closeout package immediately upon completion.

Operations and maintenance manuals, with accompanying warranties, guarantees and certificates are contained in the interactive document allowing maintenance personnel to access the information in the field with an iPad or other tablet device.

Our team coordinates all aspects of closeout procedures including final accounting reports, performing post-completion project reviews, occupancy plan development/execution and any documentation required for final certification.

To ensure the success of the new technology upgrades, our team coordinates system testing and training with City staff.

The following Risk Management matrix identifies significant risk categories during the design and construction of the Project; potential consequences of the identified risks; the probability/likelihood of the risk; and risk mitigation strategies to eliminate or reduce specific risks.

Project Name	BELLFLOWER EVENTS CENTER AND FIRE MUSEUM			
Prepared By	LEDCOR			
Problem Area or Activity	**Probability / Likelihood of Occurrence**	**Existing Measures**	**Potential Consequences**	**Risk Mitigation Strategy**
Multiple Requests for Design Changes	HIGH	Proposed Schedule includes multiple design meetings	Delayed Submission for approvals	Clear and Concise Communication, Documentation of Meetings and Actions Required
Cost Overruns Due to Added Scope during Design	MEDIUM	Staff Experienced in the Design Build Process	Financial Impacts to Design Build Contractor	Clear Communication of Cost Impacts during the Design, Constant Communication
Extended Approval Process and Duration	HIGH	Conversations With Building Official Regarding Approval Process	Delayed Construction Start	Engage Approving Agencies Including The Building Department Early, Include Key City Staff in Design Process.
Existing Foundation Encroaching Into Proposed Building Site	MEDIUM	Flexible Structural Design	Revisions to Proposed Structural Design	current Structural Design Allows for Attachment of Proposed Foundation to Existing Building Foundation
Encountering Ground Water	LOW	Geotechnical Report From Previous Project Development	Project Delays and Costs due to Water	Obtain a New Geotechnical Report
Encountering Buried Utilities in Foundation Area	MEDIUM	Building Pad Previously Cleared by the City	Project Delays and Additional Costs	Obtain an Underground Utility Locator Service and Perform Potholing to Identify Utility Locations During Design
Excessive Rainfall	LOW	Proposed Schedule Includes Some Duration for Incimate Weather	Project Delays	Schedule Weather Sensitive Work During the Dry Months Complete Building Envelope
Delays Due to Subcontractor Performance	MEDIUM	Prequalifying Subcontractors	Project Delays	Require Performance and Payment Bonds

Sworn affidavit

A sworn affidavit regarding OSHA citations and construction related litigation is included as **Attachment H**.

Construction Management During Construction Period

Ledcor's team is responsible for the overall management and delivery of the project. Mark Stinnett, Project Executive; David Irwin, Project Manager - Construction; and Robert Stitnicky, Construction Manager/Superintendent, will serve as the construction management team on the Events Center and Fire Museum This team has worked together for over a decade on several Design-Build projects and each brings over 20 years of experience managing public construction projects. This team will be supported by Rick Corder, Regional Manager; and additional off site resources such as our estimating, scheduling, value analysis, constructability, purchasing, and BIM teams. Ledcor's initial goal is to set and establish a chain of command for the project with clear lines of communication.

Taking care to actively manage all phases of construction with a precise plan of action, Ledcor will work with the City of Bellflower as shown below.

Construction Management Activities	
Schematic Design Validation	After project award, our team will meet with the City to confirm assumptions and make adjustments that maintain the schedule and budget. We have successfully completed this process with previous Design-Build clients and understand the importance of verifying proposal requirements to meet and exceed County's expectations.
Design Development	Measuring against the parameters already set, our Design-Build team will be actively refining and crystallizing the design concept while working with the City during this transitional period where we are moving from the schematic phase to the contract documents phase. Working jointly, architectural and construction details are developed throughout the entire design process, maintaining a focus on Owner value. Besides creating the basis for the architectural, electrical, mechanical and structural systems drawings, we will administer a statement of the probable project costs. Consistently reviewing design decisions and cost-implications throughout the design phase ensures that the City plays a key role in arriving at the final project price. When the scope of work is finalized, the project costs are clearly defined and controlled by the Design-Build team. Consistently reviewing design decisions and cost-implications throughout the design phase ensures that the City plays a key role in arriving at the final project price. When the scope of work is finalized, the project costs are clearly defined and controlled by the Design-Build team.
Construction Documents:	Serving as the documents to help translate the City's project needs into a buildable format, our design-build team will work with the City on an ongoing basis to modify the construction documents at various stages of construction leading up to permitting and City approvals.
Permitting	Ledcor has navigated permitting efforts for many different types of projects and has extensive experience working with many public agencies to coordinate, approve and closeout public works projects.

Construction	During construction, as the Construction Manager, Ledcor leads the effort in monitoring and measuring the work process. Design-Build removes ambiguities, which can arise in materials and construction specifications. The architect and builder work in unison with a clear understanding of what is specified and expected, so our focus remains on completing a quality project on schedule without unnecessary delays and staying within budget.
Commissioning & Closeout	For each of our projects, commissioning and closeout is overseen from beginning to end. Taking charge to ensure all systems are developed consistently with the City's wishes, operating properly before occupancy, and when the building is fully operational, we are there to ensure all occupants are satisfied and comfortable with operation as planned. Working hand in hand with the Owner and our project team, we ensure a seamless occupancy.

A narrative description of how Proposer intends to schedule, sequence and control the construction to minimize impacts to the environment, adjacent neighbors and the greater Bellflower community while still providing acceptable construction performance

Ledcor has a vast amount of experience coordinating construction activities with adjacent neighbors who require uninterrupted access and existing utility services to remain functioning including building access, utility service and fire/life safety.

We will establish a clear system of communication with neighboring businesses whether through the City of Bellflower, the building engineer, or direct with the business owner – whatever is preferred by the City of Bellflower. We will give significant advanced notice of construction activities especially any that may affect their operations. We will also work to help coordinate around any special events that they have that are outside of their posted public business hours.

In the case of potential utility and system shutdowns, construction activities will be coordinated with significant advanced notice and scheduled at times outside the operation of the neighboring businesses.

As we have done with many past projects, our team is available to work during non-business hours and on weekends to minimize impacts to the adjacent neighbors and the greater Bellflower community while still providing acceptable construction performance.

A description of how the right of way and adjacent roads and properties will be maintained and protected, including the intended measures to be used to mitigate and minimize noise, vibration, light, dust, erosion/run-off and local road damage

The sidewalk access will remain open, allowing access to the local business and residences through the normal traffic pattern. Temporary power for lighting and equipment requirements along with temporary water for dust control will be provided.

A description of how Proposer will manage and control traffic during construction

We will designate flagmen to help direct the arrival of construction equipment and normal traffic during key shipments and material deliveries.

Schedule and Cost Control Management

Ledcor's longevity and work portfolio stand as a testament to our ability to effectively plan and execute the work necessary to complete the Events Center and Fire Museum on time and budget.

Describe Proposer's document, cost control and schedule management system to be used to control and coordinate the cost and schedule of the work during the term of the DBA, including during design and construction

Our Project Management team utilizes JD Edwards, Primavera 6, Microsoft Project and Microsoft Excel as part of our document, cost control and schedule management system. Revit and BIM are also used to control the design of the project. The team also uses cloud-based, hyperlinked documents to ensure the entire project team is working off the same set of up-to-date documents. Our document control tracks: payments, change orders, submittals, RFIs and clarifications, disputes, correspondence, meeting coordination, quality control, field instructions, general conditions, supplemental conditions and scheduling.

Describe the proposed Project Schedule methodology and cost control approach.

Working hand-in-hand with our accounting department, our Project Management team utilizes JD Edwards software to document and track the schedule of values; change orders; RFIs; bulletins; lien releases, etc., in order to maintain financial control of the project. JD Edwards provides our team access to a high level view of projects with the ability to drill down into source amounts transactions. Ongoing visibility into each project and its component activities allows team members to more efficiently track changing project conditions as well as monitor progress in context of the original budget.

Cost reports will be forecasted monthly by the Project Managers to predict job completion costs. Trade Contractor reports will be updated monthly and present the status of each contract in terms of original contract amount, approved changes, billings to date, current billing, amounts withheld, forecasts, etc. Similarly, all materials purchased for the project will be monitored on a monthly basis. All general conditions expenses such as equipment rental, power consumption and permit fees, will be tabulated and reported.

The schedule will include all phases of the project from award and design, and preconstruction activities through testing and commissioning. Critical interfaces and milestones will be included.

A description of the system used for preparing and updating the Project schedule:
Ledcor's scheduling systems, Primavera 6 and Microsoft Project, enable Project Managers to analyze resources, budgets and timelines. Our Project Managers also use enhanced features of our scheduling program to identify and amend potential problems before they impact the project schedule. Primavera 6 and Microsoft Project also provide project team members with the ability to work seamlessly with each other to effectively track status and manage changes.

COMMITTED TO SUCCESS

Our team is committed to meeting the design and construction schedule for Events Center and Fire Museum and will provide a straightforward line of communication, both internally and with the City – quickly and accurately with a consistent team of professionals.

Our scheduling systems have tremendous individual tracking capabilities that adapt themselves to multi-task activities occurring during the same time periods. Interrelationships can be charted for various design and construction activities in different locations.

The scheduling data is stored in one database and can be reported in a number of ways depending on the needs of a user. A detailed schedule and summary would be produced monthly. Other reports could be produced as needed. These reports can be shared to communicate with team members, the City and stakeholders, as necessary.

David Irwin, Project Manager - Construction, in conjunction with the Construction Manager/Superintendent, will update the master project schedule biweekly during design and construction and issue a three week look-ahead schedule.

A description of the system used for preparing and updating the schedule of values: The original schedule of values is prepared in Microsoft Excel and distributed to the Owner for approval. JD Edwards software is utilized to document and track the schedule of values. We meet with subcontractors regularly to update the schedule of values. Based on the percent complete provided in the subcontractor's own schedule of values and an analysis of the project requirements, we make any necessary changes to our schedule of values.

We will present our updated schedule of values to the City of Bellflower and review with them the schedule of values percent complete for each task. We will revise our schedule of values to reflect any changes required by the City.

After the schedule of values is updated, we will gather all releases and any required material invoices and certified payroll records from each of the subcontractors for the previous month and prepare a complete billing package for submittal to the City. The billing package may include schedule updates and a monthly reporting narrative, if requested by the City.

A description of the proposed plan to integrate Subcontractor activities into Proposer's scheduling and reporting system: Our scheduling and project cost accounting software, JD Edwards, features procurement and subcontract management capabilities. By having scheduling, cost control and subcontractor management combined into one streamlined system, our team is able to identify any subcontractor activity that could impact schedule or budget.

Our hyperlinked, electronic documents are also maintained and updated throughout the course of construction. As RFI's, ASI's and other related documents are created, we continuously link them to the existing hyperlinked set of construction drawings to ensure contractors are working off the most current version. The most recent documents are stored on the cloud and seamlessly distributed to everyone on the project team, enabling subcontractors access to approved project documents. The immediate access to shared information creates efficient and effective communication between our team, contractors and the Owner.

Our Project Management team reviews the master schedule with the principles of major subcontractors on a monthly basis. Detailed schedules are collected from

FLEXIBILITY TO MEET THE CITY'S NEEDS

Our team is flexible to adjust various items within the schedule, all while adhering to that final date to turnover the finished building to the City of Bellflower.

If a critical path activity pushes the schedule past the committed completion date, the Construction Management Team take immediate action to resolve the forecasted delay with full knowledge of how it will affect subsequent activities.

Our team has access to a high level view of projects with the ability to drill down into source amounts transactions. Ongoing visibility into each project and its component activities allows team members to more efficiently track changing project conditions as well as monitor progress in context of the original budget.

This approach, combined with the strength of our Construction Management Team, have enabled us to be successful in the delivery of our projects.

all subtrades and incorporated into the master schedule. We provide a three week look- ahead schedule to keep the onsite trades foreman focused on the material and manpower requirements in the weeks ahead.

A description of the proposed approach for calculating progress performance on a monthly basis and preparing payment requests: In addition to developing look-ahead schedules and forecasted monthly reports, Ledcor obtains real-time input from subcontractors and suppliers to establish realistic commitments of manpower and the logical sequencing of the work to meet the Overall Project Schedule.

Trade Contractor reports will be updated monthly and present the status of each contract in terms of original contract amount, approved changes, billings to date, current billing, amounts withheld, forecasts, etc. Similarly, all materials purchased for the project will be monitored on a monthly basis, comparing budgeted versus actual costs for all categories. All general conditions expenses such as equipment rental, temporary heating fuel, power consumption, permit fees, will be tabulated and reported.

Our software, JD Edwards, provides the flexibility to set up payment requests to fit subcontractor needs. Clear and accurate invoices encourage on-time payments.

A description of how Proposer will approach re-scheduling of its work to achieve schedule recovery objectives and how these objectives will be enforced with its work force and Subcontractors: Schedules are set with a baseline, and variance is identified and mitigated. Mitigation strategies include additional resource - labor, material, equipment, additional shifts, and material change.

Equipment intensive operations can be double shifted or additional equipment brought in to pick up lost time. Labor intensive operations can use incidental overtime, schedule overtime and finally double shifts to increase production. It is our intent to use proper schedule techniques to warn of problem situations well in advance to prevent having to use these methods to “catch up”.Major scope changes also have an effect on the schedule, most often prolonging the end date. Provided scope changes are brought forward early in the project, they can be dovetailed into the master schedule to prevent any extension to the overall project.

This attention to the progression of work lends itself to accomplishing the critical path without delay. When a critical path activity pushes the schedule past the committed completion date, the Construction Management Team take immediate action to resolve the forecasted delay with full knowledge of how it will affect subsequent activities. This scheduling approach, combined with the strength of our Construction Management Team, have enabled us to be successful in the delivery of our projects.

Our team has been a forerunner in the utilization of the “partnering” process which establishes healthy working relationships among all parties (stakeholders) through a mutually-developed, formal strategy of commitment, communication and decision-making.

We have found this process fosters an environment where trust and teamwork prevent internal disputes, fasten a cooperative bond for everyone’s benefit, and facilitates the completion of a successful project.

Public Information and Communications

Our approach to project management is based on the philosophy of communication between all stakeholders. In the initial meetings, the Design-Build team will collaborate with the City and other stakeholders to set up the project goals, project schedule, the project budget, and the milestones for review and

approval and determine how many community outreach meetings should be offered.

Proposer's approach to positively implement and manage community relations and liaison with Stakeholders and the public during the design and construction stages of the Project, including consideration of all outreach activities, impacts on the adjacent community, and other specific aspects, such as noise impacts, fugitive light, and construction traffic. Proposer must describe its approach to public information activities, including identification of personnel for such efforts and how Proposer will manage interaction with the City, elected officials, public agencies, the community, and other Stakeholders

We will schedule outreach activities, notifying all interested parties of the event(s), including requesting the City of Bellflower to include notice in the e-Bellflower Citizen, or other publications as deemed appropriate, and have an outline of topics ready for discussion.

This encourages interaction from the audience and develops further topics of interest for conversation. Neighbors to the site may have concerns about temporary construction noise, traffic, safety, as well as the permanent effects the facility will have on their community. Obviously, construction can be noisy. Our Design-Build team has extensive experience in construction in urban areas and in close proximity to neighbors and will ensure that noise will be as minimal as possible, restricted to pre-set times of the day, and provide notice of any traffic delays that could be caused by impending construction or deliveries. These topics will be fully explored together with the community to reach a reasonable solution for all parties.

We like to involve the community in more than problem solving. We encourage input for the design of the facility. Our experience has shown that the community buy-in to a project increases with their ability to affect the design. We will provide hands-on opportunities for the public to design what they believe would best work and listen to their comments and suggestions for our preliminary designs, incorporating the best ideas into a final design. Good design will also mitigate any light pollution that could irritate the neighbors.

Larry Sillman, Principal in Charge, and Brett Tullis, Project Manager - Design, will work together to present opportunities for the stakeholders and community to express their ideas or concerns for this great new space. From experience, they believe that jewels of wisdom often come from public interaction.

Proposer's preliminary public information and communications plan

Our comprehensive public information and communications procedures are developed and implemented by experienced staff who are affiliated with numerous associations and involved in local communities. We remain flexible in adjusting designs in response to community concerns.

Qualifications and experience of proposed key staff members who will be engaged for purposes of community outreach: Larry Sillman, Principal in Charge, and Brett Tullis, Principal Architect / Designer have played similar roles for multiple high-

BUILDING A FACILITY FOR - AND WITH - THE COMMUNITY

Community relations are always an important consideration for any civic project.

Our involvement with the community encourages interaction from the audience and develops further topics of interest for conversation. Together, we will explore topics such as preliminary design suggestions and construction safety. This leads to project success - for both the City of Bellflower and the Community.

profile projects. They have been responsible for the community outreach of many of Sillman's projects. Their involvement and affiliation with numerous local, regional and national associations will prove invaluable during the project. Resumes for Larry Sillman and Brett Tullis are included in the Key Personnel section.

Adjustments to design, construction and operations activities in response to community and Stakeholder concerns: As a follow up to the community meeting, we will produce revised sketches incorporating ideas which emerged at the meeting, when they can add to the design, not impact the budget or schedule, and follow the goals and guidelines of the City.

The proposed methodology for capturing and resolving complaints, concerns or questions from the public: Two methods will be used. First, the open forum community outreach meetings will be held. At these meetings, the Design-Build team will present an overview of the project, the historical importance, the budget, and the schedule. Second, preliminary designs will be shown and explained. Then community will be invited to ask questions about the design itself, offer suggestions for modifications to the design, and have a frank discussion about the time frame of the project, potential neighborhood disruptions, and the future changes that will occur as a result of the project.

Some community forums include outspoken participants that challenge the design or the project itself. We prefer to not debate these individuals but note their concerns and assure the groups that they will be addressed.

An email address will be provided for access by the public to the project team.

Using an email blast on a scheduled basis, responses to queries and concerns can be provided to all stakeholders.

The proposed methodology for dealing with the news media: The City of Bellflower and the Bellflower Events Center and Fire Museum project manager will decide what to release to the news media, as well as determining the appropriate schedule for announcements. We will refer questions to those authorities. Having a single conduit to the media is preferred.

Environmental Management

Our team identifies and researches applicable laws, rules and regulations early on and proactively takes steps to ensure compliance. We will work closely with the City of Bellflower and regulating agencies to ensure environmental issues are integrated into the design and construction of the project.

Applicable laws, rules and regulations

Our Environmental Consultant will work with the Design-Build team and the City to create and track permitting requirements to keep the project on schedule and budget while ensuring all laws and regulations, whether local, State, or Federal, are complied with. The consultant will regularly communicate with the City as to progress. Our consultant specializes in environmental planning and impact assessment, land use planning, and regulatory permitting. They have extensive

DESIGN-BUILD

The design-build delivery is a mindset - where to be successful, every team member makes the mental shift to think and act as a single entity.

It is a highly collaborative, fully-integrated process built on trust, mutual respect, teamwork, innovation and creative problem solving.

experience with local, state, and federal requirements for compliance with CEQA, NEPA, as well as the Clean Water Act, National Historic Preservation Act, California and Federal Endangered Species Act, etc.

The method Proposer will use to ensure environmental issues are integrated into design and construction of the Project

The Design-Build team will work with the City of Bellflower to ensure all local regulations and City, State, and Federal environmental laws, rules, and regulations are adhered to. Our team will work with Bellflower's Public Works Department and any necessary Environmental Engineers throughout the project to design an aesthetically pleasing and environmentally friendly project for the City. Our consultants will reach out to the appropriate City departments and will collaborate with the designer from earliest concept design to avoid any potential negative environmental impacts.

The Design-Build architects have extensive experience working in or near environmentally sensitive sites and incorporate sustainable elements in all projects. Our consultant can also provide computer-aided visual simulations which provide accurate portrayals of proposed developments and improvements to support the evaluation of the visual quality and urban design effects of a proposed project. Accurate simulations can help dispel the perception of subjectivity in the analysis of visual quality and aesthetic impacts of a project.

Design Management

Effectively managing the design process requires a collaborative, integrative and quality-based plan, which minimizes issues throughout the project and building's life cycle.

A description of how Proposer intends to manage the development and coordination of design, including issues such as team approach, value engineering, and community relations and safety issues

Development and coordination of design begins at the earliest concept design phase. Once our team has a preliminary proposed design, they incorporate all team members and disciplines for input. This approach gives everyone ownership of the project and avoids issues that could arise later. While encouraging creativity, our Design Manager will develop and maintain the schedule and budget.

Value Engineering is always an important part of our process. We actively seek out optimum value through a creative and organized effort from the entire team. Early on, we will review the program, define key criteria and objectives for the project, verify with the City the proposed program, offer alternatives (adjacencies, square footage, etc.) and continually verify that the budget is sufficient.

Using value engineering processes throughout the design of a project will ensure that any potential savings will be noted. During the design process, we monitor local costs related to material and labor and will advise the City as to the most efficient designs which will mitigate any increasing construction cost impact on project budgets.

Counteracting the ever increasing cost of energy is one of our highest priorities, knowing that energy costs can be a tremendous financial burden. We look at the passive energy efficiencies such as orientation, exterior skin, fenestration, daylight, etc. We also look at high efficiency systems and equipment such as HVAC, lighting, solar, etc. We life cycle the systems to ensure initial costs are compatible with ongoing maintenance costs.

Value engineering also looks at achieving the intended goals in other ways that may save initial costs and long-term costs. Examples of our energy savings for modernizations include double-pane windows, exterior shading devices, natural ventilation, increased insulation, high efficiency HVAC systems, and motion detectors.

Community Relations will be important for the Events Center and Museum project. Reflecting the City's goals of creating a regional destination attraction and a community asset will be dependent on a great design and developing the curiosity and desire for the community members to visit the site. Input from the community is always welcome. We have found that working with the community and incorporating their ideas offers the community a sense of ownership and pride in "their" project. We will cooperate with the City to ensure that the community has the opportunity to view the designs and provide comments and suggestions.

Safety is of course a major factor for any project. The construction team has developed a safety program to be implemented during construction. But, we also design the facility to be a safe venue after construction. We will incorporate Crime Prevention Through Environmental Design (CPTED) principles in our design. These principles include:

Natural Surveillance	Lighting and landscape are important in deterring crime. A person is less likely to commit a crime if they think someone will see them do it.
Natural Access Control	We don't need to install tall, concrete walls with barbed wire to control the access. The use of walkways, fences, lighting, landscape and signage can be used to clearly guide visitors to the entrances. This helps decrease the opportunity for crime and increase the safety of the users.
Sphere of Influence, or Territorial Reinforcement	Use of design including pavement treatment, landscape, and signage to indicate a sense of proprietorship for the site.
Maintenance	Consistent and on-going maintenance helps deter crime and graffiti, and maintains the property value. It has been suggested that a broken light or broken window, if not repaired promptly, can lead to future crime activity.

VALUE ENGINEERING

Our team is skilled at recognizing the design and delivery nuances required of public facilities while simultaneously focusing on client and team collaboration.

We understand what needs to be managed and how, putting us ahead of the starting line and enabling us to reach the desired result efficiently.

We screen the drawings from a builder's perspective in order to find efficiencies and cost reductions without compromising program and design requirements.

Our team collaborates with subcontractors and provide value enhancing recommendations. We document all Value Engineering suggestions and submits a report to the City with our recommendations and any related impact to cost and schedule.

A description of the proposed approach for delivering the design for the Project, including how designs are to be developed by different firms and how offices will be integrated and work in coordination to ensure consistency and quality

The Design-Build Team led by Ledcor and Sillman Wright Architects features an experienced group that has successfully completed many projects as a Team. Our key to ensuring consistency and quality throughout the Design and Construction process include procedures that have proven successful on past projects.

Key Features to Ensuring Consistency and Quality throughout the Design and Construction Process	
Experienced Design-Build Team	Our Design-Build Team has completed many successful Design-Build projects. This experienced Design-Build Team provides a consistency that ensures project success. This is not our first rodeo - we will use our collective experience to avoid common pitfalls and maximize project value for the City. Bottom line: we work well together and will do so with the City on this critical project.
Clear and Responsive Communication	Communication that is clear and timely is critical to meeting the schedule and addressing issues before they become problems. Our experienced Design-Build Team has a great working relationship both internally and with our clients that will be a benefit to the project by reducing errors due to miscommunications and proactive holistic thinking.
Clear Project Goals	The City's RFP clearly outlines the project goals and the hopeful effects the final project will have on the City itself. Our Design-Build Team is working hard to maximize building value, create an iconic design that is welcoming to all, that will become "The Place" for gatherings – cocktail party events, corporate events, weddings, holiday parties, etc. Our project goals are to find a way to exceed the City's expectations but not the budget.
Open Collaboration	We encourage input from everyone on the Design-Build Team. No idea is stupid or silly; we will provide an open and inclusive dialogue where every person feels comfortable in proposing ideas, solutions to challenges. Sometimes the best ideas come from the most unlikely sources which is why it is important that all voices are heard.
Dedicated Design Quality Control Manager	In order to ensure consistency and quality are being met our Design-Build Team will have a dedicated Design Quality Control Manager assigned to the project. The Design Quality Control Manager's job is to double check that the project goals are being met. The Design Quality Control Manager will be involved throughout the Design and Construction process to ensure that the project goals are being met in a cost effective and buildable way and can be delivered on-time.
Building Information Modeling (BIM)	BIM will be utilized by the Design-Build Team to build it before you build it. All the major project elements will be modeled to reduce systems conflicts, identify project opportunities and help the Design-Build Team and the City visualize the project three dimensionally. Before the first shovel is put in the ground the Design-Build Team and the City will have a clear picture of their new Events Center and Fire Museum.

Our Design-Build Team proposes proven communication tools for successful work coordination both internally and with the City, as shown below.

Proposed Communication Tools for Successful Work Coordination Both Internally and with the City	
Milestone Meetings	The Design Build Design-Build Team and the City will meet at major milestones throughout the Design Process to clearly present the project elements to the City and most importantly get the City's input on how to make this the landmark project the best it can be.
Regular Design Build Design-Build Team Meetings	Bi-weekly meetings will be held throughout the Design Process. Comprehensive Meetings Minutes will be kept to record the issues that are resolved. Design-Build Team Members will be held accountable to resolve issues in a timely fashion. During Construction, weekly meeting will be held at the job site to ensure consistency in the transition from Design to Construction.
GoToMeetings	Our Design-Build Team will use video tele-conferencing to not only bring together Design-Build Team members and clients in varied geographic locations but also maximize focused discussion on relevant issues. GoToMeetings can be set up in minutes to resolve complex multi-discipline issues quickly.
Connectivity	Effective E-mail and phone communication are also key to our communication process.
Online File Management	Dropbox Project folders will be available to share information and large documents instantly with the Design-Build Team and the City.

A description of how the design personnel will interface with the construction personnel to achieve a quality constructed Project that minimizes long-term maintenance

Ledcor, Sillman Wright Architects and our project team will leverage our successful collaborative Design-Build experience to provide a project that will minimize operational maintenance costs and long term maintenance. Materials and systems have been provided as follows:

Materials	Our proposal includes materials that are high quality, durable and low maintenance. These materials have been used on similar projects in events centers, schools and military facilities that have to endure regular abuse with little or no maintenance. Wood will not be used in the project.
Systems	High Performance HVAC and Lighting systems are proposed that reduce operational costs and are low maintenance such as LED Lighting.
City Standards	Design-Build Team will collaborate with the City to understand how to integrate City Standards into the project in order to streamline City maintenance.

Our Design-Build Team is committed to both "Design" and "Build". We believe that an integrated Team of the contractor, architect, engineers, subcontractors and trades working together is the best way to deliver a great looking, efficient facility.

Our Design-Build Team will use clear communication, open collaboration, rigorous quality control and Building Information Modeling (BIM) during Design and Construction to ensure a high quality facility. The Design-Build Team will utilize BIM to ensure a seamless interface between Design and Construction.

Benefits of BIM to the City	
Improved decision-making	Reduce poor design decisions by using digital models and electronic design visualizations during design and construction.
Improved construction documentation	Reduce the level of unknowns in contract documents—eliminating the use of the RFI process to "fill in the gaps." Leverage BIM to re-establish accuracy and precision, and improve the level of construction cognition and assembly understanding on the part of the architects, engineers, and owners.
Improved preconstruction estimating	Reduce the level of guesswork and inefficiency in preconstruction estimating by leveraging schematic design take-offs generated in the BIM process. Leverage the use of multiple pricing models by the contractor and reuse as-built digital models in new markets.
Improved procurement and scheduling	Reform procurement and project scheduling through the use of time modeling (sometimes known as 4D modeling) and cost modeling techniques—eliminating job-site slow time/downtime and improving sub-trade coordination, overlaps and phasing.
Improved coordination	Reduce the number of field coordination errors by integrating the design models of the major design disciplines early in the design process and using clash detection software to facilitate interdisciplinary design coordination—thereby solving coordination issues virtually rather than in the field.
Improved cost-efficiency	Reduce cost impacts of coordination errors, incorrect fabrication, and improper installation by adopting a pre-fit workflow from the designer to the subcontractor and enforcing greater installation precision. Reduce the use of overtime labor and premium charges for recouping project schedule lost to these unnecessary errors. Reduce spending in general conditions, insurance, and carrying costs by optimizing project schedules that will result in faster construction.
Improved closeout documents	Transform the archaic quality of closeout documents, particularly traditional as-built/record drawings, by migrating to a BIM-centric approach for all project documents. Transition the digital model generated during design and construction to facilities management, allowing the owner/operator to use it for building lifecycle management.

PROJECT DEVELOPMENT PLAN - QUALITY MANAGEMENT PLAN

Interior view of fire museum

QUALITY MANAGEMENT PLAN

We will implement our proven quality management plan for the Events Center and Fire Museum and enable the City to monitor, audit, and measure our quality performance, from mobilization through to project completion. Our Construction Quality Program (CQP) is designed and organized to ensure that the quality requirements specified in the project's contract documents are accomplished. It incorporates the following throughout the life of the project:

We are committed to quality - one of our core values.

Our quality programs bring efficiency in planning, execution, and completion to achieve the highest level of quality for our clients.

Our in-house programs are flexible and are designed to capture the requirements of clients, consultants, and authorities.

MOBILIZATION

After notification of award, we will meet with the City to review our RFP submission. In that meeting and over the course of mobilization, we will:

- Obtain all post-award client requested changes to the RFP response.
- Review project-specific quality requirements.
- Discuss timing and completion of the Project Quality Plan (PQP).
- Review schedule to establish milestone dates and discuss any changes.
- Ask and answer any questions in regards to the project scope.
- Schedule subcontractor mobilization meetings.
- Review subcontractor quality plans and checklists.
- Confirm submittal protocols and defined actions for each response.

DESIGN DEVELOPMENT

In-Progress Design Team Review

- Corrections are noted and all documents go through a detailed review for compliance with the RFP, Proposal & Schematic Design by the Project Manager - Design, subconsultants, Design Manager and Project Manager - Construction
- Comments are made by all reviewers, collected and returned to the individual design disciplines for corrections.
- The Design Manager will back check the documents and forward to the City.
- Any “out of scope” issues will be addressed with the City.

In-Progress City of Bellflower Design Review

- Design development documents will be provided to the City for review.
- We will meet with the City to discuss comments.
- Our team will take minutes and distribute to all parties within 2-3 days.
- A review will take place to identify any "out of scope" issues. They will be documented and discussed with the City for appropriate action.

Construction Documents

- Incorporate City review comments from In-Progress Design review.
- Conduct internal design team meetings as needed to develop the construction documents.
- Develop, coordinate and complete site and civil design documents
- Develop, coordinate and complete the structural and architectural details.
- Coordinate routing of MEP/FP systems. Create coordination details.
- Develop, coordinate and complete exiting, life safety and vertical transportations systems. Integrate all fire alarm and fire protection systems.
- Bring in and engage subcontractors and material suppliers to develop construction details specific to this project to:

  a. Promote efficient construction sequencing.

  b. Assist with constructability analysis.

  c. Streamline the construction submittal process and minimize the quantity of submittals.
- Prepare 100% Specifications; 100% Calculations; 100% Design Analysis and 100% Submittal Register.
- Prepare Project Quality Plan (PQP).

PRINCIPLES OF OUR QUALITY MANAGEMENT APPROACH

Systematic Execution
Project quality plans with defined processes and procedures

Integrated Problem Solving
We track issues, noncompliances and deficiencies identified by our project team, the City of Bellflower, consultants and subcontractors. Specified completion requirements are also logged and tracked.

Continuous Learning
We learn from our challenges, refining our processes and procedures on an ongoing basis

- Prepare SWPP Plan, if needed.
- Prepare Safety Plan.

Construction Documents Team Review

- All design disciplines will present their Construction Documents to the Project Manager - Design, the Design Manager and the Project Manager - Construction.
- Corrections are noted at this meeting and all documents including design analysis,calculations, specifications, etc. go through a more thorough review for compliance with the RFP and In-Progress Design Documents by the following reviewers:

  a. All Design Consulting Engineers in-house “independent review”

  b. Project Manager - Design and subconsultants.

  c. Design Manager

  d. Construction Quality Control Manager / Construction Manager
- Comments are made by all reviewers, collected and returned to the design disciplines for corrections.
- A review is conducted by the Design Manager and if acceptable, is released to the City for review and comments.
- The Design Manager submits a design review report to the City.
- Annotated responses to the Design Documents City review comments are completed.

Construction Document City of Bellflower Review

- Construction Documents are submitted to the City for review and comment.
- The Design Manager will review and disperse all City comments to the team.
- A review will take place to identify any “out of scope” issues. They will be documented and discussed with the City for appropriate action.

Issued for Construction Documents

- Proceed with incorporating the City's design review comments.
- Annotated responses to the Construction Documents City review comments are completed.
- Design Manager, Project Manager - Design and Project Manager - Construction perform a review to make sure that all comments have been provided a response.
- Any final "out of scope" issues will be resolved and incorporated into the project or a change order will be issued by the City.
- Prepare colored renderings with color copies as required.

QUALITY MANAGEMENT PEER REVIEW

Ledcor is a proponent of Peer Review as a value-added benefit.

Very senior people from other offices of Ledcor, will join our project team to contribute their expertise by helping us review and develop our approach to quality during the design and construction process.

As a Corporate Officer, our proposed Professional Services Quality Manager is functionally independent and has the authority to effect changes on his own.

- Submit all “Issued for Construction Documents” to the City including:
    a. Final Design Drawings
    b. Final Specifications
    c. Final Calculations
    d. Final Design Analysis
    e. Final Project Quality Plan (PQP)
    f. Final SWPP Plan, if needed
    g. Final Safety Plan
    h. Final Annotations to City review comments

Back Check & Notice to Proceed

- The City will perform a back-check of all Design Documents and if all documents are found in order, will sign applicable documents and issue a “Notice to Proceed” and permits for construction.

CONSTRUCTION

The Project Manager - Construction has overall responsibility for the quality of the work and the execution of the Project Quality Plan (PQP).

Coordination and Mutual Understanding Meeting

- Meet with City to obtain "buy in" on Project Quality Plan (PQP).
- Review responsibilities.
- Attendees will include:
    a. Project administrative personnel and construction team.
    b. Project Manager - Construction; Project Manager - Design and appropriate design discipline engineers.
- Minutes of the meeting will be distributed to all parties, within 2-3 days.

Submittal Review

- Project Manager - Construction will review required submittals based on the approved Submittal Register.
- Project Manager - Design will review and distribute submittals for review and additional approval.
- Receive approved submittals from the Project Manager - Design and the sub design discipline.
- Transmit approved submittals to City for their records/approval, as necessary.
- Transmit approved submittals to appropriate subcontractor(s).

Quality Control Meetings

Regularly recurring project meetings will cover the quality processes defined in the Project Quality Plan (PQP).

- Meet weekly with City and subcontractors to review construction progress, work to be performed in the future and resolution of issues that arise. Attendees will include:

  a. Project team

  b. Design Manager, Project Manager - Design and appropriate subconsultants, as required.

- At a minimum, the Design Manager and Project Manager - Design will make a regular jobsite visit to review the project progress and attend quality control meetings.
- Minutes of the meetings will be taken and distributed to all parties within 2-3 days.

Construction Document Clarification / Requests for Information (RFIs)

- Subcontractors request clarifications of documents and submit to the Project Manager - Construction, in writing for response, through the Request for Information (RFI) process.
- If the clarification requires design input, the Design Manager & Project Manager - Construction, will review the clarification and respond to subcontractor.
- If response to the clarification is not readily obtainable from review of the Construction Documents, the clarification is transmitted to the Project Manager - Design and the appropriate design discipline engineer for review and response.
- Design team response is returned to the Project Manager - Construction to be checked for compliance with the contract documents and RFP requirements.
- Clarification is then transmitted to the subcontractor for their records.
- If the design team cannot provide clarification without input from the City, the clarification is transmitted to the City, via RFI.
- Once the RFI is answered, the Project Manager - Construction will transmit response to Design Manager, Project Manager - Design, and appropriate design discipline engineer and subcontractor.

Construction Inspections

- The Project Manager - Construction is responsible for all project inspections and implementation of the approved PQP.
- Project Manager - Construction will initiate, schedule, conduct and control inspections of all work, as required.

- Specialty inspections will be performed by outside Quality Control specialists with the required qualifications in the areas of work as required in the RFP.
- Project Manager - Construction will coordinate these specialty inspectors, material testing laboratories, or other outside entities. Inspections will be scheduled enough in advance to maintain the flow of work and construction schedule.
- Inspections performed by the Project Manager - Construction, and Quality Control specialists, shall be recorded in a written report specific to the work element.
- A summary report of all field inspections will be prepared by the Project Manager - Construction at the end of each month and catalogued.

Quality Control Certifications and Project Completion

- Project Manager - Construction (as required by the RFP) will certify inspection summary reports, invoices and completions.
- Project Manager - Construction conducts and schedules outside specialty inspectors for final inspections of the building.
- Project Manager - Construction performs final punch lists for all subcontractors to complete.
- Upon completion and quality control review, the Design Manager, Project Manager - Design and the sub design disciplines will conduct a final punch list for subcontractor action.
- Upon completion and quality control review, the Project Manager - Construction will schedule the pre-final inspection with the City.
- Upon completion of the City's pre-final punch list and verified by the Quality Control staff, the Project Manager - Construction will schedule the final acceptance inspection.
- The building will be turned over to the City in accordance with all closeout procedures and documentation including operation, maintenance and warranty requirements.

A description of the proposed design and construction quality program organization, including the name and resume of Key Personnel responsible for quality management.

The Construction Quality Control Manager is responsible for recommending the Project Quality Plan (PQP) that the project team has developed. Approval authority rests with the Regional Manager. Once it is approved, the project team will take responsibility for implementing the PQP. The Construction Quality Control Manager will review its implementation as the project progresses.

The Project Manager- Construction is responsible for all PQP activities. Either may delegate work to other team members, however he remains responsible. Ultimate responsibility for quality management of this project rests with the Project Manager - Construction, and ultimate responsibility for quality management of the projects in

LEDCOR'S PROVEN PLAN OF ACTION FOR UNFORESEEN SITUATIONS

When facing an unforeseen situation, the Project Manager takes immediate action to:

- ✓ Identify the issue
- ✓ Report the issue
- ✓ Develop a solution
- ✓ Engage and communicate with the team
- ✓ Continue moving forward with the project
- ✓ Maintain records and document it in "Lessons Learned"

this branch rests with the Regional Manager.

Subcontractors, as Ledcor's partners on the project team, have a leading role in defining, implementing, and confirming the quality of their processes and products. Their participation in the project quality efforts is led by the Construction Manager/ Superintendent.

Our design and construction quality program organization includes the management team of Brett Tullis, Project Manager - Design and David Irwin, Project Manager - Construction and Robert Stitnicky, Construction Manager/ Superintendent, as well as Brian Palmquist - Professional Services Quality Control Manager and Nathan DiFilippo - Construction Quality Control Manager. Their resumes are included as **Attachment B**.

A Quality Program Organization chart is included as **Attachment I**.

An organization chart showing the quality management structure, along with a staffing plan by position title.

A Quality Management organization chart is included as **Attachment J**. The staffing plan is as follows:

Role	Quality Responsibilities
President	• Approve amendments / revisions to CQP. • Ensures corporate resources available to support CQP.
Regional Manager	• Review CQP and recommend program amendments. • Provide employee training and access to quality tools. • Make sure adequate resources are available to perform the specified quality procedures. • Approve PQP presented by Project Manager - Construction and recommended by the Construction Quality Control Manager.
Construction Quality Control Manager	• Provide training and support of quality procedures and tools, as defined by the CQP. • Provide support in developing PQP processes and tools. • Review implementation of CQP/PQP to the President and report status of adherence. • Recommend program amendments to the steering committee. • Provide ongoing measurement and improvement to quality process.
Project Manager - Construction **Has overall responsibility for the quality of the work and the execution of the Project Quality Plan (PQP).*	• Create and implement PQPs in compliance with the CQP. • Verify that project team understands procedures defined by the PQP. • Make sure adequate resources are available to perform the specified quality procedures. • Make sure all quality management documentation is prepared and retained, as described in the CQP, PQP and Construction Operations Manual. • Track resolution of identified noncompliances accompanied by appropriate documentation.

Role	Quality Responsibilities
Construction Manager/ Superintendent	• Oversee Ledcor and subcontractor personnel to manage conformance to the PQP. • Monitor installations in accordance with plans and specifications. • Chair mobilization meetings. • Identify, track and correct noncompliances and deficiencies.
Project Team	• Read, understand and comply with the PQP and CQP. • Identify non-conforming conditions and report to appropriate Ledcor personnel. • Comply with document control procedure defined in PQP.
Design Manager	• Review design submissions for conformance to the contract requirements. • Conducts inspections for all design disciplines and subconsultants. • Reports noncompliances in accordance with project plan and specifications and/or reviewed submissions. • Participates in product demonstrations and commissioning.
Subcontractors	• Read, understand and comply with the project plan and specifications for their scope of work and the PQP. • Identify noncompliances and report to Ledcor. • Complete corrective actions as required and report to Ledcor

How the quality management staff will be functionally independent so that such individuals will have the authority to effect changes in the event of Developer's failure to comply with DBA

Ledcor is a proponent of Peer Review as a value-added benefit. Very senior people from other offices of Ledcor will join our project team to contribute their expertise by helping us review and develop our approach to quality during the design and construction process. Brian Palmquist, (Professional Services Quality Manager), as a Corporate Officer, is functionally independent and has the authority to effect changes on his own.

In the event of the failure to comply with DBA, our quality management staff is functionally independent where the quality management staff can continue to maintain the flow of work and construction schedule.

A description of both the formal and informal process for design submittals, reviews, design deficiency corrections and change tracking.

Our formal and information processes for design submittals, reviews, design deficiency corrections and change tracking have proven successful on projects of similar size and scope to the Bellflower Events Center and Fire Museum.

Quality Management Processes	
Formal Processes	The Design Manager and Project Manager - Construction are responsible for collecting, organizing and reviewing required design submittals, reviews, deficiency corrections and change tracking. Those submittals will be submitted to the Project Manager - Design for review and distribution to the appropriate sub design discipline for review and approval. After approval, they will be transmitted to the City for their records or approval as required by the Submittal Register. Approvals will also be sent to the appropriate subcontractor to be logged and filed.
Informal Processes	We will hold as-needed meetings where all design disciplines present their in-progress drawings to the Project Manager - Design and Project Manager - Construction. These meetings This can take place virtually or in-person. Corrections are noted, and all documents for design submittals including design analysis, design deficiency corrections and change tracking go through a detailed review for compliance with the RFP and contract documents. A final review will be performed to make sure all comments have been addressed.

QA/QC Procedures for Design and Construction

Ledcor's in-house systems of QA/QC are practiced everyday, as we demand from ourselves continuous improvement with each project we take on. Throughout design and construction, quality assurance and quality control will be accomplished in part through the use of our Project Quality Plan (PQP) and checklists throughout project duration.

Quality Assurance / Quality Control Procedures	
Design	Prior to each major design submission, the Design Manager will sign off the Quality Control checklists that are implemented for this project. The signed off Quality Control checklists form part of the project record in our files. Our Design Manager, will undertake regular team coordination sessions and will use BIM model to overlay architectural, structural, mechanical, and electrical drawings to identify and resolve coordination issues as the final coordination check on documents.
Construction	Our field staff and trade contractors use our quality control checklists as reminders of quality standards and what to review during the course of construction. Checklists are reviewed and finalized for use prior to construction start. Quality Control during construction is the responsibility of three different parties: the project team, subcontractors and Design Manager, each with defined roles. Ledcor's primary role is Quality Assurance, mandated through the procedures in the Project Quality Plan checklists. The subcontractors' primary role is Quality Control, an internal process where the trades meet the technical requirements in conformance with Ledcor's PQP.

Systems Employed to Ensure Work is Executed with Minimal Requirement for Corrective Work and Detect Noncompliance, Correct the Consequences of Noncompliance and Prevent the Reoccurrence of Repeat Noncompliance

The systematic execution and integrated problem solving checklists built into our Project Quality Plan (PQP) as the best way to prevent corrective work. As part of our PQP, systems have been put in place to ensure the work is executed with minimal requirement for corrective work, as shown below.

Quality Control Systems	
Quality Checklists	At each project stage, quality checklists are employed for each portion of the project and are attached to the PQP and must be signed off at various stages, including during and after the work is completed.
Inspection Reports	Inspection reports from our consultants and the City of Bellflower are reviewed, responded to and identified immediately before and after work is executed.
Mockups and Tests	Where specified in contract documents and/or required by the PQP, mockups and tests will be scheduled, then recorded to ensure the work is executed correctly. The Construction Manager/ Superintendent ensures all mockups and tests are defined, logically related to construction activities, and schedule. The Project Manager - Construction ensures the mockups and tests are recorded and any resulting items are tracked using PQP procedures.
Detecting Noncompliance	When noncompliances are detected, as part of our PQP, our team reviews the circumstances to identify the root cause of the problem, so that remedial measures are identified and implemented immediately.
Correcting & Preventing Reoccurrence of Noncompliances	All identified noncompliances are documented and tracked, regardless who originates them. A log or list of noncompliances is updated and reviewed at the weekly quality meetings. Outstanding and resolved items are communicated to the project team including clients and consultants as required. At resolution, sign off is documented and all documents are maintained in the project file.

Approach to implement City oversight procedures

It is our intention and approach to work as your advocate to bring this project to completion and will work with your team and applicable stakeholders. We will involve City personnel throughout all aspects of the project.

Approach to curing noncompliance and ensuring that repeat mistakes are avoided.

David Irwin, Project Manager - Construction, ensures all identified noncompliances are resolved in one of two ways:

- It becomes conforming as a result of change to plans or specifications, for example by way of an RFI response that accepts the non-conforming condition.
- Corrective action is performed subsequent to the corrective action being submitted, typically via an RFI and returned with a documented direction to proceed.

When non-compliances recur on a project, Ledcor reviews the circumstances to identify the root cause of the problem, so that remedial measures are identified and implemented immediately. All identified noncompliances are documented and tracked, regardless who originates them. A log or list of noncompliances is updated and reviewed at regular quality meetings. Outstanding and resolved items are communicated to the project team including clients and consultants as required. At resolution, sign off is documented and all documents are maintained in the project file.

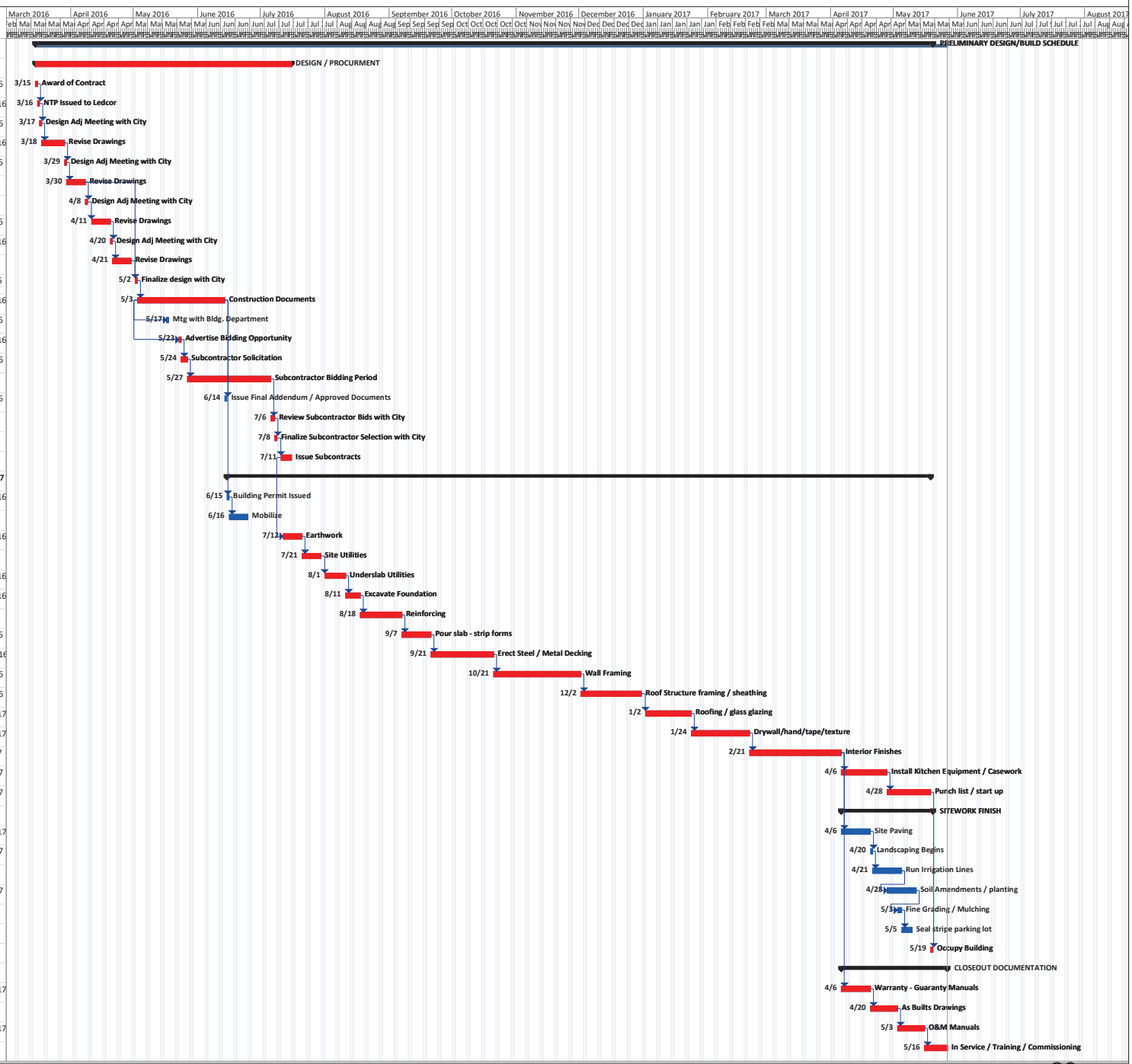
We are committed to quality—one of our core values. Our quality programs bring efficiency in planning, execution, and completion to achieve the highest level of quality for our clients. Our in-house programs are flexible and are designed to capture the requirements of clients, consultants, and authorities.

ATTACHMENT E - PRELIMINARY SCHEDULE

LEDCOR DESIGN BUILD INC.

BELLFLOWER EVENTS CENTER AND FIRE MUSEUM
PRELIMINARY DESIGN/BUILD SCHEDULE

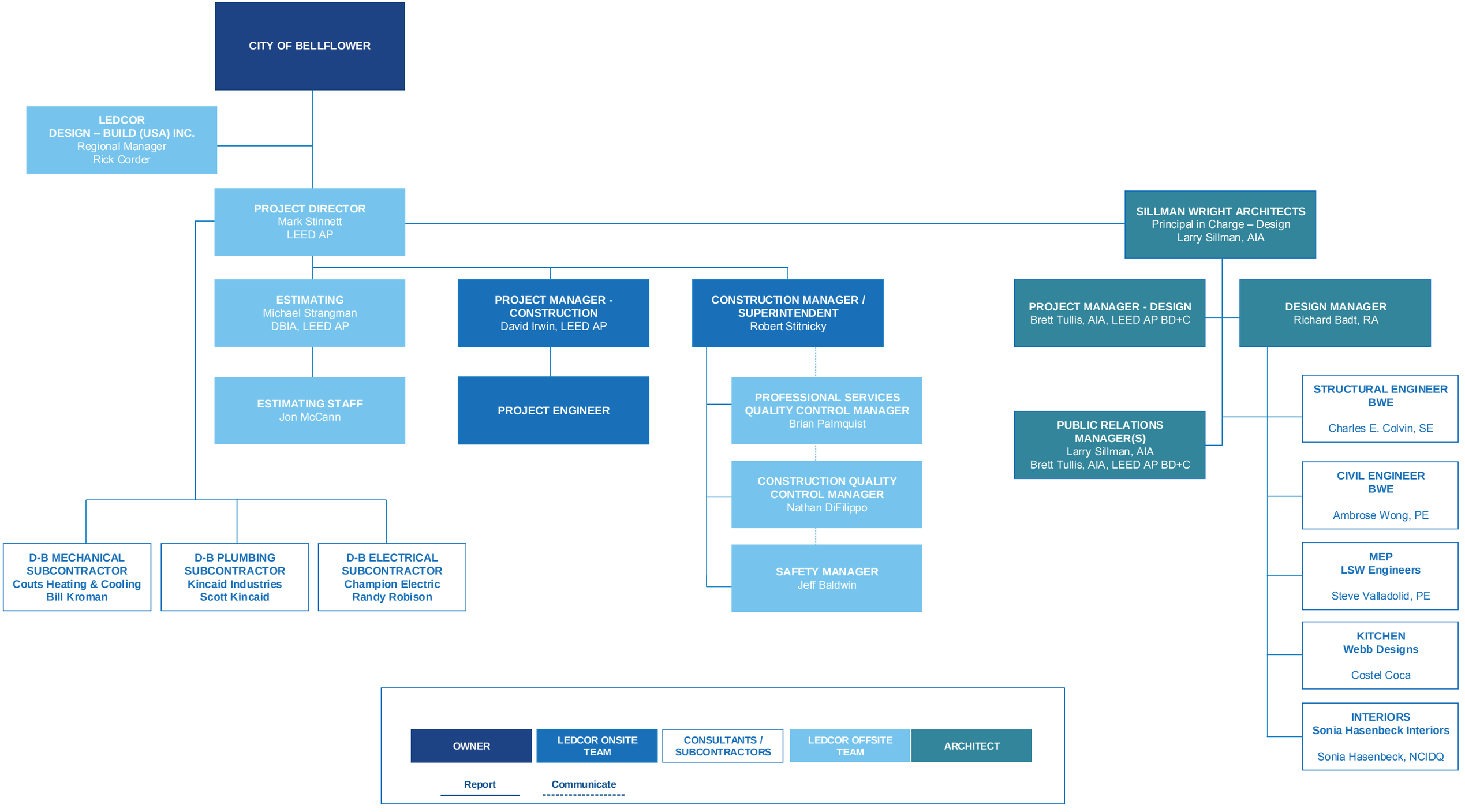
ID	Task Name	Duration	Start	Finish
1	**PRELIMINARY DESIGN/BUILD SCHEDULE**	**309 days**	**Tue 3/15/16**	**Fri 5/19/17**
2	**DESIGN / PROCURMENT**	**89 days**	**Tue 3/15/16**	**Fri 7/15/16**
3	Award of Contract	1 day	Tue 3/15/16	Tue 3/15/16
4	NTP Issued to Ledcor	1 day	Wed 3/16/16	Wed 3/16/16
5	Design Adj Meeting with City	1 day	Thu 3/17/16	Thu 3/17/16
6	Revise Drawings	7 days	Fri 3/18/16	Mon 3/28/16
7	Design Adj Meeting with City	1 day	Tue 3/29/16	Tue 3/29/16
8	Revise Drawings	7 days	Wed 3/30/16	Thu 4/7/16
9	Design Adj Meeting with City	1 day	Fri 4/8/16	Fri 4/8/16
10	Revise Drawings	7 days	Mon 4/11/16	Tue 4/19/16
11	Design Adj Meeting with City	1 day	Wed 4/20/16	Wed 4/20/16
12	Revise Drawings	7 days	Thu 4/21/16	Fri 4/29/16
13	Finalize design with City	1 day	Mon 5/2/16	Mon 5/2/16
14	Construction Documents	30 days	Tue 5/3/16	Mon 6/13/16
15	Mtg with Bldg. Department	1 day	Tue 5/17/16	Tue 5/17/16
16	Advertise Bidding Opportunity	1 day	Mon 5/23/16	Mon 5/23/16
17	Subcontractor Solicitation	3 days	Tue 5/24/16	Thu 5/26/16
18	Subcontractor Bidding Period	28 days	Fri 5/27/16	Tue 7/5/16
19	Issue Final Addendum / Approved Documer	1 day	Tue 6/14/16	Tue 6/14/16
20	Review Subcontractor Bids with City	2 days	Wed 7/6/16	Thu 7/7/16
21	Finalize Subcontractor Selection with City	1 day	Fri 7/8/16	Fri 7/8/16
22	Issue Subcontracts	5 days	Mon 7/11/16	Fri 7/15/16
23	**BUILDING CONSTRUCTION**	**242 days**	**Wed 6/15/16**	**Thu 5/18/17**
24	Building Permit Issued	1 day	Wed 6/15/16	Wed 6/15/16
25	Mobilize	7 days	Thu 6/16/16	Fri 6/24/16
26	Earthwork	7 days	Tue 7/12/16	Wed 7/20/16
27	Site Utilities	7 days	Thu 7/21/16	Fri 7/29/16
28	Underslab Utilities	8 days	Mon 8/1/16	Wed 8/10/16
29	Excavate Foundation	5 days	Thu 8/11/16	Wed 8/17/16
30	Reinforcing	14 days	Thu 8/18/16	Tue 9/6/16
31	Pour slab - strip forms	10 days	Wed 9/7/16	Tue 9/20/16
32	Erect Steel / Metal Decking	22 days	Wed 9/21/16	Thu 10/20/16
33	Wall Framing	30 days	Fri 10/21/16	Thu 12/1/16
34	Roof Structure framing / sheathing	21 days	Fri 12/2/16	Fri 12/30/16
35	Roofing / glass glazing	16 days	Mon 1/2/17	Mon 1/23/17
36	Drywall/hand/tape/texture	20 days	Tue 1/24/17	Mon 2/20/17
37	Interior Finishes	32 days	Tue 2/21/17	Wed 4/5/17
38	Install Kitchen Equipment / Casework	16 days	Thu 4/6/17	Thu 4/27/17
39	Punch list / start up	15 days	Fri 4/28/17	Thu 5/18/17
40	**SITEWORK FINISH**	**32 days**	**Thu 4/6/17**	**Fri 5/19/17**
41	Site Paving	10 days	Thu 4/6/17	Wed 4/19/17
42	Landscaping Begins	1 day	Thu 4/20/17	Thu 4/20/17
43	Run Irrigation Lines	10 days	Fri 4/21/17	Thu 5/4/17
44	Soil Amendments / planting	10 days	Fri 4/28/17	Thu 5/11/17
45	Fine Grading / Mulching	2 days	Wed 5/3/17	Thu 5/4/17
46	Seal stripe parking lot	3 days	Fri 5/5/17	Tue 5/9/17
47	Occupy Building	1 day	Fri 5/19/17	Fri 5/19/17
48	**CLOSEOUT DOCUMENTATION**	**37 days**	**Thu 4/6/17**	**Fri 5/26/17**
49	Warranty - Guaranty Manuals	10 days	Thu 4/6/17	Wed 4/19/17
50	As Builts Drawings	9 days	Thu 4/20/17	Tue 5/2/17
51	O&M Manuals	9 days	Wed 5/3/17	Mon 5/15/17
52	In Service / Training / Commissioning	9 days	Tue 5/16/17	Fri 5/26/17



Project: Bellflower 1-11-16
Date: Mon 1/11/16

Task | Split | Milestone | Summary | Project Summary | External Tasks | External Milestone | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | Deadline | Progress | Critical Path

ATTACHMENT F - ORGANIZATIONAL CHART


CITY OF BELLFLOWER
LEDCOR
DESIGN – BUILD (USA) INC.
Regional Manager
Rick Corder
PROJECT DIRECTOR
Mark Stinnett
LEED AP
ESTIMATING
Michael Strangman
DBIA, LEED AP
ESTIMATING STAFF
Jon McCann
PROJECT MANAGER - CONSTRUCTION
David Irwin, LEED AP
PROJECT ENGINEER
CONSTRUCTION MANAGER / SUPERINTENDENT
Robert Stitnicky
PROFESSIONAL SERVICES QUALITY CONTROL MANAGER
Brian Palmquist
CONSTRUCTION QUALITY CONTROL MANAGER
Nathan DiFilippo
SAFETY MANAGER
Jeff Baldwin
D-B MECHANICAL SUBCONTRACTOR
Couts Heating & Cooling
Bill Kroman
D-B PLUMBING SUBCONTRACTOR
Kincaid Industries
Scott Kincaid
D-B ELECTRICAL SUBCONTRACTOR
Champion Electric
Randy Robison
SILLMAN WRIGHT ARCHITECTS
Principal in Charge – Design
Larry Sillman, AIA
PROJECT MANAGER - DESIGN
Brett Tullis, AIA, LEED AP BD+C
PUBLIC RELATIONS MANAGER(S)
Larry Sillman, AIA
Brett Tullis, AIA, LEED AP BD+C
DESIGN MANAGER
Richard Badt, RA
STRUCTURAL ENGINEER
BWE
Charles E. Colvin, SE
CIVIL ENGINEER
BWE
Ambrose Wong, PE
MEP
LSW Engineers
Steve Valladolid, PE
KITCHEN
Webb Designs
Costel Coca
INTERIORS
Sonia Hasenbeck Interiors
Sonia Hasenbeck, NCIDQ
OWNER
LEDCOR ONSITE TEAM
CONSULTANTS / SUBCONTRACTORS
LEDCOR OFFSITE TEAM
ARCHITECT
Report
Communicate