

CUMMING
GROUP



CITY OF HERMOSA BEACH

Request for Qualifications

City Yard Project –
Owners Representative Services

RFQ NO. 25-006

October 9, 2025

cumming-group.com

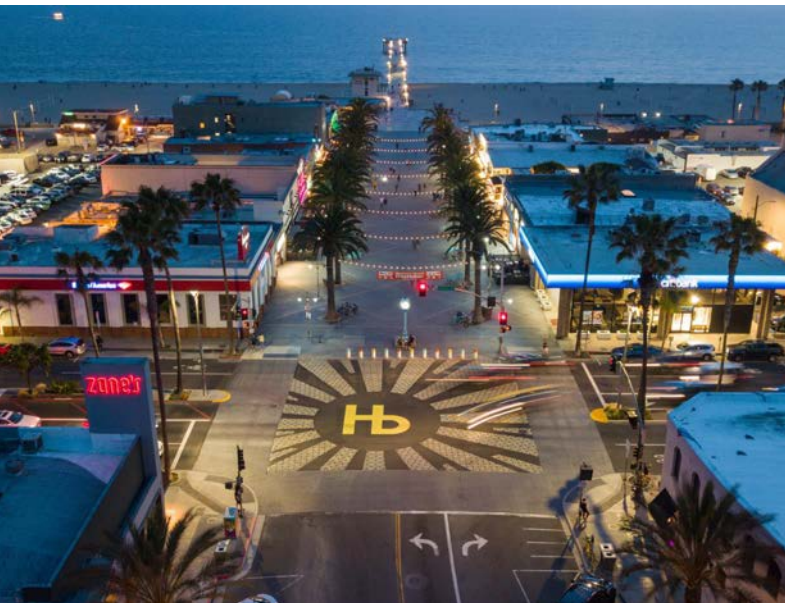




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At **Cumming Group**, we understand the **critical role** that **effective owner’s representation** plays in the **successful execution of public projects**. Our approach is built on **strategic oversight, proactive risk management**, and a **commitment to delivering projects on time and within budget**. Leveraging our extensive industry experience and regional expertise, we will provide the City of Hermosa Beach with a **streamlined, efficient process** that ensures every phase of the project – from planning and procurement to construction and closeout – is managed with precision. Our proven methodologies **mitigate risks, optimize resources, and support the successful delivery of high-quality public infrastructure projects** that serve the community’s needs.

SECTION 1

COVER LETTER



CUMMING GROUP

139 Hermosa Avenue
Hermosa Beach, CA 90254

T 626-888-9411

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October 9, 2025

Mr. Andrew Nguyen
City of Hermosa Beach
Public Works – Engineering Division
1315 Valley Drive
Hermosa Beach, CA 90254

Re: Request for Qualifications for the City Yard Project – Owner’s Representative Services (RFQ# 25-006)

Dear Mr. Nguyen and Review Committee:

Cumming Management Group, Inc. (Cumming Group), is pleased to submit our proposal to provide Owner’s Representative Services for the City Yard Project to the City of Hermosa Beach. Cumming Group has extensive experience managing public works projects of similar sizes and complexities. Because of our comprehensive understanding of local public agency policies and procedures, we are well positioned to provide you with the specialized skills and services needed to manage the demands and high expectations for this complicated project. Cumming Group is a great fit for this work based on the following:

- **Southern California Public Agency Owner’s Representative Experience.** Since 1996, Cumming Group has specialized in providing value to public clients, serving as owner’s representatives to help manage multimillion-dollar projects from conception to occupancy. We have provided these services for nearly three decades for numerous public agencies including LA County Public Works, Orange County Public Works, the City of Murrieta, the City of West Hollywood, the City of Santa Monica, and many other municipal, county, state, and federal entities. With this breadth of experience, we are well-versed in responding quickly to owners’ needs and efficient in allocating our best available resources in order to complete our clients’ projects to their utmost satisfaction.
- **Public Works Project Expertise.** The firm and our proposed staff for this project are experts at managing public works projects including the delivery of dozens of local public works yard projects, maintenance facilities, City/County offices, and large abatement and demolition projects. We know what it takes to deliver these critical public works’ facilities. First and foremost is that we listen to the staff that work in these buildings and implement their project requests and requirements to best serve the public.
- **Integrated Services.** We can provide a range of comprehensive project- and construction management-related services in-house, including construction project management, master planning, economic development planning and administration, finance management, resident engineering, value engineering, constructability reviews, cost estimating, scheduling, labor compliance, commissioning, data analytics, energy and sustainability solutions, and project controls management. Our depth of resources ensures that we will be able to address any of the City’s needs throughout the course of the project. We have reviewed your scope of services and we are uniquely qualified to manage all services in-house.
- **Alternative Project Delivery Experience.** More often these days, public agencies are partnering with builders to design and construct their projects and, in some cases, leveraging the private dollar to build projects that incorporate civic functions paired with private services. Cumming Group is currently managing dozens of design-build, Progressive Design-Build, CM At-Risk, and Public-Private-Partnership projects for public agencies that include government functions, urban housing components, commercial office, entertainment/recreational facilities, and healthcare services. Our project leaders have the institutional knowledge to advise the City on the delivery of these complicated projects.
- **This is our Community.** Cumming Group has been providing Project and Construction Management services to South Bay clients since 2016 from our Hermosa Beach office location. Being in Hermosa Beach allows us to provide the City with immediate, on-the-ground support at a moment’s notice. With our proximity to the project site (less than 1/2 mile), we ensure efficient, hands-on service, and a consistent presence throughout the project.

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- **Our Industry Recognition.** We are a trusted advisor in providing high-quality construction management services, as evidenced by our recognition as #8 in *Engineering News-Record's* listing of the Top 100 Professional Services Firms, our consistent recognition by the Construction Management Association of America, and our 85% repeat business rate.

Cumming Group has reviewed the scope of work for the project and we fully understand the project requirements and we are committed to managing this project to an on time delivery and under budget targets.

We acknowledge receipt of Addendum No. 1 issued October 1, 2025.

On behalf of Cumming Group, I am pleased to present our qualifications to the City of Hermosa Beach. As Executive Vice President and Principal-in-Charge, I am authorized to represent the firm and make binding decisions in all matters relating to the RFP and our submittal, and I am the person authorized to enter into an agreement with the City. I attest that all information submitted is true and correct.

Sincerely,



Anthony Sanchez, RME, Assoc. DBIA
Executive Vice President

P: 323-855-4710 / E: asanchez@cumming-group.com

With over 25 years of professional experience in the architecture, project management, and construction management fields, I am well prepared to lead this high-priority project for the City of Hermosa Beach. Throughout my career, I have had the privilege of working on some of the largest and most complex projects in the Southern California region, including several public works yard projects, maintenance facility projects, and mission critical facilities.

I have been at the forefront of advocating for alternative project delivery methods over the last 15 years in Southern California and I have helped public agencies establish new procedures and protocols, setup new contract documents, and deliver dozens of projects using Design-Build (D-B), Job Order Contracting (JOC), Construction Manager At-Risk (CMAR), Public-Private-Partnership (P3), and Progressive Design-Build (PDB).

I am also the Cumming Group office leader for the South Bay/Hermosa Beach office since it was established in 2016. I am a resident of nearby Palos Verdes Estates, so I can be at any of these City facilities at a moment's notice. It is my commitment to you to be available and responsive for any critical project needs within minutes.

I look forward to working with the City on this critical public works project.

Sincerely,



Matthew Feldhaus, Architect, CCM, LEED AP
Project Manager and Day-to-Day Contact

P: 562-477-7609 / E: matthew.feldhaus@cumming-group.com





Acknowledgment of RFP Addenda



City of Hermosa Beach

Civic Center, 1315 Valley Drive, Hermosa Beach, California 90254-3885

ADDENDUM No. 1

RFQ No. 25-006 City Yard Project – Owner’s Representative Services

DATE: October 1, 2025

TO: ALL PROSPECTIVE PROPOSERS

Please note the questions and answers for the Request for Qualifications indicated above.

PROPOSAL SUBMITTAL: The deadline to submit qualifications HAS NOT changed. The deadline to submit qualifications is still October 9th at 3:00 PM.

1. Is there an estimate for this project?
 - A. No. A cost estimate for the project is to be determined during the preliminary design phase of the project.
2. Relative to the mentioned interim housing/temporary relocation of the current operation, is the prime GC contractor required to provide modular buildings to support this need?
 - A. Various options for continuation of the City's public works maintenance operation including interim housing on-site or a separate site, while the subject site is being redeveloped will be evaluated during the programming and preliminary design phase. Related work will be included in the project's scope to be completed by contractor.
3. Please confirm that the information requested in the Project Management Plan section (Section 6) is correct. This seems to apply to an as-needed or on-call scope, as opposed to a defined project like the City Yard?
 - A. Replace Section 3.2.6 Project Management Plan as shown in the RFQ with the following:
3.2.6 Project Management Plan
In this section proposers should detail their approach to:
 - i. Providing effective oversight through the life of the project within the framework of responsibility, accountability, and transparency.



Acknowledgment of RFP Addenda, Continued



City of Hermosa Beach

Civic Center, 1315 Valley Drive, Hermosa Beach, California 90254-3885

- ii. Establishing project controls and deliverables.
 - iii. Establishing schedules and milestones.
 - iv. Day-to-day project management, technical advice, documentation and communication protocols.
 - v. Establishing an effective QA/QC program.
4. Please clarify the desired location of the Project Management Plan section. It's listed as Section 6 in the RFP, but it is positioned after Section 8?
- A. Section 3.2.6 Project Management Plan should be placed before Section 3.2.7 Required Forms.
5. Does the City currently have a preferred delivery method, or will the Owner's Rep be expected to assist in determining that method as part of the scope?
- A. Currently, the City has not decided on a project delivery method. The decision will be made by the City Council based on input received from the staff. The Owner's Representative is expected to assist staff to evaluate and propose available options.
6. What is the anticipated role of the Owner's Rep in overseeing or coordinating environmental assessment/remediation activities? Will a separate consultant already be under contract for this?
- A. The Owner's Representative will prepare RFPs/RFQs for the necessary environmental assessments, oversee the required environmental remediation by coordinating with the regulatory agencies, consultants and contractors.
7. Can the City provide an extension to the due date since the response to questions date is very close to the due date and critical information needs to be confirmed before finalizing our proposal?
- A. Statement of Qualifications are due on or before 3:00 pm on October 9, 2025.



Acknowledgment of RFP Addenda, Continued



City of Hermosa Beach

Civic Center, 1315 Valley Drive, Hermosa Beach, California 90254-3885

ACKNOWLEDGEMENT OF ADDENDUM No. 1

RFQ No. 25-006 City Yard Project – Owner’s Representative Services

Complete and sign this acknowledgement form. Submit and enclose the acknowledgement in your proposal. Failure to do so may result in disqualification of your firm’s proposal.

The undersigned acknowledges receipt of **Addendum No. 1** dated October 1, 2025.

ATTEST: Cumming Management Group, Inc.

Principal: 

Address: 139 Hermosa Avenue, Hermosa Beach, CA 90254

By: Anthony Sanchez

Title: Executive Vice President

SECTION 2

FIRM PROFILE





Proposers should provide a brief profile of the prime consultant and any sub-consultants. Information should include, but is not limited to the following information:

Cumming Group Overview

Established in California in 1996 as a project and cost management company, Cumming Group has evolved into a multifaceted consulting firm with a determined focus on providing services that add value at every step of a project. Over the last 29 years, we have grown our presence to 60+ offices worldwide – including 12 offices in California – and now employ more than 2,700 team members.

Cumming Group has a very strong and established presence in Los Angeles and Southern California, with more than 375 team members and five office locations in the region. Our local staff includes full-time program and project managers, cost managers, and quantity surveyors, as well as specialists in labor compliance, program and project controls, scheduling, energy services, and dispute resolution and avoidance.

Our South Bay/Hermosa Beach office will service this project. We are very local – about a 10-minute walk from our offices to the main project site at 555 6th Street, and within a few minutes from the other two project locations at 1110 6th Street and 530 4th Street.

Cumming Group, which was founded in Southern California, completes more projects in the Los Angeles area than in any other geographic area or region. Because of our long presence here, we have a keen and nuanced understanding of the local construction community and have developed close and long-standing ties with numerous architects, contractors, suppliers, small businesses and other disadvantaged business enterprises, regulatory agencies, community advocacy groups, and more.

Public Sector Experience

From its inception, Cumming Group has specialized in public and civic projects. We have supported dozens of California municipalities and public agencies on work ranging from smaller capital maintenance projects to multibillion-dollar building programs, providing us with an unmatched level of experience in the state.

Our project experience includes management of more than 10,000 assignments in support of owners, architects, engineers, and others. This includes more than 1,000 projects for cities and counties, covering public housing, fire and police facilities, city halls, civic centers, libraries, port or harbor facilities, offices, community centers, parks, animal shelters, maintenance facilities, roadway improvements, infrastructure improvement projects, and traffic signal improvements among others. Our experience includes everything from new construction and renovations to tenant improvements, feasibility studies, and site assessments.

Exclusively Representing Owners

One key characteristic that differentiates Cumming Group from other construction industry service providers is our unwavering commitment to exclusively representing owners. Many of our competitors design or build facilities while also attempting to represent owners fairly and objectively. True advocacy is not always possible when the owner’s interests are not primary. Cumming Group engages in services exclusive to construction and project management serving as an Owner’s advocate and sole representative and does not engage in competing business interests such as real estate transactions, facility management, architectural design, or general contracting.

CALIFORNIA CITY AND COUNTY CLIENTS IN THE PAST FIVE YEARS		
City of Anaheim	City of Mountain View	City of West Hollywood
City of Berkeley	City of Murrieta	Contra Costa County
City of Calabasas	City of Oakley	County of Imperial
City of Capitola	City of Oxnard	County of Los Angeles
City of Carlsbad	City of Palo Alto	County of Marin
City of Chico	City of Pomona	County of Orange
City of Coranado	City of Port Hueneme	County of Placer
City of Cupertino	City of Santa Ana	County of Riverside
City of Goleta	City of Santa Barbara	County of San Bernardino
City of Hanford	City of Santa Cruz	County of San Diego
City of Irvine	City of Scotts Valley	County of San Luis Obispo
City of Long Beach	City of South San Francisco	County of San Mateo
City of Los Altos	City of Stinson Beach	County of Santa Barbara
City of Lynwood	City of Thousand Oaks	County of Santa Clara
City of Menifee	City of Torrance	County of Sonoma
City of Menlo Park	City of Union City	Stanislaus County



Services Provided

Cumming Group has reviewed the Project Scope and Specifications identified in the RFP that outlines the Scope of Work and we are confident these services all align with our core services. These are the same services that we have delivered in the past and are currently providing to local Cities and Counties.

	PLANNING	DESIGN	CONSTRUCTION	CLOSE-OUT / POST-CONSTRUCTION
<i>Program, Project + Construction Management</i>	<ul style="list-style-type: none"> Project scope development Feasibility studies Entitlements Project delivery consulting Consultant procurement 	<ul style="list-style-type: none"> Design criteria development Design management Sustainability consulting Constructability reviews Value analysis Risk management 	<ul style="list-style-type: none"> Bid facilitation Change management Quality assurance Contract administration QA/QC status meetings Schedule management 	<ul style="list-style-type: none"> FF&E coordination Punchlist facilitation Move management Lessons learned Expert testimony
<i>Schedule Management</i>	<ul style="list-style-type: none"> Master scheduling/ budgeting Schedule scenarios Phasing + logistics Project cost-loading 	<ul style="list-style-type: none"> Risk analysis (QRA) 4D + 5D modeling Design + construction scheduling 	<ul style="list-style-type: none"> Earned value + monitoring Schedule risk mitigation Resource analysis + schedule controls / Div 1 	<ul style="list-style-type: none"> Audit Expert testimony Commissioning management
<i>Cost Management + Estimating</i>	<ul style="list-style-type: none"> Market studies Feasibility analysis Target cost modeling Contingency analysis 	<ul style="list-style-type: none"> Life cycle cost analysis Sustainability cost analysis Quantity takeoffs Milestone estimating Value engineering Risk analysis (QRA) 	<ul style="list-style-type: none"> Bid review GMP negotiation Continuous cost management Change order reviews Payment application reviews Project monitoring / lender services 	<ul style="list-style-type: none"> Final change order approvals Final payment reviews Benchmarking Asset tagging Project + cost auditing
<i>Program + Project Controls</i>	<ul style="list-style-type: none"> Controls systems design Controls systems integration Processes + procedures Budget forecasting Team communications 	<ul style="list-style-type: none"> Design status reporting Budget monitoring Milestone scheduling 	<ul style="list-style-type: none"> Cash flow monitoring Cash flow reporting Earned value reporting Document controls Cost controls Schedule controls 	<ul style="list-style-type: none"> Close-out reporting Document archiving Financial close-out
<i>Energy + Sustainability Services</i>	<ul style="list-style-type: none"> Benchmarking Energy audits Renewable energy (Solar PV) Sustainability master planning Electric vehicle (EV) planning Climate action plans 	<ul style="list-style-type: none"> Design review (energy codes) Life cycle cost analysis Third-party financing Revolving green funds Commissioning plan Building certification 	<ul style="list-style-type: none"> LEED certification (or other standard) Utility incentives + rebates Commissioning 	<ul style="list-style-type: none"> Retro commissioning GHG reporting Operations + maintenance GPRO training Environmental management systems (ISO 14001)
<i>Procurement + Contracts Services</i>	<ul style="list-style-type: none"> Value planning Procurement Strategy and advice Risk Management Market Intelligence Procurement Report and Recommendation 	<ul style="list-style-type: none"> Prepare Design Consultant/Construction Manager/GC RFQs & RFPs Facilitate work sessions/ scorecards Proposal & bid analysis/ firm recommendation Contract negotiations Contract finalization & execution 	<ul style="list-style-type: none"> Claims entitlement / management Change order review / processing Draft amendments to contracts Contracts Support Dispute Resolution 	<ul style="list-style-type: none"> Lessons learned Develop templates & management plans training Contract risk reviews Contracts training / ongoing support



Official name, address, email, and telephone number of the consultant's primary point of contact.

Cumming Group Primary Contact

Matthew Feldhaus
139 Hermosa Ave, Hermosa Beach, CA 90254
Email: matthew.feldhaus@cumming-group.com
Cell: 562-477-7609

Type of business entity of consultant (corporation, company, joint venture, etc.). Please enclose a copy of the Joint Venture Agreement if entity is a joint venture.

Type of Business Entity

Cumming Management Group, Inc. ("Cumming Group") is a C Corporation

Federal Employer I.D. Number.

Federal Employee ID Number

20-8782096

Indication whether firm is totally or partially owned by another business organization (parent company) or individual.

Firm Ownership

Cumming Group is a privately held corporation, 100% owned by Cumming Holding Group, Inc.

Number of years consultant has been in business under the present business name.

Years Under Present Name

Cumming Group has been operating under the name Cumming Management Group, Inc., since 2019. From 2007 to 2019, the company was known as Cumming Construction Management, and from 1996 to 2007 as Cumming, LLC.

Number of years of experience the consultant has had in providing required, equivalent, or related services.

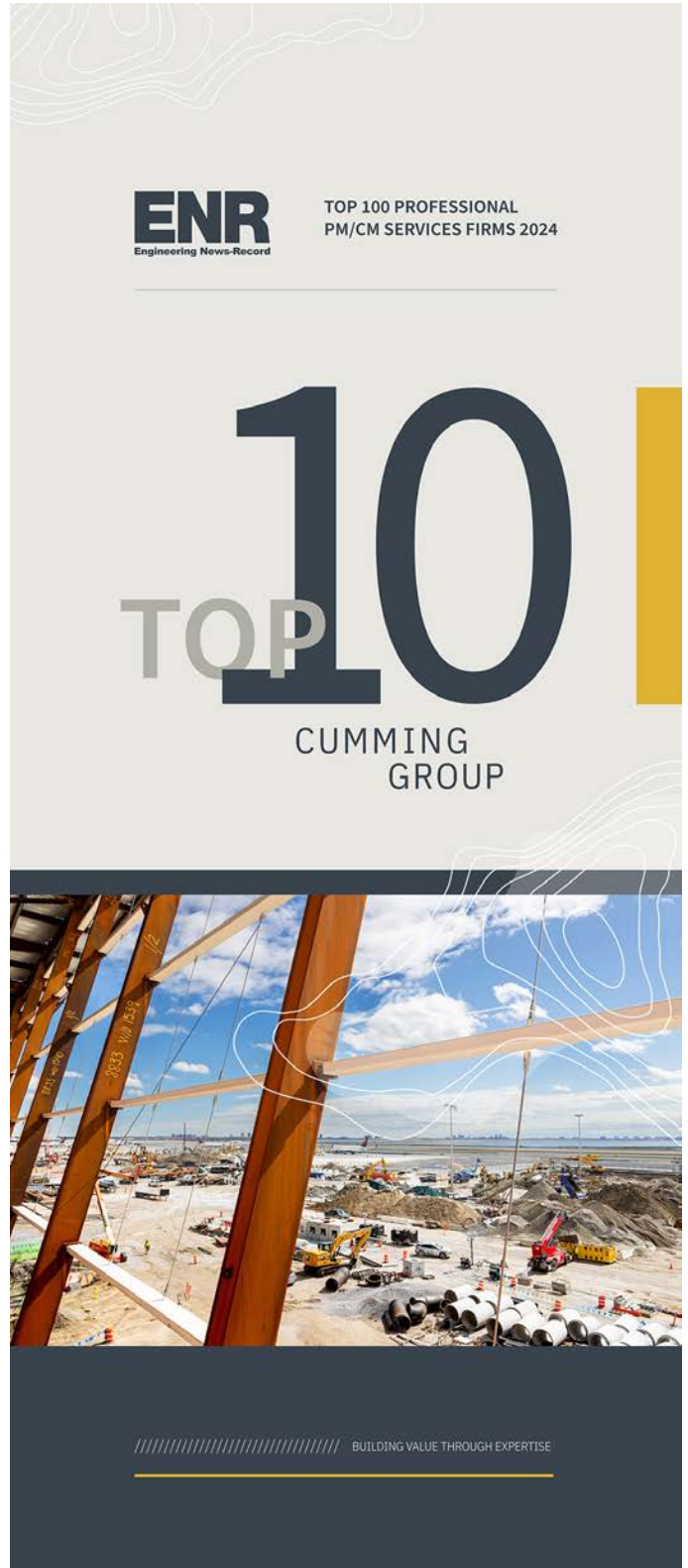
Years of Experience

Cumming Group has been providing project management, construction management, and related services for 29 years.

Any failures or refusals to complete a contract, and explanation.

Failure to Complete Contracts

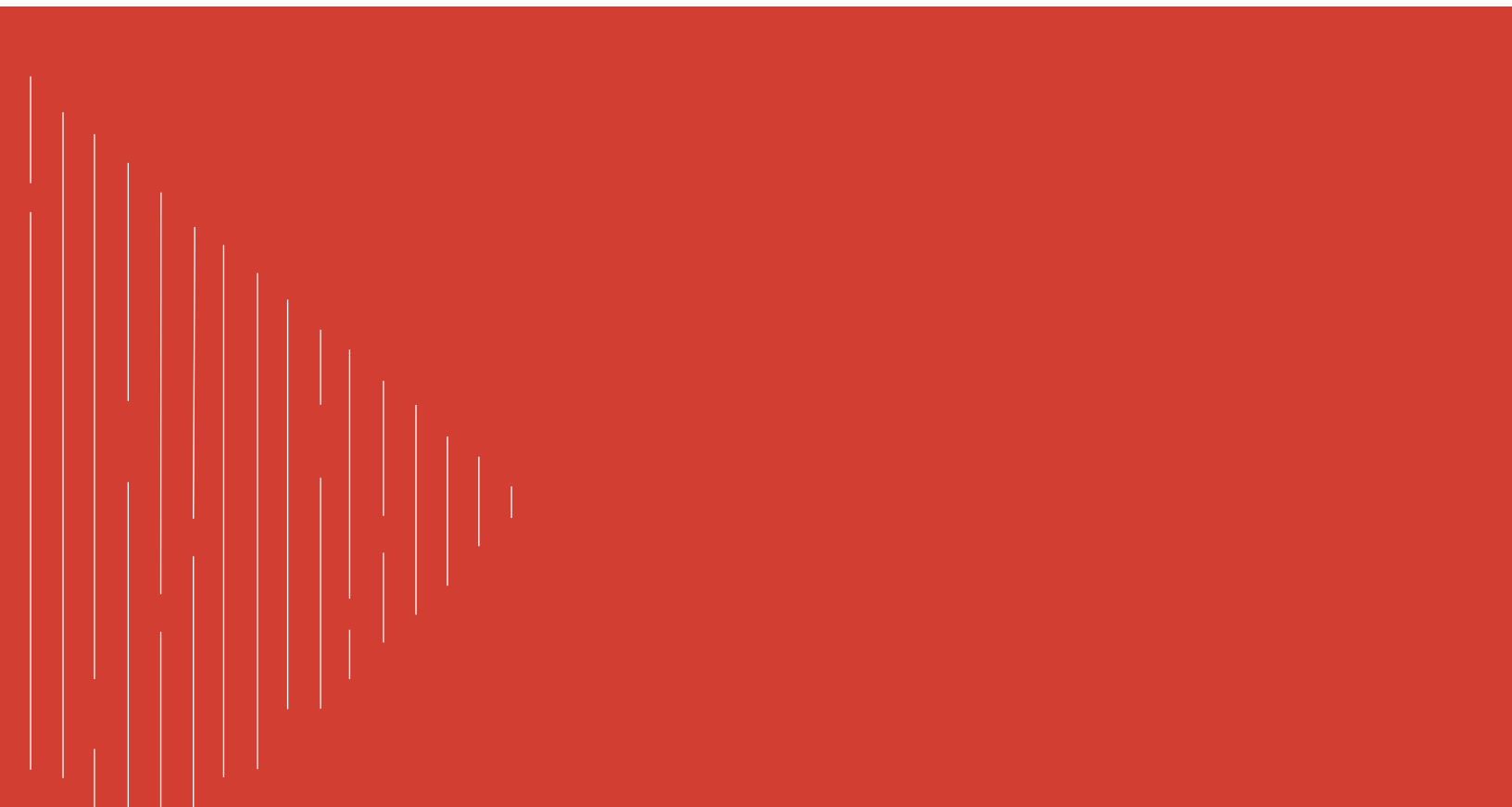
Cumming Group has never had a contract terminated for cause.



Cumming Group is the 2025 *Engineering News Record (ENR)* #8 Professional PMCM Services firm and the #1 Pure-Play Professional PMCM Services firm in the United States.

SECTION 3

ORGANIZATIONAL CHART





SECTION 3

ORGANIZATIONAL CHART

Proposer shall include an organizational chart that reflects titles of key staff assigned to provide services under this statement of qualifications for the prime consultant and all subconsultants. The organizational chart should clearly identify names, titles, and professional licenses/certifications.

It is the City’s requirement to have the key personnel identified in the Organizational Chart remain on the team throughout the duration of the contract. After contract execution the Consultant should not substitute key personnel (contract manager and others listed by name in the statement of qualifications) or sub-consultants without prior written approval by the City.

Cumming Group has assembled a team of seasoned professionals to serve as the City’s Owner’s Representative. With decades of combined experience overseeing billions of dollars in public sector projects across Southern California, our team has the expertise and insight required to drive successful outcomes.

We do not anticipate the need to augment our team with specialized services from any outside consultants. If the scope of work changes and specialty services are requested, we partner with many qualified subconsultant firms that could be presented to the City for consideration and approval.

The organizational chart below outlines the roles of each proposed team member. Detailed Bios/Resumes for staff can be found in Section 4 – Bios of Key Staff.



KEY STAFF



MATTHEW FELDHAUS,
ARCHITECT, CCM, LEED AP
Project Manager



ANTHONY SANCHEZ,
RME, ASSOC. DBIA
Principal-in-Charge



NOAH HAMOUCHE,
EIT, ENV-SP
Assistant Project Manager /
Construction Manager

SUPPORT SERVICES



KUNAL SHAH,
LEED AP BD+C
Scheduler



YUTING BAO
Cost Estimator



EILEEN TA
Labor Compliance



MARK WALTER,
CBCP, EBCP
Commissioning Agent



JUNE PENA
Move Manager

SECTION 4

BIOS OF KEY STAFF





SECTION 4




BIOS OF KEY STAFF

Proposer shall include bios of key staff identified in the organizational chart for the prime consultant and all subconsultants. The bios should indicate key relevant experience on municipal projects, their areas of expertise, degrees, and any relevant professional licenses and certifications.

Our team consists of skilled professionals specializing in managing complex projects from inception to completion, ensuring timely, budget-conscious delivery with the highest quality standards. Our team offers a diverse set of qualifications in project management, with expertise in project oversight, design management, construction management, cost control, scheduling, and contract administration. Each member has substantial experience managing public works projects, facilitating coordination with stakeholders, and ensuring compliance with all regulatory and safety requirements. We excel in handling large-scale, multi-phase initiatives, proactively addressing challenges and maintaining seamless communication throughout all stages of development, from planning to completion.

Key Staff






The following key staff are proposed for this project because of their expertise at delivering public works projects with a focus on collaborative delivery methods like Design-Build, CM At-Risk, Public-Private-Partnership, and Progressive Design-Build.

	<p>Anthony Sanchez <i>Principal-in-Charge</i></p>	<p>Years of Public Agency Experience: 31 years</p> <p>Background: Anthony leads Cumming Group’s program, project, and construction management, including schedule, cost, and contract administration for large-scale public works programs. As Executive Vice President at Cumming Group, he oversees major capital improvement programs and projects across California, directing a public works and education portfolio valued at over \$7B for government agencies.</p> <p>Education: Construction Management, Rancho Santiago College</p> <p>Certificate/License: CA General Building Contractor (B-956988); Associate DBIA</p>
	<p>Matthew Feldhaus <i>Project Manager</i></p> <p>CITY’S MAIN POINT OF CONTACT</p>	<p>Years of Public Agency Experience: 25 years</p> <p>Background: Matthew is an expert in managing and coordinating diverse projects, excelling in design, construction, and project administration. He has managed projects from \$5M to large-scale billion-dollar programs, and has served on the Board of Directors for the Construction Management Association of America (CMAA) Southern California Chapter since 2010.</p> <p>Education: M.Arch, University of Southern California; B.A., Architecture, Lehigh University</p> <p>Certificate/License: CA Architect (C-33265); Certified Construction Manager (CCM); LEED AP</p>
	<p>Noah Hamouche <i>Assistant Project Manager / Construction Manager</i></p>	<p>Years of Public Agency Experience: 10 Years</p> <p>Background: Noah is a highly focused Assistant Project Manager / Construction Manager with expertise in construction management, project management, and public agency capital project management. He has proven to be diligent and detail-oriented, consistently delivering high-quality results, while adhering to project timelines and budgets. His last three years he has been working for the U.S. Veterans Administration as a Project Manager at the West LA campus to provide supportive housing and campus-wide infrastructure improvements.</p> <p>Education: M.S., Civil Engineering, CSU Long Beach; B.S., Civil Engineering, CSU Long Beach</p> <p>Certificate/License: Engineer-in-Training (CA #173619); Envision Sustainability Professional (ENV-SP); OSHA 30-Hour Certification</p>



Support Services

Cumming Group has proposed a robust, but right-sized support team for this project that will assist the delivery team on an as-needed basis. In addition to our Project Management and Construction Management expertise, we are a premier project controls firm with the largest group of Cost Controls and Schedule Controls professionals of any PMCM firm in North America. Our Support team for this project includes:

	Kunal Shah, LEED AP BD+C <i>Scheduler</i>	Kunal brings over 22 years of experience in program management, project management, and program controls. He specializes in forensic scheduling, cost management, risk analysis, and has successfully delivered large-scale, multi-million-dollar projects using various delivery methods across California.
	Yuting Bao <i>Cost Estimator</i>	Yuting has over 12 years of experience in the construction industry, specializing in cost management consulting. Yuting applies her expertise in cost estimating to support all phases of construction, from pre-construction through post-construction. Her services include cost planning, milestone estimating, bid reconciliation, change order review, and pricing validation.
	Eileen Ta <i>Labor Compliance</i>	Eileen is an experienced labor relations professional with 15 years of expertise in the implementation, administration, and enforcement of Project Labor Agreements/Collective Bargaining Agreements, Small and Disadvantaged Business Enterprise Programs, National and Local Targeted Hiring Initiative Programs, Labor Compliance Programs, California Labor Code, Federal Davis-Bacon and Related Acts, and other applicable regulatory requirements and directives for various multi-million projects.
	Mark Walter, CBCP, EBCP <i>Commissioning Agent</i>	Mark brings 30 years of commissioning experience in ensuring building systems operate efficiently and meet performance requirements. His extensive background spans across HVAC, electrical, plumbing, and life safety systems, with a strong focus on energy efficiency, sustainability, and compliance. Mark has successfully led commissioning efforts for a wide range of projects, including public sector, commercial, and institutional buildings.
	June Pena <i>Move Manager</i>	June brings 11 years of experience and will be responsible for coordinating all aspects of moving operations within each facility, such as planning the relocation of equipment, furniture, and personnel.





Anthony Sanchez, RME, ASSOC. DBIA **Principal-in-Charge**

Anthony represents Cumming Group as the Executive Vice President responsible for its national public project management division. He is responsible for the management of major capital improvement programs and projects throughout California while serving as Principal-in-Charge and Project Executive for various public entities/government agencies, K-14 school districts, community colleges, and higher education teams. In this role, Anthony oversees Cumming Group's public works and education portfolio that exceeds \$10 billion dollars of public construction.

With more than 30 years of experience within the construction industry, Anthony has been involved with the construction, project, and program management, design management, schedule and cost management, contract administration, and stakeholder engagement for multimillion and billion-dollar programs and projects throughout all phases of construction.

REPRESENTATIVE EXPERIENCE

Executive Vice President, Cumming Management Group, Inc.

Anthony serves as Cumming Group's Project Executive and Principal-in-Charge for multimillion and billion-dollar programs and projects for public entities. Responsibilities include the management, oversight, and successful execution of large and complex construction programs and projects for clients such as:

- City of Anaheim
- City of Arcadia
- City of Buena Park
- City of Burbank
- City of Carlsbad
- City of Chula Vista
- City of Coronado
- City of El Monte
- City of Garden Grove
- City of Glendale
- City of Irvine
- City of Long Beach
- City of Los Angeles
- City of Oxnard
- City of Pomona
- City of Port Hueneme
- City of Santa Monica
- City of Thousand Oaks
- County of Imperial
- County of Los Angeles
- County of Orange
- County of Riverside
- County of San Bernardino
- County of Santa Barbara
- Judicial Council of California
- Los Angeles County Development Authority
- Orange County Public Works
- Orange County Sheriff's Department
- Riverside County Sheriff's Department
- Watershed Conservation Authority

EDUCATION

- Construction Management, Rancho Santiago College

REGISTRATIONS / CERTIFICATIONS

- General Building Contractor (B), CSLB #956988
- Associate DBIA, Design Build Institute of America
- OSHA-10

YEARS OF EXPERIENCE

30+



Matthew Feldhaus, ARCHITECT, CCM, LEED AP **Project Manager**

With over 25 years of experience, Matthew has a strong background in leading, managing, and coordinating a diverse range of projects and programs. His expertise spans design and technical disciplines, and his keen attention to detail allows him to excel in team leadership, project management, design management, construction management, and project administration. Matthew's versatility is evident in his ability to manage projects ranging from \$5 million to large-scale, billion-dollar programs. He is also actively involved in the Construction Management Association of America (CMAA) Southern California Chapter, serving on the Board of Directors since 2010.

EDUCATION

- Master of Architecture, University of Southern California
- B.A., Architecture, Lehigh University

REGISTRATIONS / CERTIFICATIONS

- California Architect C33265, California Architects Board, 2011
- Certified Construction Manager (CCM)
- LEED Accredited Professional (LEED AP), U.S. Green Building Council

AFFILIATIONS

- CMAA Southern California Chapter Foundation Chair
- CMAA Southern California Chapter President

AWARDS/HONORS

- Top 20 Under 40, Engineering News Record (ENR), 2015
- CMAA Southern California President's Award, Outstanding Volunteer of the Year, CMAA Southern California Chapter, 2014
- CMAA National Chairman's Award, Contributor of the Year, CMAA Southern California Chapter, 2013

YEARS OF EXPERIENCE

25+

REPRESENTATIVE EXPERIENCE

Imperial Yard Relocation Study – South Gate, CA

As Senior Project Manager, worked with the Los Angeles County Flood Control District and Public Works to develop a conceptual plan for the replacement and relocation of the Los Angeles County Flood Control District facilities at the southern portion of Imperial Yard in South Gate, CA to allow for the construction of the Southeast Los Angeles (SELA) Cultural Center. Worked with the Flood Control District to identify available maintenance yard relocation sites to effectively replace services at the existing yard. Provided research and evaluation of potential sites as well as programming, space planning, and community outreach.

Pasadena Public Works Maintenance Yard Renovations – Pasadena, CA

As Senior Project Manager, managed demolition and tenant improvement projects to the existing maintenance building at the City of Pasadena Public Works maintenance yard. Areas included office spaces, locker rooms, restrooms, break areas, and storage facilities. Services included design management, bid management and bid analysis, construction management oversight and project closeout. Project was completed 30% below budget targets.

Rancho Los Amigos Master Plan – Downey, CA

Senior Project Manager for the master planning, redevelopment, and construction of the Rancho Los Amigos campus in Downey, CA. The project consists of 13 development sites at an existing 200+ acre Los Angeles County owned urban campus. The development plan consists of 5 million square feet of medical, county office, commercial office, retail, restaurant, hotel, and parking, and all new infrastructure to support the redevelopment. The project costs are estimated at \$2.7 billion.

Matthew also managed the full remediation and removal of 105 structures across 70+ acres, along with stabilization efforts for 2 historic buildings and recycling of over 1,200 pallets of bricks. The project required the development of dozens of Procedure 5 work plans, which underwent rigorous review by the South Coast Air Quality Management District. All structures underwent thorough remediation and were subsequently demolished.

The demolition of the South Campus was undertaken due to severe blight and public safety issues. The campus had been abandoned for 20+ years and was the constant target for vandalism, theft, and arson.

3965 Vermont Ave Building Evaluation and Feasibility Study – Los Angeles, CA

AS Senior Project Manager, Matthew led a team of evaluators to analyze the existing building at 3965 South Vermont Ave for the Probation Department. The scope of the evaluation included architectural, structural, ADA evaluation, building code analysis, mechanical, electrical, plumbing, waterproofing, low voltage, and conveyance

systems. Following the building analysis, Matthew oversaw space planning and programming in conjunction with the County CEO and Probation Department to ensure the proposed program fit within the existing building footprint. Project scope also included management of the construction cost estimate, project delivery schedule, and Total Project Cost Estimate for the project.

Southern Youth Correctional Reception Center and Clinic (SYCRCC) Evaluation – Norwalk, CA

As Senior Project Manager, led a team in evaluating the 32-acre former youth correctional facility for potential reuse by the Los Angeles County Probation Department. The study assessed 31 existing buildings, site infrastructure, and overall suitability for conversion into a County training and administrative campus. Scope included condition assessments, rehabilitation recommendations, and preparation of cost estimates and redevelopment options. The team was selected in October 2025 by the City of Norwalk to manage the demolition and redevelopment of this project site.

Arch Street Rail Yards, Long Island Railroad – New York, NY

Project Manager for the \$77M train maintenance facility designed to be used for delivery, testing, acceptance, cleaning, and general maintenance of train cars prior to placing the vehicles into service. The Arch Street Project was part of a much larger \$6.3B East Side Access project, a joint venture between the MTA and Long Island Railroad that would bring train service into downtown Manhattan from Long Island.



Noah Hamouche, EIT, ENV-SP

Assistant Project Manager / Construction Manager

Noah is a highly focused Civil Engineer with expertise in construction management, project management, and public agency capital project management. He is actively pursuing his PE and CCM certifications. He exhibits excellent communication skills and he is accustomed to working in both teams and individually. He has proven to be diligent and detail-oriented, consistently delivering high-quality results, while adhering to project timelines and budgets. His dedication to safety, strong teamwork, and expertise in managing construction processes has resulted in a consistent reduction in project completion time.

EDUCATION

- M.S., Civil Engineering, California State University, Long Beach
- B.S., Civil Engineering, California State University, Long Beach

REGISTRATIONS / CERTIFICATIONS

- Engineer-in-Training (CA #173619) expected to complete his Professional Engineer license by December 2025
- Envision Sustainability Professional (ENV-SP)
- OSHA-30 Hour Certification

YEARS OF EXPERIENCE

10

REPRESENTATIVE EXPERIENCE

US Department of Veterans Affairs, Office of Asset Enterprise Management – Los Angeles, CA

Served as Project Manager for \$10M–\$40M Enhanced Use Lease capital, infrastructure, and housing projects at the West LA VA Campus. Directed planning, construction, inspections, and closeout for roadway, utility, residential, and facility projects while reviewing RFIs, submittals, and change orders to ensure compliance with VA standards, specifications, and budgets. Coordinated with utility providers and developers, delivering constructability reviews and cost analyses that saved the VA millions of dollars. Reported construction progress to leadership and monitored schedules to identify risks and mitigate delays.

U.S. Department of Veterans Affairs, Office of Asset Enterprise Management – Los Angeles, CA

Served as Sr. Project Engineer overseeing \$10M–\$40M Enhanced Use Lease and infrastructure projects at the West LA VA Campus, delivering permanent supportive housing for homeless veterans. Supervised a team of construction managers, monitored performance, and directed activities including schedule analysis, utility coordination, traffic control, and risk mitigation. Conducted daily site supervision to ensure OSHA compliance, tracked milestones, and reviewed RFIs, submittals, and change orders for adherence to contract documents. Managed project planning from pre-construction through closeout while facilitating document control, payment reviews, and as-built coordination, and presented legislative recommendations for inspections, ADA compliance, and campus protocols.

Port of Long Beach and Port of LA – Long Beach, CA

Worked as Transportation Engineer on roadway and highway projects in coordination with Caltrans, providing cost estimates, planning transit improvements, and managing utility relocations. Led planning and implementation of Tesla EV supercharging stations and performed construction management to ensure compliance with plans, schedules, and budgets. Developed and analyzed schedules in Microsoft Project, reviewed RFIs from contractors and agencies, and facilitated payment applications. Partnered with port authorities to prepare financing strategies and white papers recommending long-term infrastructure and emissions-reduction initiatives.

Various Projects and Clients – Laguna Beach, CA

Served as Project Engineer preparing site civil development plans for private developers and public agencies, including grading, drainage, erosion control, and water quality management. Analyzed survey and geologic data to guide design, and performed construction inspections to ensure compliance with codes, safety standards, and specifications. Reviewed RFIs, prepared responses, and conducted structural inspections of damaged properties, producing reports with repair recommendations and cost estimates.



Kunal Shah, EIT, LEED AP Scheduler

Kunal is a seasoned construction management professional with over 22 years of construction experience in program management, project management, and program controls. Kunal’s extensive experience includes forensic scheduling analysis, critical path analysis, time impact analysis, recovery schedules, cost and resource loaded schedules. Having served in management roles on large-scale, complex multi-million and billion-dollar construction programs throughout California, Kunal has successfully delivered these types of projects using a variety of project delivery methods. In addition to scheduling and controls, Kunal is highly proficient in programming, design management, construction management, cost management, estimating, contract administration, risk analysis, and change order negotiation.

EDUCATION

- M.S., Construction Management, University of Southern California
- B.S., Civil Engineering, DDIT, Gujarat University, India

REGISTRATIONS / CERTIFICATIONS

- Engineer-in-Training, Board for Professional Engineers, Land Surveyors and Geologists, State of California
- LEED Accredited Professional, Building Design and Construction, U.S. Green Building Council
- OSHA-30

AFFILIATIONS

- American Society of Civil Engineers
- Construction Management Association of America, Southern California Chapter
- U.S. Green Building Council

YEARS OF EXPERIENCE

22+

REPRESENTATIVE EXPERIENCE

Carson Joint Water Pollution Control Plant, City of Carson – Carson, CA

Scheduler. Responsible for providing general contractor services for construction of new water pollution control plant worth \$60M. Responsible for assembling engineering information and work packages, procuring parts for work operations and monitoring material delivery. Also responsible for schedule updates; recording daily costs; ensuring proper inspection and document activities; reviewing daily timecards; keeping accurate quantity books; and procuring and monitoring long-lead items.

ADDITIONAL EXPERIENCE

Measure K and E Bond Programs, Long Beach Unified School District – *Long Beach, CA*

Measure S Bond Program, Orange Unified School District – *Orange, CA*

Benton Middle School, Norwalk-La Mirada Unified School District – *Norwalk, CA*

Corvallis Middle School, Norwalk-La Mirada Unified School District – *Norwalk, CA*

Sunkist and Roosevelt Elementary School Renovation Projects, Anaheim Elementary School District – *Anaheim, CA*

Measure H Bond Program, Anaheim Union High School District – *Anaheim, CA*

Aquatic Center at Anaheim High School, Anaheim Union High School District – *Anaheim, CA*

Central Kitchen at Katella High School, Anaheim Union High School District – *Anaheim, CA*

DROPS Site Improvements at Katella High School, Anaheim Union High School District – *Anaheim, CA*

Site Improvements at Cypress High School, Katella High School, Anaheim Union High School District – *Anaheim, CA*

Bell Education Center, Los Angeles Unified School District – *Los Angeles, CA*

District I Existing Buildings Renovation Program, Los Angeles Unified School District – *Los Angeles, CA*

South Region High School #9, Los Angeles Unified School District – *Los Angeles, CA*

Districtwide Bond Improvements, Glendale Unified School District – *Glendale, CA*



Yuting Bao

Cost Estimator

Yuting is a Cost Estimator with over 8 years of varied experience in the construction industry, specializing in cost estimating and cost management. She has demonstrated expertise in estimating several large-scale projects exceeding \$100 million. She brings a combination of technical, interpersonal, and team management skills, along with a highly diverse portfolio of project experience, including work with tech companies, educational facilities, land and seaports, water/wastewater treatment plants, healthcare, hospitality, aviation, municipal, and recreation projects. She has a strong knowledge base of all construction trades and maintains various vendor contacts within the industry. Yuting also has broad experience in leading project teams, reconciling and negotiating with contractors, and managing client relationships.

EDUCATION

- M.S., Construction Management, University of Southern California, Los Angeles
- B.S., International Construction Management, Qingdao Technological University, Qingdao, China

YEARS OF EXPERIENCE

8+

REPRESENTATIVE EXPERIENCE

Cypress College Science Building – Cypress, CA

The project consisted of a new three-story science, engineering, and mathematics classroom building with faculty offices and an immersive digital classroom, along with site improvements. Responsible for cost estimation from conceptual design to bid package review; reconciled with the contractor during each design phase and developed variance reports and a budget analysis dashboard for the client. (\$84M)

Harbor UCLA Master Plan Implementation – Torrance, CA

Providing estimating support for change order proposals, scope of work modifications, design completion allowance modifications, and base scope cost estimate verifications for the \$1.8 billion hospital master plan project.

Mt. SAC, Technology & Health Replacement Building – Walnut, CA

The project consisted of a four-story building featuring a variety of educational spaces, including classrooms, laboratories, library areas, offices, meeting rooms, hospitality rooms, storage rooms, and more. Served as Cost Manager, finalizing cost estimates and variance reports for each design phase; attended design meetings and reconciled with the contractor; aligned with the school district's budget through value engineering and alternative solutions. (\$182M)

VAMC Reno Feasibility – Reno, NV

The project consists of feasibility studies of six scenarios of building up a hospital campus, including hospital, clinic, community living center, parking structure, utility plant, offsite and onsite utilities, renewable energy, hazardous abatement, etc. One of the cost managers on developing cost estimates on the six scenarios; studied typical VA hospital TI designs and applied to the project's program forecasts; provided escalation forecast analysis per client's request; eventually the client chose to move forward with scenario 2 which involves in complete new campus and central plant with new site and offsite

San Jose State University, F1 Basement and F1 Campus – San Jose, CA

This project consisted of six vertical buildings with 18 floors each, two levels of parking garage, and associated site and infrastructure work. Served as lead cost manager, developing shadow cost estimates for pre-concept and concept design levels; reconciled with the general contractor and developed escalation models for each trade. (Multi-Billion)



Eileen Ta

Labor Compliance

Eileen is an experienced labor relations professional with expertise in the implementation, administration, and enforcement of Project Labor Agreements/ Collective Bargaining Agreements, Small and Disadvantaged Business Enterprise Programs, National and Local Targeted Hiring Initiative Programs, Labor Compliance Programs, California Labor Code, Federal Davis-Bacon and Related Acts, and other applicable regulatory requirements and directives for various multi-million projects.

Throughout her career, Eileen has performed work in various sectors which include municipal, education, transportation, and housing for clients throughout the state of California such as Los Angeles Community College District, City of Long Beach, California High-Speed Rail Authority, Los Angeles Community College District, Orange County Transportation Authority, Housing Authority of the City of Los Angeles, among several other clients.

EDUCATION

- Master of Public Administration, Public Policy Analysis, California State University, Northridge
- B.A., History, University of California, Los Angeles
- Project Management Certificate Program, California Institute of Technology, Pasadena, CA

AFFILIATIONS

- Member, ACE Mentor Program of America, Los Angeles
- Member, Asian American Architects and Engineers Association, Los Angeles
- Board Member, Business Development Association, Orange County
- Member, City and County Engineers Association of Los Angeles
- Board Member, Construction Management Association of America (CMAA), Southern California Chapter

YEARS OF EXPERIENCE

12+

REPRESENTATIVE EXPERIENCE

Government - Municipal, State, Federal

- Central Basin Municipal Water District, Montebello Hills Pump Station Project
- City of Cudahy, Lugo Park Rehabilitation and Soccer Field (\$1.6M)
- City of Long Beach, Promenade Pedestrian Walkway Maintenance Services (\$66K)
- City of Long Beach, Graffiti Removal Services (\$4.9M)
- City of Long Beach, Convention Center-Performing Arts Center Pedestrian Bridge on Seaside Way (\$9.2M)
- City of Long Beach, 10th Street Roadway Improvements (\$1.7M)
- City of Long Beach, Studebaker Road Street Improvements (\$1.2M)
- City of Long Beach, 55th Way Landfill Cover Improvements (\$1.1M)
- City of Pomona, Federal Housing Projects
- City of Pomona, Year-Round Emergency Shelter Projects (\$3.8M)
- County of Imperial, ADA Inclusive Playground, Sunbeam Lake
- County of Imperial, ADA Inclusive Playground, Wiest Lake
- County of Imperial, Behavioral Health Juvenile Parking and Site Improvements
- County of Imperial, Desert Shores Soccer Park – Phase 1
- County of Imperial, Juvenile Hall Building 39/New Basketball Court

- Long Beach Utilities Department, Groundwater Treatment Plant HVAC Replacement Project (\$8M)
- Long Beach Utilities Department, Sanitary

Transportation

- California High-Speed Rail Authority, Small and Disadvantaged Business Program (\$68B)
- California High-Speed Rail Authority, Construction Package 1 (\$1B)
- Los Angeles County Metropolitan Transportation Authority, Various Projects
- Orange County Transportation Authority, Various Grade Separation Projects
- San Bernardino County Transportation Authority, I-10 Eastbound Truck Climbing Lane Project
- San Bernardino County Transportation Authority, SR210 Lane Addition Project

Housing

- Housing Authority of the City of Los Angeles, Pueblo Del Rio Tenant Improvements
- Housing Authority of the City of Los Angeles, Jordan Downs Public Housing Redevelopment

Mixed-Use/Retail

- Baldwin Hills Crenshaw Plaza, Broadway Building Rehabilitation at Shopping Center, Los Angeles, CA



Mark Walter, CBCP, EBCP Commissioning Agent

Mark brings over 30 years of experience in building control system design, installation, and commissioning, with a proven track record of ensuring systems operate efficiently and reliably. Since 1997, he has specialized in building commissioning, successfully overseeing the commissioning of projects ranging from small-scale facilities to large, complex buildings. As a Certified Commissioning Authority (CxA), Mark has played a pivotal role in optimizing building performance, improving energy efficiency, and ensuring compliance with industry standards. Mark's contributions to the industry extend beyond project work. For nearly a decade, he served on the Advisory Council of the California Commissioning Collaborative, where he helped shape policies, standards, and industry advancements in commissioning practices. His deep expertise and commitment to excellence make him a highly respected leader in the field.

REGISTRATIONS / CERTIFICATIONS

- Certified Building Commissioning Professional, Association of Energy Engineers, #360
- Existing Building Commissioning Professional, Association of Energy Engineers, #98
- Certified Building Commissioning Firm (CBCF), Association of Energy Engineers, #001, 2012

REGISTRATIONS / CERTIFICATIONS

- American Society of Heating, Refrigerating and Air-Conditioning Engineers
- Association of Energy Engineers
- Building Commissioning Association
- BuildingSmart Alliance
- California Commissioning Collaborative
- International Code Council
- National Institute of Building Sciences

YEARS OF EXPERIENCE

30+

REPRESENTATIVE EXPERIENCE

Judicial Council of California, Courthouse Commissioning - Statewide, CA

Mark served as the Commissioning Authority for various courthouse construction projects on behalf of the Judicial Council of California (JCC), ensuring that building systems meet performance, efficiency, and reliability standards. His services encompass the development of commissioning plans, design reviews, pre-functional checklists, functional test procedures, and comprehensive Building Management System (BMS) and Energy Management System (EMS) assessments. Additionally, Mark has conducted energy modeling, HVAC system evaluations, and system controls tune-ups for key projects, including the Burbank, Metrolink, and Compton Courthouses. His current work involves the ongoing commissioning of the Burbank, Compton, and Metroplex Courthouse projects, ensuring that these facilities operate at peak efficiency while meeting the stringent requirements set by the JCC.

Orange County Public Works, El Toro Healthcare Campus Commissioning - Irvine, CA

Mark serves as the Commissioning Authority for the Orange County El Toro Healthcare Campus Project, a new 68,000-square-foot, two-story facility located on a 4-acre site. This state-of-the-art facility is designed to consolidate the administrative and operational functions

of multiple county departments within a unified campus environment. The project will establish a centralized hub for the Orange County Emergency Medical Services (OCEMS), Orange County Public Health Laboratory (OCPHL), and Orange County Health Care Agency (OCHCA) Administration. Mark's commissioning services ensure that all building systems, including HVAC, electrical, plumbing, and controls, operate efficiently and meet performance standards, supporting the seamless integration of critical public health and emergency services.

LA Metro, Commissioning Services - Los Angeles, CA

Mark provides expert commissioning oversight for LA Metro's Measure M capital projects, ensuring that all systems meet the required performance and efficiency standards. His responsibilities include developing Owner's Project Requirements (OPR) and Basis of Design (BOD) documents, preparing contractor bid specifications for commissioning, and overseeing construction commissioning for various bus and rail capital projects. Additionally, Mark has led the commissioning of several HVAC retrofit projects across 20 bus and rail operating divisions, ensuring that these systems operate at peak efficiency and support Metro's sustainability and operational goals.



June Pena Move Manager

For the past 11 years, June has played a pivotal role in project success by managing moves in a way that corresponds the project’s vision, budget constraints, and client preferences. June is known for her exceptional project management skills, ensuring that moves and FF&E installations are executed seamlessly, on time, and within budget. Her ability to coordinate with various stakeholders, from interior designers and architects to suppliers and contractors, makes her an invaluable asset on any project. As Move Manager, June will coordinate all aspects of moving operations, such as planning the relocation of equipment, furniture, and personnel. She will create move schedules, work with vendors, manage inventories, and communicate timelines to all stakeholders to ensure a smooth transition in order to minimize disruption and ensure the space is ready for occupancy as work is completed.

EDUCATION

- Bachelor of Architecture, Woodbury University, Los Angeles, CA
- Associate of Science, Architecture Technology, Los Angeles Harbor College

REGISTRATIONS / CERTIFICATIONS

- OSHA-30

YEARS OF EXPERIENCE

11

REPRESENTATIVE EXPERIENCE

Los Angeles Community College District, Sustainable Building Program for Los Angeles Harbor College – Los Angeles, CA

June served as an FF&E and Relocation Project Manager/Consultant. She acted as an Owner’s Authorized Representative, facilitating FF&E selections, procurement, and relocation services for both LEED-certified new construction and modernization projects. She ensured compliance with the District’s policies and construction guidelines, managed building user relocations, facilitated equipment training, and oversaw project closeout activities. Additionally, she worked closely with the asset management team to track new and existing FF&E assets, ensuring proper RFID tagging for the district’s tracking system.

Rancho Santiago Community College District, Various Districtwide Projects – Santa Ana, CA

June supports the Facilities Planning and Construction Department in executing bondfunded projects across multiple campuses. She has played a key role in the Johnson Student Center, Science Center, and Health Sciences buildings, assisting in project planning, design, and construction phases. Her responsibilities extend to furniture and equipment procurement, user group relocations, and post-move closeout

activities. Additionally, she manages various Facilities Maintenance Requests (FMRs), ensuring timely completion of assignments while seamlessly adapting to a remote work environment. She is also leading the design phase for three Access Control projects at the District’s Operations Center, Santa Ana College, and Santiago Canyon College.

Long Beach City College, Various Campuswide Projects – Long Beach, CA

At Long Beach City College’s Carson Campus, June assisting the Bond Program Construction Management Team with contractor submittals, change orders, and payment applications. She reviewed and expedited approvals to keep critical path activities on schedule. Additionally, she verified FF&E procurement items, coordinated record drawing reviews, and maintained digital and hard copy project files. She also organized weekly construction meetings, documented meeting minutes, and provided digital photo documentation of construction progress.

Compton Unified School District, New Compton High School – Compton, CA

June is providing move management and FF&E services on the Cumming Group team that is managing the construction of the New Compton High School. This involves demolishing existing buildings and constructing new educational, administrative, and athletic facilities.

SECTION 5

RELEVANT EXPERIENCE AND REFERENCES

- 5.1 Reviewing Engineering Studies
- 5.2 Experience Procuring Consultant and Construction Contracts
- 5.3 Reviewing, Negotiating, and Facilitating and Guaranteed Maximum Price
- 5.4 Relevant Project Experience
- 5.5 Firm Facilities to Support the Project
- 5.6 Experience Monitoring a Project Schedule
- 5.7 BIM Overview
- 5.8 Recommend Project Management Information Systems
- 5.9 Ability to Provide Estimating, Value Engineering, and Budget Management
- 5.10 Experience working with Design-Bid-Build and Progressive Design-Build Models
- 5.11 History of Compliance with Federal, State, and Local Laws and Regulations
- 5.12 Familiarity with Authorities Having Jurisdiction
- 5.13 List of Projects that the Firm has been Declared in Default
- 5.14 Services by Subconsultants





SECTION 5

RELEVANT EXPERIENCE AND REFERENCES

Proposers shall highlight their experience providing similar services for other municipal clients highlighting the following:

The firm's experience in reviewing engineering studies and understanding of how engineering studies are performed, and experience with construction administration.

5.1 – REVIEWING ENGINEERING STUDIES

Cumming Group has managed some of the most complex projects in the region. Most of these projects require large engineering studies at the beginning of the project to understand the risks associated with building the project. Two of the most common preliminary engineering reports that are applicable to this project include CEQA and/or NEPA analysis and Environmental Assessment of the property.

Managing CEQA and NEPA

A new construction project in California, like any project undertaken by a public agency or requiring agency approval, must undergo analysis under the California Environmental Quality Act (CEQA) or the National Environmental Policy Act (NEPA) if the City decides to pursue federal funding for this project. Cumming Group has managed thousands of projects requiring CEQA and/or NEPA clearances. We will work with the environmental consultant to perform an Initial Study (IS) to determine if the project is exempt from CEQA. If the project is determined to fall under specific exemptions outlined in the CEQA guidelines, like Class 2 that consists of replacement or reconstruction of existing structures and facilities where the new structure will be located on the same site as the structure replaced and will have substantially the same purpose and capacity as the structure replaced or Class 32 In-Fill projects that are on sites of less than 5 acres within city limits surrounded by urban uses. The professional environmental consultant will make the appropriate determination.

Even straightforward projects can have environmental impacts, so it would not be surprising if the Initial Study determines additional analysis is required. Common areas of analysis include:

- **Geology and Soils:** Construction could temporarily disturb soils or affect geological stability.
- **Cultural Resources:** The consultant will review any historic components of the project (unlikely) or Tribal Cultural Resources that have significance to a Native American tribe.
- **Noise:** Construction activities can generate noise, requiring analysis and potential mitigation measures during construction.
- **Traffic:** Depending on the project's size and location, construction activities might impact traffic patterns, requiring analysis and mitigation measures.
- **Energy and Greenhouse Gas Emissions:** Construction requires energy, and potential impacts related to greenhouse gas emissions may be considered.

These areas of potential impact would be documented in a Negative Declaration (ND) if the project will not have significant adverse environmental effects, or a Mitigated Negative Declaration (MND) if potential impacts can be reduced to a less-than-significant level with mitigation measures. In the unlikely event the project may cause significant adverse environmental effects that cannot be avoided, a more detailed Environmental Impact Report (EIR) would be prepared. The EIR analyzes potential effects, identifies mitigation measures, and considers alternatives to the project.

Finally, these would be presented to the public and approved/adopted by City Council prior to the start of construction.

Environmental Assessment

As identified in the RFQ, the property has a dubious environmental history with Underground Storage Tanks (USTs) located on site and the property being classified as a dump from the 1920s to the 1950s. The RFQ states that the dump accepted municipal wastes, such as glass, porcelain, ceramic, metal, and burn ash and refuse was burned on-site. We've run into this exact scenario multiple times with LA County Park projects. These parks arose from leftover land that nobody would build on, and we've encountered many surprises at these facilities during excavation.

At the Helen Keller Community Center project, the contractor discovered buried trash during excavation for the building foundations. Given the timeline of the materials that were found buried (1920s – 1950s), it was determined that the materials likely contained asbestos and lead. When testing was completed, it was confirmed that there were heavy concentrations of hazardous materials. The community center project stalled and a full site remediation through a Remediation Plan (Procedure 5) had to be completed before construction of the Community Center could resume.

Cumming Group worked with a team of consultants to get a Procedure 5 approved through AQMD and RWQCB. The landfill was ultimately capped and clean soil was imported to cover the park to prevent the public from coming into contact with the contaminated soils.

The history of the USTs will require additional administrative investigation since the closure of the tanks does not appear on the State's geotracker website that identifies open and closed UST cases throughout the state. The selected environmental assessment consultant will be able to determine the status of these tanks through additional investigation with LA County and the RWQCB.



Experience assisting public owners with selection of and soliciting statements of qualifications and proposals from construction professionals and consultants, including an architect/engineer, construction manager-at-risk and design-builder.

5.2 – EXPERIENCE PROCURING CONSULTANT AND CONSTRUCTION CONTRACTS

Cumming Group brings extensive experience supporting public agencies through every stage of the procurement process – from defining scopes and developing solicitation documents to managing awarded contracts through completion. The following outlines our proven approach to procuring and administering consultant, construction, best-value, and public-private partnership contracts.

Consultant Contracts

Typically, consultants are procured through a qualifications-based selection. The City may have a set of as-needed consultants for immediate needs and smaller projects that are procured and managed by the Contracts Department. With larger projects and programs, the City solicits and procures individually. Cumming Group would have the opportunity to provide procurement input for this City Yard Project by assisting with the determination of proper qualifications required. Cumming Group would help write the scope of work, prepare a Request for Qualifications, and assist the City with the negotiation of fees and execution of the contract.

Once the consultant contracts are finalized and Notices to Proceed are issued, Cumming Group would begin the administration of the contracts. Administration would involve establishing kick-off meetings, conducting regular project meetings, defining the required deliverables, reviewing draft and final reports, and reviewing and initialing invoices.

Construction Contracts

For low-bid procurements, Cumming Group will help prepare the bid documents, advertise the project, and assist the Contracts Department with evaluation of the bids. We will then work with the lowest responsive and responsible bidder to submit a schedule and schedule of values for review through a consultant agreement. Upon acceptance of the schedule and schedule of values, Cumming Group will prepare a Notice

to Proceed (NTP) to begin administration of the construction contract. Once the NTP has been issued, Cumming Group will work to establish kick-off meetings, conduct regular project meetings, respond to RFIs, negotiate change orders, review and initial pay applications, and issue project closeout documents.

Best-Value Contracts

Construction contracts procured through best value selections (qualifications-based) are substantially different than construction contracts procured by low bid. Careful attention must be paid to the management of the scoping documents and the qualifications-based selection of the design-build entity. Cumming Group has managed dozens of design-build, CMAR, and P3 projects, so we are very familiar with the lessons learned of previous best value projects, especially during the procurement and administration processes.

Cumming Group will work tirelessly during the programming and scoping phases to ensure that the needs of the user group are met and translated into a written (and sometimes graphic) document. This phase is critical to prevent exceeding design allowances and change orders during the administration of the best value contract. Parallel to the development of the scoping documents, Cumming Group will assist the City to develop a Request for Qualifications to procure the best value entities. We can then assist with reviewing the submitted qualifications to shortlist a few teams. Our project manager will then meet with the shortlisted teams to help develop their design schemes and assist the City with final selection.

Cumming Group's tasks will then shift to management of design and construction activities concurrently. We will review the intermittent design packages for conformance with the scoping criteria and make sure that the City's interests are fulfilled. We will also advocate for the best value team to provide a design manager to ensure the design excellence criteria are being included in the project. We will facilitate presentation meetings and partnering sessions with the City and the user groups. Once all construction activities have commenced, we will provide schedule and cost control management, conduct regular project meetings, review and initial pay applications, and issue project closeout documents.





Fire Station No. 1, Santa Monica

Public-Private-Partnership/Development Contracts

Cumming Group has experience writing RFPs to procure a developer in P3 projects. We will develop the scope of work, the terms of the transaction, identify public engagement opportunities, and establish the evaluation criteria for this unique project.

We will also work with a financial consultant to understand the market conditions, identify the terms of the exclusive negotiation period, and establish the deposit and structure of the agreement (i.e. Design-Build-Finance-Operate-Maintain). Our team will work closely with City Counsel to identify the correct government code that allowed for this contracting method (Government Code Section 25549.1, requiring a joint use component).

Following the scoping/RFP stage, we will assist the City in the selection process as a peer evaluator. Once a shortlist is developed, we set up presentations and working meetings with the teams. Shortlisted proposers will have the opportunity to provide their Letter of Intent (LOI) to the City outlining their proposal, including certain proposed terms and a high-level summary of proposed land uses, massing, entitlements, and ground lease structure.

Based on the submittal, presentation, working meetings, and the LOI, we will assist the City to recommend the highest-rated Proposer to the City council for selection as the Developer.

Following Council approval, we work with the City and selected Developer to execute an Exclusive Negotiation Agreement (ENA), which among other items, provides for an exclusive negotiation period during which specific deal terms will be identified. At this stage, the non-refundable deposit is also collected from the Developer.

As the City’s owner representative, we continue to manage the entitlement, environmental documentation, site analysis, design, and construction processes, carefully balancing the duties of putting the City’s interests at the forefront and not bogging the developer down through excessive contract administration. Through this process, we ensure that the Developer is at-risk for project completion, but we assist wherever possible to help expedite the project.

The firm’s experience in reviewing, negotiating and facilitating a guaranteed maximum price, particularly in public projects.

5.3 – REVIEWING, NEGOTIATING, AND FACILITATING A GUARANTEED MAXIMUM PRICE

In addition to the firm having reviewed, negotiated, and facilitated thousands of Guaranteed Maximum Price (GMP) contracts across North America and Europe, the proposed Project Manager, Matthew Feldhaus has negotiated dozens of GMP contracts, both in the private sector and the public sector.

Most recently, Mr. Feldhaus negotiated a \$640 million GMP contract for LA County’s first ever CMAR project – the Hall of Administration Seismic Retrofit project. This was a complex project to install a base isolation seismic retrofit system at the foundation level of a 1M-sq.-ft. office building that is to remain occupied during construction. The pre-construction phase took 18 months and the GMP negotiation lasted several months as we worked with the CMAR to refine their schedule and sequencing, right-size the scope of work, lock-in pricing for long lead items like the isolators, and utilize locally sourced, readily available materials for the project. The ultimate result of this value engineering effort reduced \$60M from the project budget.

We will apply the same systematic approach and methodology to this project to ensure the City obtains the best value for the project and our community.



Prior experience in providing owner’s representative services on similar projects. Include: (a) description of the project and the services your firm provided for the project; (b) start and completion dates for each project; and (c) name, title and telephone number of the client contact most familiar with your services on the project.

5.4 – RELEVANT PROJECT EXPERIENCE

On the following pages, Cumming Group has provided our relevant public sector projects within the last several years that demonstrate our experience across key categories of this project. Each project includes elements that align closely with the scope and requirements outlined in the RFP, which we have detailed in each project description. Our firm brings deep expertise in construction management for a wide range of vertical and building projects, including public works projects, commercial and municipal facilities, essential facilities, and community-serving infrastructure.

1	Imperial Yard Relocation Study – South Gate, CA
2	El Segundo Yard, Saticoy Yard, and Lower Yard Renovations – Los Angeles County, CA
3	Southern Youth Correctional Reception Center and Clinic (SYCRCC) Facility Assessment and Demolition Project – Norwalk, CA
4	Alcazar Yards / Central Juvenile Hall Redevelopment – Los Angeles, CA
5	Rancho Los Amigos – Downey, CA
6	Helen Keller Community Center and Site Remediation – Los Angeles, CA
7	LAC+USC General Hospital Redevelopment – Los Angeles, CA
8	Hall of Justice Repair and Reuse – Los Angeles, CA
9	Hall of Administration Seismic Retrofit – Los Angeles, CA
10	3965 Vermont Avenue Building Evaluation and Feasibility Study – Los Angeles, CA
11	LA County Emergency Operations Center – Los Angeles, CA
12	Drake Chavez Park Improvements – Long Beach, CA





County of Los Angeles

Imperial Yard Relocation Study

South Gate, CA

Start and Completion Dates

2023-2024 (Future Phases Pending)

Services Provided

Master Planning
Feasibility Study
Design Management
Finance Studies
Real Estate Consultancy
(Future Phase PMCM Services Pending
Funding Approvals)

Client Contact

Tom Afschar
Capital Projects Program Manager
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tafschar@dpw.lacounty.gov

Cumming Group worked with the Los Angeles County Flood Control District and Public Works to develop a conceptual plan for the replacement and relocation of the Los Angeles County Flood Control District facilities at the southern portion of Imperial Yard in South Gate, CA to allow for the construction of the Southeast Los Angeles (SELA) Cultural Center.

The SELA Cultural Center is a Frank Gehry-designed project that consists of a multi-arts facility that includes artist studios, film studios, recording studios, theater space, classrooms, offices, event space, kitchen space, and outdoor recreational areas. The Cultural Center is to be constructed at the southern portion of the facility, adjacent to the Los Angeles River.

The team worked with the Flood Control District to identify available maintenance yard relocation sites to effectively replace services at the existing yard. Provided research and evaluation of potential sites as well as programming, space planning, and community outreach.



County of Los Angeles

El Segundo Yard, Saticoy Yard, and Lower Yard Renovations

Los Angeles County, CA

Start and Completion Dates

2020-2022

Services Provided

- Project Management
- Design Management
- Construction Management
- Schedule Support
- Cost Management

Client Contact

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 Capital Projects Program Manager
 626.300.3201
 tafschar@dpw.lacounty.gov

Cumming Group managed the planning, design, permitting, bidding, construction, and closeout phases for renovations to multiple LA County Public Works Maintenance Yard facilities as part of the \$750M Facilities Reinvestment Program (FRP) that provided prioritized capital improvement renovation projects at existing County-owned facilities. All projects were executed using Job Order Contracting (JOC).

The scope of work at each facility varied, but mostly included the following renovations and upgrades:

- Roofing replacements
- HVAC and electrical upgrades
- ADA upgrades at restrooms, entrances, and parking lots
- Entry/security gate replacements
- Paint spray booth replacements (required extensive AQMD coordination)
- Generator replacements (required extensive AQMD coordination)
- Interior renovations to office/maintenance buildings including minor interior wall reconfigurations, new furniture, painting, and flooring replacements.

Each renovation had to be carefully coordinated while operations continued on site during each renovation. Cumming Group assisted with move management, phasing/planning, scheduling, and FF&E coordination. New AQMD regulations for generators and spray booths were enacted just prior to the construction phase and Cumming Group was able to advise the client to meet the new regulations without exceeding the original budget.



County of Los Angeles

Norwalk SYCRCC Evaluation

Norwalk, CA

Start and Completion Dates

2014-2015 (Facility Assessment)
2025-2028 (Demolition and Construction)

Services Provided

Building/Facility Assessment
Project Management
Construction Management
Environmental Management
Schedule Support
Cost Management

Client Contact

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Senior Civil Engineer
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Cumming Group led a team of evaluators analyzing the existing Southern Youth Correctional Reception Center and Clinic (SYCRCC) facility in Norwalk. At the time of our contract, the site was owned by The State of California and had been determined to be excess property and was available for purchase and/or ground lease for development. The facility was formerly operated as a youth detention facility, which was officially closed in the Fall of 2011. The County of Los Angeles Probation Department considered the purchase of this property to facilitate employee training and consolidate other departmental administrative functions.

The facility currently contains approximately 31 buildings over 32-acres. The facility consists of a series of single-story buildings in a gated, secure campus arranged around central recreational courts and lawns. The site also includes additional outbuildings such as storage facilities and single-family residences that were previously occupied by staff. The campus was developed in various phases since 1954 including the construction of cell complexes, classrooms, dining and recreational facilities, a health clinic, maintenance, warehouse facilities, gymnasium, pool, and administrative offices. The original buildings typically have a concrete slab-on-grade, double-wythe clay brick walls, and a concrete roof diaphragm.

The objective of the study was to evaluate the existing buildings/facilities and infrastructure for potential future use as a County training facility for trainees and existing Probation Officers. The facility was evaluated for a 30-year useful life and the study included additional project alternatives for development. The report included conclusions about the viability of the property for the intended use, recommendations on maintenance and repairs, improvements necessary to meet the objectives, and an opinion of probable costs.

NOTE: Cumming Group was selected in October 2025 by the City of Norwalk to manage the demolition and redevelopment of this project site.



County of Los Angeles
 Alcazar Yards / Central Juvenile
 Hall Redevelopment
 Los Angeles, CA

Start and Completion Dates

2022-2023 (Future Phases Pending)

Services Provided

Building/Facility Assessment
 Project Management
 Design Management
 Cost Management
 (Future Phase PMCM Services Pending
 Funding Approvals)

Client Contact

Scott Sanders
 Bureau Chief
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The Alcazar Yards and Central Juvenile Hall Redevelopment Feasibility Study is assessing the current conditions of the infrastructure and facilities at Central Juvenile Hall and Eastlake Juvenile Courthouse, gathering program data on the current and future operational needs of the Juvenile Hall and Courthouse, considering population consolidation with other existing Los Angeles County juvenile halls for efficiency, and incorporating the findings of the first two phases into a campus plan that will maximize the efficiency of the site and the seamless delivery of services to juveniles. Participants in the study include the Probation Department, Public Defender, Alternate Public Defender, Sheriff’s Department, District Attorney, Public Health, and the California Judicial Branch.

The completed Alcazar Yards and Central Juvenile Hall Redevelopment Feasibility Study includes construction cost estimates for the proposed campus plan, a phasing plan maintaining full operations during recommended construction, and a recommendation on the location of the proposed replacement site for the Eastlake Juvenile Courthouse. This information will enable the County and the State to negotiate a land agreement to allow for the purchase of County property for the new Eastlake Juvenile Courthouse.

Site options were developed with the following goals:

- Establish a new Court Building site with a phased relocation plan ensuring uninterrupted Court and Probation operations at Eastlake
- Improve efficiency and coordination between Court and Probation functions
- Create a rehabilitative environment aligned with modern juvenile justice practices
- Enhance dignity for youth through increased privacy, cleanliness, and appealing spaces in the Halls
- Support and expand diverse programming that reflects contemporary approaches to juvenile rehabilitation and re-entry



County of Los Angeles
Rancho Los Amigos
Master Plan and South Campus
Downey, CA

Start and Completion Dates

2010-Ongoing
 (Demolition Completed 2022-2023)

Services Provided

- Project Management
- Design Management
- Construction Management
- Environmental Management
- Schedule Support
- Cost Management

Client Contact

Felicia Yang
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Cumming Group is providing project and construction management services for the \$2.7-billion master planning, redevelopment, and construction of the Rancho Los Amigos campus. On an existing 200+ acre campus, the development consists of 5M sq. ft. of medical, county office, commercial office, retail, restaurant, hotel, and parking, as well as new infrastructure.

Rancho Los Amigos South Campus

Cumming Group managed the full remediation and removal of 105 structures across 70+ acres, along with stabilization efforts for two historic buildings and recycling of over 1,200 pallets of bricks. The project required the development of dozens of Procedure 5 work plans, which underwent rigorous review by the South Coast Air Quality Management District. All structures underwent thorough remediation and were subsequently demolished.

Notably, the historic power plant’s stabilization process included lifting the cooling tower off the roof and implementing extensive shoring for support. The Casa Consuelo historic building was also stabilized, and a new roof was installed with proper drainage. The project was completed ahead of schedule, achieving a commendable record of zero safety incidents or environmental impacts.

The demolition of the South Campus was undertaken due to severe blight and public safety issues. The campus had been abandoned for 20+ years and was the constant target for vandalism, theft, and arson.

The demolition of the campus made way for the first redevelopment project on the South Campus, the \$468 million new ISD and Probation Department headquarters. The project will create vitally needed new facilities for various County departments located in aging and costly buildings throughout the County. The renovated campus will respect the property’s history and provide a high-quality work environment for County staff. The proposed project will be designed to achieve LEED Gold certification or better.



County of Los Angeles
Helen Keller Community Center
and Site Remediation
Los Angeles, CA

Start and Completion Dates
 2012-2015

Services Provided
 Project Management
 Design Management
 Construction Management
 Environmental Management
 Schedule Support
 Cost Management

Client Contact
 Zohreh Kabiri
 Section Head
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 zkabiri@dpw.lacounty.gov

The Helen Keller Park Community Building project included demolition of an outdated facility constructed with hazardous materials. A 4,000-sq.-ft. LEED Gold-Certified state-of-the-art building was erected in its place, with 90% of the original building materials being recycled or reused. The new structure utilizes CMU and light-frame construction, and the facility includes a computer training room with 16 computer stations, a multi-purpose room, an outdoor patio with a recycled wood trellis, and a community room with an adjacent catering kitchen.

Helen Keller Park Landfill Remediation

The Helen Keller Park Remediation project arose from the discovery of buried lead- and asbestos-containing construction debris during the construction of the new Community Center. The scope of work included demolition of existing park amenities and environmental site remediation. General improvements included a new parking lot, a new playground and exercise equipment, and a new baseball field. Multiple biofiltration basins were constructed, along with irrigation, for the replaced landscaping. The remediation scope of work for the 6.6-acre park included removing the top 12” of soil and relocating it to the baseball field, which was surrounded by a retaining wall to contain the contaminated soil. The soil cover plan then required two layers of a fabric barrier with 12” of clean fill on top. The plan’s purpose was to reduce the risk of park users’ contact with the waste material and to reduce infiltration into the waste. This project required the management of various specialized contracts, including full-time environmental monitoring and environmental remediation consultants, as well as a general contractor with specialized training based on the Air Quality Management District’s Procedure 5 requirements.

Management included additional coordination with other jurisdictional agencies, including the State Regional Water Quality Control Board, Los Angeles County Public Health, and the Los Angeles County Environmental Programs Division. The team also participated in numerous community meetings to provide information on the hazardous remediation efforts.



County of Los Angeles

LAC+USC General Hospital Redevelopment

Los Angeles, CA

Start and Completion Dates
2018-Ongoing (Est. 2030)

Services Provided
Project Management
Design Management
Construction Management
Public/Community Outreach
Cost Management

Client Contact
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Cumming Group has, on behalf of the County of Los Angeles Chief Executive Office, been leading or co-managing the redevelopment of General Hospital and West Campus since 2018. Cumming Group is a subject-matter expert regarding this iconic County-owned historic asset and has been advising the County on redevelopment analysis, market analysis, community engagement, and financial feasibility for multiple development scenarios. Cumming Group also remains active in community engagement by reviewing community engagement materials, messaging, and attending community engagement meetings, and providing expertise and experience to the developer team.

Cumming Group represents the CEO in the developer's Master Plan development process, ensuring County and community equities are represented and reviewing all sources, uses, costs, funding sources, and proformas to ensure financial feasibility. Multiple challenges face the redevelopment of the General Hospital and portions of West Campus. The General Hospital requires significant investment in environmental remediation, seismic and structural retrofits, and complete infrastructure replacement. Many of the structures on West Campus are old, underutilized, and in need of demolition. The West Central Plant and other utilities on the campus are old, inefficient, and support adjacent additional county-owned sites. Most of the campus utility configuration needs to be replaced and updated with modern utility plants and tie-ins.

Lastly, there is a significant grade change between portions of the campus, creating challenges in connectivity, mobility, and pedestrian access. Cumming Group's renowned cost group will be advising the County on means to reduce project implementation costs and right-size the infrastructure investments for the planned development.



County of Los Angeles
 Hall of Justice Repair and Reuse
 Los Angeles, CA

Start and Completion Dates
 2011-2015

Services Provided
 Project Management
 Design Management
 Construction Management
 Environmental Management
 Schedule Support
 Cost Management

Client Contact
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 Section Head
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The Hall of Justice was constructed in 1925 as a steel-frame structure encased in concrete, with concrete floor slabs, granite exterior veneer, and hollow clay tile interior partitions. The building consisted of 14 floors, including a basement and a roof level penthouse. The program included Class-A office space for the Sheriff’s Department, Coroner, District Attorney, Public Defender, and Tax Collector.

The 1994 Northridge earthquake forced the building to close its doors considering the significant damage. The Repair and Reuse project consisted of several phases of work, including debris removal, non-structural demolition, structural demolition, seismic retrofit work, the removal of two floors, the addition of shotcrete walls, and other seismic upgrades throughout the building.

The Beaux Arts exterior was restored along with other character-defining historical elements, including the impressive loggia, communicating stairs, corridors, a law library and a courtroom. The historic fabric of the elevator lobbies was maintained but was retrofitted with a new Destination Dispatch elevator technology. Public elements of the building include the restored loggia, Hall of Justice Interpretive Center, and cafeteria.

Neighboring the Hall of Justice is a new 1,000-car garage. The architectural precast and metal panel exterior live harmoniously with the facade of the main building by evoking the sense of place and time in which it is historically associated.

The interweaving of rehabilitated historic material, modern tenant improvements to the building, the addition of a parking structure, and pleasing and appropriate site improvements help to further enhance the urban environment of downtown Los Angeles



County of Los Angeles
 Kenneth Hahn Hall of
 Administration Seismic Retrofit
 Los Angeles, CA

Start and Completion Dates

2022-2024

Services Provided

- Project Management
- Design Management
- Construction Management
- Schedule Support
- Cost Management

Client Contact

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Cumming Group provided Owner’s Representative Project Management and Project Controls services for the \$680M seismic retrofit of the Kenneth Hahn Hall of Administration (HOA) building in the City of Los Angeles. The existing building was designed and constructed in the late 1950s and is an 8-story structural steel and poured-in place concrete structure with a basement, a subbasement, and mechanical penthouse. The building gross floor area is approximately 1M sq. ft. and is the seat of the government of the County of Los Angeles.

The project was meant to utilize a base isolation retrofit technique, utilizing a phased and multi-shift construction approach, with the building to be occupied during construction. The base isolation would require a “moat” to be developed at ground level with flexible joints to allow an unrestricted range of motion at all utility connections servicing the building. Areas of intense interior work will require some tenants to be relocated to other parts of the building or to an alternate building location. When complete, the retrofitted building would meet an Enhanced Seismic Performance Objective to allow for immediate occupancy after a BSE-1E to BSE-2E level seismic event.

The project used the County’s first ever Construction Manager At-Risk (CMAR) delivery method. Cumming Group assisted the County with the development of their CMAR contract documents and policies. Cumming Group also provided design management, value engineering, phasing recommendations, interior design feasibility studies, code analysis, interim exiting planning, internal and external community outreach, and move management.

The project was canceled following the completion of the pre-construction phase due to the County’s master plan efforts of the downtown civic center and their subsequent purchase of the Gas Company Tower building in 2024. The A/E team and CMAR were successfully off-ramped at the completion of the pre-construction phase.



County of Los Angeles
 3965 Vermont Avenue
 Los Angeles, CA

Start and Completion Dates
 2016-2018

Services Provided
 Building/Facility Assessment
 Planning Services
 Project Management
 Design Management
 Schedule Support
 Cost Management

Client Contact
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Cumming Group led a team of evaluators that analyzed the existing building at 3965 South Vermont Avenue for the Los Angeles County Probation Department. The scope of the evaluation included architectural, structural, ADA evaluation, and building code analysis, as well as mechanical, electrical, plumbing, waterproofing, low voltage, and conveyance systems.

The analysis of the property was fast tracked to respond to a Board of Supervisors motion.

Following the building analysis, the team oversaw space planning and programming in conjunction with the County CEO and Probation Department to ensure the proposed program fit within the existing building footprint.

The project scope also included management of the construction cost estimate, project delivery schedule, and creating a Total Project Cost Estimate for the project.



County of Los Angeles Emergency Operations Center Renovations *Los Angeles, CA*

Start and Completion Dates
2025-Ongoing (Est. 2028)

Services Provided
Project Management
Design Management
Construction Management
Schedule Support
Cost Management

Client Contact
Leslie Luke
Deputy Director
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Cumming Group is providing Project Management services for the comprehensive renovation of the County of Los Angeles Emergency Operations Center (EOC). This critical project aims to modernize the facility and extend its service life by an additional 30 to 40 years through a full interior remodel and systems upgrade.

The EOC is the County's central hub for emergency coordination and disaster response. The renovation will enhance operational efficiency, flexibility, and collaboration by reconfiguring interior layouts, eliminating outdated tiered flooring, and maximizing usable space. Critical building systems such as HVAC, electrical, plumbing, fire/life safety, and elevators which will be assessed and upgraded to improve performance and reliability.

To maintain continuity of operations throughout construction, the project will follow a carefully phased implementation plan, including move management services and the provision of temporary facilities as needed. The renovation will integrate modern communications and audio/visual systems, enhance security, and improve staff amenities such as a dedicated lounge, bunk rooms, restrooms, and showers.

Cumming Group's role includes project leadership, coordination among County stakeholders, oversight of design and construction phases, and support in meeting the County's project delivery goals.



City of Long Beach

Drake Chavez Park Improvements

Long Beach, CA

Start and Completion Dates

2024-Ongoing (Est. 2028)

Services Provided

- Project Management
- Design Management
- Construction Management
- Environmental Management
- Schedule Support
- Cost Management

Client Contact

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Capital Projects Program Manager
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Cumming Group is providing Owner's Representative Project Management and Construction Management services for the \$100M Drake Chavez Park. The project spans 700,000 sq. ft. along the east side of the Los Angeles River.

The project is part of the Drake Chavez Vision Plan. It will be programmed and designed in close coordination with multiple capital projects, including the Shoemaker Bridge Replacement, Shoreline Drive Re-alignment, and the Long Beach Municipal Urban Stormwater Treatment (LB-MUST) project.

Long Beach is preparing to welcome the world to the city for the 2028 Olympics with the City's infrastructure investment plan "Elevate 28," a 5-year (FY 23 to FY 27) infrastructure program made of projects dedicated to serving Long Beach parks, community and public facilities, access to mobility, and street improvements. The plan includes 2028 Olympic Legacy projects that were selected to prepare the City of Long Beach to host the LA 2028 Olympic Games and to welcome hundreds of thousands of expected visitors.

The Drake Chavez Park improvements project involves management of multiple public amenities, requiring coordination with various stakeholders, regulatory agencies, and contractors. By employing advanced project scheduling, proactive issue resolution, and continuous quality monitoring, we will ensure the timely and successful completion of this large-scale park project while minimizing disruptions to the surrounding community.

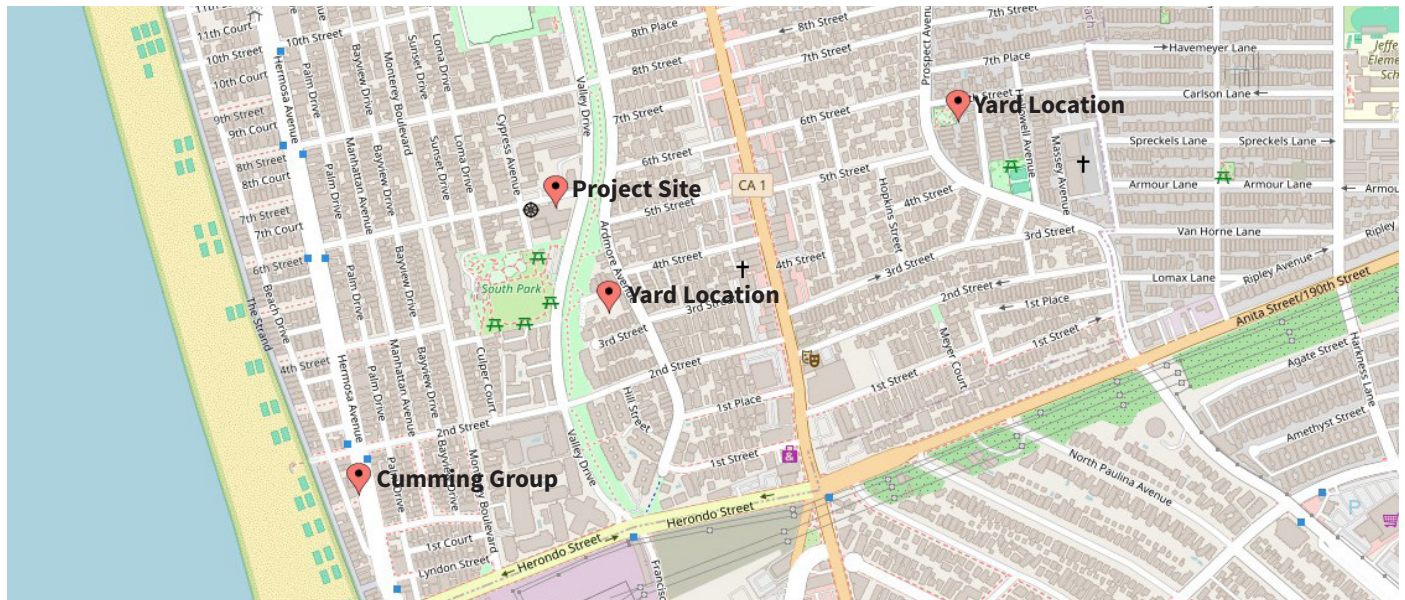


The firm's equipment and facilities and the location, availability and accessibility of facilities and equipment to support staff activities on the Project.

5.5 – FIRM FACILITIES TO SUPPORT THE PROJECT

Our South Bay/Hermosa Beach office will service this project. This is our community and we are grateful to be able to support the City where we live and work. Our office is located about a 10-minute walk to the main project site at 555 6th Street, and within a few minutes from the other two yard locations at 1110 6th Street and 530 4th Street. The lead Project Manager, Matthew Feldhaus, is based out of this Hermosa Beach office and 25 additional project management and construction support staff are available from this location.

In addition to the staff located out of the Hermosa Beach office, Cumming Group has 375 team members located in Southern California across four other office providing a wide array of Owner's Representative Project Management and Construction support services. These resources and close proximity to the project sites ensures that any service that may be required during this project will be readily available.



The firm's experience in monitoring a project schedule.

5.6 – EXPERIENCE MONITORING A PROJECT SCHEDULE

Understanding the Contract terms and applying advanced scheduling techniques is key to minimizing schedule impacts. Too often time extensions and damages are assessed based on simplistic measures, such as robotically using the total duration of a delay for granting the number of days for a time extension. Our team of construction managers and scheduling professionals are adept at considering all influences on the project and its schedule to address the delay using a Critical Path Method (CPM) analysis. The CPM's ability to accurately represent living, growing projects is what makes it ideal for determining how an event may potentially impact project completion. Our team of scheduling professionals will perform the following tasks to minimize schedule impacts for the project:

- Assist the City to build a master schedule for the project that identifies completion dates for various activities.
- Review and approve the contractor's task-level baseline project schedule prior to executing the GMP contract.
- Review and analyze the contractor's updates to the baseline schedule on a monthly basis with the submittal of the pay application.
- Require the contractor to submit a time-impact analysis whenever requesting a change to the schedule.
- Identify and classify the schedule change according to the contract:
 - Excusable, Non-compensable Delay
 - Excusable, Compensable Delay
 - Non-Excusable, Non-Compensable Delay
 - Non-Excusable, Compensable Delays
- Request a recovery schedule from the contractor when the contractor has been identified as the cause for delay
- Enforce the liquidated damages clause of the contract when the contractor is causing a delay



The firm’s ability to evaluate programs related to building information modeling software and provide Owner with an overview of BIM.

5.7 – BIM OVERVIEW

Cumming Group has embraced the advantages of Building Information Modeling (BIM) technology to design and produce complex buildings and building systems, and to facilitate and coordinate our work during construction. The integration of building systems and clash detection has revolutionized the design process. We embrace this technological advancement, as well as the incorporation of other newer technologies like cloud storage, Bluebeam Revu, and the use of mobile devices and tablets to facilitate collaboration and speed up response times.

Using BIM technology, the designers will create three dimensional images for the project team as well as user groups to better understand the design solutions. BIM technology also allows for improved quality control of the building documents by performing clash detections to prevent accidental oversights such as placing ductwork where structural beams exist. This software helps the coordination between disciplines and greatly reduces the number of errors and omissions that result in costly change orders.

In certain cases where the maintenance program is sophisticated, we would recommend a 4-D or 5-D BIM model that allows for Critical Path Method (CPM) scheduling, supply chain management, cost estimating, risk management, and interoperability with other maintenance software.

Our role in this process is to ensure that the contract documents and the project specifications are properly written to provide the desired outcomes for the BIM model. We also have technical staff available to monitor and review the BIM files to ensure the drawings are layered properly according to developed BIM standards. Our staff can use the clash detection feature during the DD and CD phases to determine areas of potential conflict, especially in complex programs where there may be several contractors and consultants working independently to deliver projects.

The record keeping, reporting, monitoring and other information management systems that the firm would propose to use for the Project.

5.8 – RECOMMENDED PROJECT MANAGEMENT INFORMATION SYSTEMS

Cumming Group has a long history of providing management of project controls systems for large public agencies since our inception in 1996. We have used most of the PMIS systems out there and some are more effective than other given the size and complexity of the project. We are currently utilizing multiple systems including Procore, eBuilder, Prologix, ACC Build, EcoSys, Ingenious Build, Join, Asite, etc. While Cumming Group is agnostic on the PMIS used on most projects because our team is well-versed on multiple platforms, we are able to provide Procore on this project at no additional cost to the City. Cumming Group has a national agreement with Procore to help support our programs and projects and it is available for this project, should the City elect to use it.

We can also leverage our in-house construction specialist Data Analytics team for the development of custom tools and dashboards tailored to the City’s needs. In addition to customizing project cost, budget, schedule, and asset management reporting to meet client and end user needs, our data scientists are exploring ways to integrate AI and advanced technology to streamline processes, improve accuracy, and enhance overall project outcomes.

These tools help streamline project management by integrating various software platforms (like Procore and Bluebeam) into one cohesive system, facilitating smoother collaboration and communication. With all of our tools in one location, we keep everything organized, track project milestones, allocate resources, and manage documents all in one place. This system ensures that everyone involved has quick access to critical project information, promoting transparency and enabling smarter decision-making throughout the project life cycle.





The firm's ability to provide estimating, value engineering, and assistance with managing budgets.

5.9 – ABILITY TO PROVIDE ESTIMATING, VALUE ENGINEERING, AND BUDGET MANAGEMENT

Cumming Group started in 1996 as a cost estimating firm and today has grown into the largest owner's representative PMCM cost estimating firm in the country. Cost estimating and cost planning provide the framework for predictability, cost control, and risk management throughout the lifecycle of a project. A proper cost estimating and cost planning framework, irrespective of project value and/or project complexity, helps to ensure a project is delivered on time, on budget, and at the highest quality with the lowest risk. Should it be requested, we are able to leverage Cumming Group's world-renowned cost estimating and cost analytics team to plug-in your entire program costs to predict contract capacity shortages, local targeted worker labor shortages, cashflow projections, and fiscal year-end spending acceleration for City Management.

In addition to understanding supply and demand market conditions for labor and construction materials, our cost estimating services include the evaluation of project elements before drawings are complete. Our years of experience and extensive portfolio of projects provides us with the knowledge and insight to offer the City confidence in the cost management process and to deliver value.

Our approach to construction cost estimating is guided by three principles:

1. Anticipating costs by understanding the building program, risk, and the design development process.
2. Forecasting future costs, market conditions, and risk.
3. Communicating with a report format that is understood by people with varying degrees of familiarity with design and construction.

Our team's programming and building systems cost model estimates will be prepared at the conceptual and programming phases. Expanded estimate details and formats will be provided at design milestone phases. Construction estimates will include

itemized quantities, units of measure, unit costs, and total dollar value for each line item and shall be coded following the CSI format (Uniformat can be preferred for early scoping budgets on design-build, CMAR, and P3 project deliveries). Estimates will be formatted to allow development and transfer into a schedule of values and resource loaded construction schedule. Estimates for general contractor costs will be based on construction duration and project specific staffing and general requirements.

General contractor costs for fees, bonds, and insurances shall be itemized separately. The construction estimate will include cost escalation calculated to the mid-point of construction. Our thorough understanding of City soft costs, including consultant fees, jurisdiction review fees, inspection fees, contract administration fees, project technical support fees, contract compliance costs, and City project management costs, ensures that project budgets will be right-sized.

Estimate reports will include a level of detail to facilitate an understanding of project construction costs and risk. Estimates of construction cost will be reconciled with available budgets and independent estimates at each submittal phase.

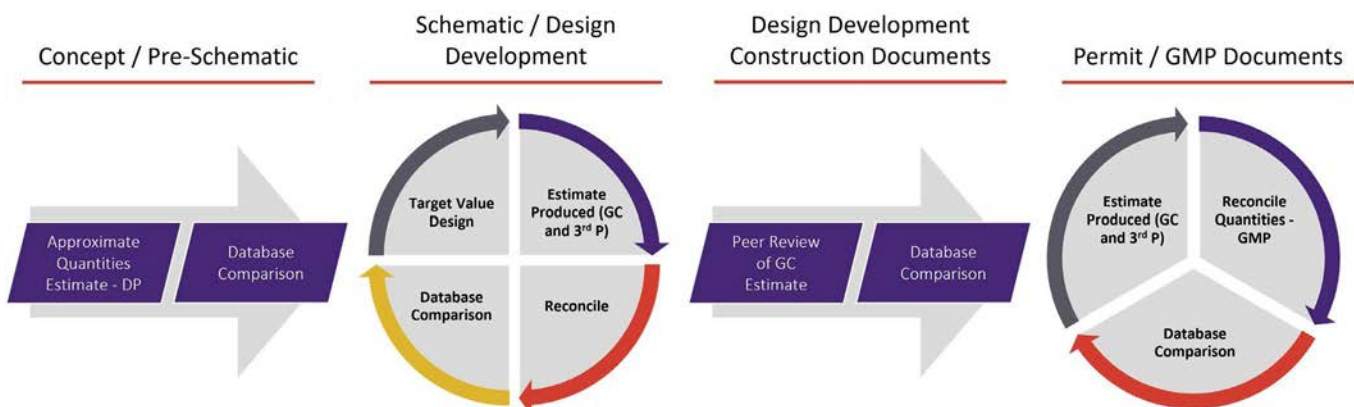
Construction Market Studies

Identifying the key current market conditions in the project location and economic drivers are an important factor in providing an accurate estimate. Our in-house economist constantly studies the market and keeps Cumming up to date on drivers affecting the construction industry locally, as well as macroeconomic factors that impact construction regionally and nationally.

We publish a quarterly economic newsletter (Cumming Insights) to keep all team members informed on current cost drivers.

At the start of every project, we prepare a local market report where we research the local construction market to gain insight on what is driving prices in that market. By studying the local construction market and upcoming work forecasts for the region, we are able to determine how busy the market

STEP (Standardized Target Estimating Process) Timeline





(ultimately, the subcontractor base) is and how that will impact both labor and material resources for any given market. We identify contractor resources available for the project, study the ability of the available labor pool to perform the work, and determine where outside labor will come from if required.

In addition to local factors, Cumming Group currently tracks key national and regional trends on a monthly basis, including the U.S. dollar exchange rate, cost of energy, global demand, key material prices, construction volume, and labor availability. This information is published in a monthly economic report and applied to current crew-based databases. Cumming Group has developed a crew-based database that utilizes current local labor rates, labor productivity issues, workers compensation rates, sales tax, subcontractor's mark-ups, and material pricing.

We realize that every project is unique and requires special consideration. In addition, when current events impact the construction industry, our team will research the dynamics of that impact to determine the cost considerations for your projects.

Cutting Edge Tools and Techniques

Cumming Group's cost management team is skilled in the use of a variety of industry software and quantity analysis platforms which assist them in the preparation of cost models, and also to generate detailed, accurate and traceable quantity measurements.

We use electronic tools to support our estimates with illustrations and graphics to visually confirm scope included (or excluded) from estimates and other key breakouts. We don't expect our clients and design team to read through each page of our comprehensive estimates, so we use effective summaries and charts to visually show information at a glance. Representative electronic tools include On-Screen Takeoff (OST), CostX, and REVIT model quantity extraction for BIM. Additionally, Cumming Group can provide clients with planning and scheduling services for all project phases, from development and pre-design through construction closeout. Cumming Group also embraces technology where we are convinced it adds value to our clients such as the BIM Revolution. We have experts who use specialist software such as REVIT, and who have sat with architects to discuss means of ensuring that the estimator can use the tools to confidently, quickly and accurately extract information.

We are not constrained by the limitations of packaged estimating software – our clients' needs are so varied and diverse that we use Excel to create a customized estimate for each client. We will adapt to your financial chart of accounts.

Value Engineering

More than a mere cost-reducing exercise, value engineering can provide owners with alternatives to the designed systems that may prove more cost effective, easier to use, and more sustainable. Because of this, we strongly recommend employing Value Engineering practices throughout the project. Our team does not see Value Engineering as a one-time event, but a strategy that is employed throughout the entire design process. While Value Engineering can be, and often is, provided as a standalone service, it is even more cost effective when performed in conjunction with our cost estimating services. When the estimators are working on the project estimates, they will already be familiar with the project, the costs, and areas of concern. In essence, the Value Engineering reviewer will not be coming in cold and is able to provide Value Engineering services "in real time" as we concurrently estimate the project.

Change Management

Utilizing our expertise in various PMIS systems, we will keep tight control over all contract changes as they occur - whether it is a consultant contract, construction contract, or any other service provider contract. We try to minimize the need for change orders through scope management to prevent scope creep, and through quality assurance/quality control of the bidding documents. If changes are needed, we first confirm the contractor is entitled to a change and then estimate its value given the current job conditions.

Identify and Track Changes to the Work and Schedule

We will first provide an opinion of merit and then assign a change reason (unforeseen condition, errors and omissions, tenant requested change, code change, etc.). These potential change items will be tracked on a change log maintained by the Project Manager. We will include these change items along with anticipated future change items on an exposure log to most accurately depict the potential project budget status at any given time. The change log and exposure log will be uploaded to the project management controls system and be available at any time to the project team.

Prepare and Submit Change Orders in the City's Format

Once the change is validated and negotiated with the Contractor, our team will provide a recommendation for change approval to the City. We will make sure that the person with the correct signature authority reviews and signs off on the change. We will enter the change utilizing the City approved forms and format and deliver a final change packet containing the change order and all relevant backup information including the schedule with any potential impacts, the change order log indicating amount of total changes and remaining budget, all change proposals including negotiations and notes, and a lessons learned document that will be added to the issues and lessons learned database.

Experience with working within the design+ bid+ build and progressive design- build project delivery models.

5.10 – EXPERIENCE WORKING WITH DESIGN-BID-BUILD AND PROGRESSIVE DESIGN-BUILD DELIVERY MODELS

Many of the projects listed in Section 5.4 – Relevant Project Experience were delivered using design-bid-build and through collaborative delivery methods like CMAR, Design-Build, Public-Private-Partnership, JOC, and Progressive Design-Build. The following chart shows a list of similar public agency projects completed over the last 10 years or currently in progress.

Project Name	Market Sector	Total Project Cost	Type		Delivery Method					Scope of Services													
			New Construction	Renovation	Design-Build	Design-Bid-Build	Job Order Contracting (JOC)	Construction Management At-Risk (CMAR)	Public-Private-Partnership (P3)	Project Management	Planning, Programming, and Feasibility	Design Management	Bid Coordination and Management	Construction Management	Project Closeout	Constructability Reviews	Value Engineering	Cost and Budget Management	Schedule Management	Quality Assurance / Quality Control	Document Control	Cost Estimating	Claims Management
Healthcare																							
Harbor UCLA Medical Center Master Plan Implementation	Healthcare	\$1.7B	•	•	•		•					•		•		•		•		•		•	
General Hospital and West Campus Redevelopment	Housing	\$1B	•	•			•		•			•	•	•	•			•	•	•			•
Rancho Los Amigos Hospital Consolidation	Healthcare	\$402M	•	•	•	•	•					•	•	•				•	•	•			•
LAC+USC Restorative Care Village	Housing	\$150M	•						•			•	•		•			•	•	•			•
Rancho Los Amigos RCC / RTP	Housing	\$59M	•		•							•	•		•			•	•	•			•
DHS/DMH Multiple Restorative Care Village Housing	Housing	\$44M	•	•	•	•	•					•	•	•	•	•		•	•	•			•
Olive View SB1953 Facility Seismic Upgrade Project	Healthcare	\$33M		•	•		•					•	•	•	•	•		•	•	•			
442 Crocker Health Hub - DHS	Housing	\$18M	•			•						•	•	•	•	•		•	•	•			
Pathway Torrance Community Health & Wellness Center	Healthcare	\$16.5M		•					•			•	•	•				•	•	•			
Olive View Gastrointestinal Renovation Project	Healthcare	\$15M		•		•	•					•	•	•	•	•		•	•	•			
Olive View Emergency Power Upgrades	Healthcare	\$4.5M		•			•					•	•	•	•	•		•	•	•			
Pacoima Health Clinic Upgrades	Healthcare	\$3.7M		•			•					•	•	•	•	•		•	•	•			•
Olive View Wireless Access Points and Code Blue Stations	Healthcare	\$2M		•			•					•	•	•	•	•		•	•	•			
LAC+USC Kitchen Improvements	Healthcare	\$2M		•			•					•	•	•	•	•		•	•	•			
LAC+USC Boiler Replacement	Healthcare	\$2M		•			•					•	•	•	•	•		•	•	•			
Olive View Medical Center HR Building Replacement	Healthcare	\$1.5M		•			•					•	•	•	•	•		•	•	•			
Rancho Los Amigos Talyst Pharmacy Installation	Healthcare	\$1.5M		•			•					•	•	•	•	•		•	•	•	•	•	
Government Buildings and Public Safety																							
Restorative Justice Village Master Plan	Housing	TBD	•						•			•	•	•	•				•	•			
Greater DTLA Strategic Real Estate Investment Plan	Office	TBD	•						•			•	•	•	•				•	•			
Civic Center Master Plan Update	Office	TBD	•						•			•	•	•	•				•	•			
Hall of Administration Seismic Retrofit	Office	\$700M		•			•	•				•	•	•	•	•		•	•	•	•		

Project Name	Market Sector	Total Project Cost	Type		Delivery Method					Scope of Services													
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Rancho Los Amigos South Campus Project	Office	\$468M	•		•	•	•			•	•	•	•			•	•	•	•	•	•	•	•
James A. Musick Jail Facility Expansion	Public Safety	\$320M	•			•				•		•	•	•	•			•	•	•	•	•	•
MacLaren Housing and Mixed Use Redevelopment	Housing	\$300M	•							•	•							•		•	•		
Alcazar Yards/Central Juvenile Hall Redevelopment	Public Safety	\$250M	•		•					•	•	•					•	•	•	•	•	•	•
Hall of Justice Repair and Reuse	Public Safety	\$230M		•	•		•			•	•	•	•	•	•	•	•	•	•	•	•	•	•
San Pedro Courthouse Redevelopment	Housing	\$150M	•							•	•	•	•				•	•	•	•	•	•	•
County Data Center	Office	\$150M	•		•					•	•	•				•	•	•	•	•	•	•	•
Adams and Grand Master Plan Update	Housing	\$125M	•							•	•	•	•					•	•				
Metropolitan State Hospital - Permanent Supportive Housing	Housing	\$50M		•						•	•												
Los Angeles County Emergency Operations Center Renovation	Public Safety	\$44.5M		•						•	•	•			•		•	•					
Campus Kilpatrick Replacement	Public Safety	\$42M	•		•	•	•			•	•	•	•	•	•	•	•	•	•	•	•	•	•
East LA Sheriff	Public Safety	\$39M		•	•					•	•	•				•	•	•	•	•	•	•	•
West Hollywood - Holloway Interim Housing Program	Housing	\$30M		•		•				•					•			•					
West Hollywood Historic Log Cabin	Office	\$20M				•				•	•	•	•	•	•	•	•	•	•	•	•	•	•
3965 Vermont Renovation	Office	\$20M		•	•					•	•					•	•	•	•	•	•	•	•
West Hollywood City Playhouse	Cultural	\$20M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	•
West Hollywood Fire Station	Public Safety	\$20M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	•
611 N Brand - DCFS	Office	\$15M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	•
3501 Sepulveda - DCFS	Office	\$13M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	•
Probation Security Enhancements	Public Safety	\$12M		•			•			•	•	•	•	•	•	•	•	•	•	•	•	•	•
Murrieta Library Expansion	Libraries	\$10M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	•
900 Corporate - DCFS	Office	\$9M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	•
Murrieta Innovation Center	Office	\$7.5M		•		•				•				•	•	•	•	•	•	•	•	•	•
Carson Sheriff's Station Renovation	Public Safety	\$5.4M		•		•				•				•	•		•	•	•	•	•	•	•
39115 Trade Center	Office	\$5.4M		•		•				•	•	•	•	•	•	•	•	•	•	•	•	•	•
13415 Carmenita	Office	\$4.7M		•		•				•	•	•	•	•	•	•	•	•	•	•	•	•	•
3303 Broadway	Office	\$4.3M		•		•				•	•	•	•	•	•	•	•	•	•	•	•	•	•
1000 Fremont Remodel - DHS	Office	\$4M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	•

Project Name	Market Sector	Total Project Cost	Type		Delivery Method					Scope of Services													
			New Construction	Renovation	Design-Build	Design-Bid-Build	Job Order Contracting (JOC)	Construction Management At-Risk (CMAR)	Public-Private-Partnership (P3)	Project Management	Planning, Programming, and Feasibility	Design Management	Bid Coordination and Management	Construction Management	Project Closeout	Constructability Reviews	Value Engineering	Cost and Budget Management	Schedule Management	Quality Assurance / Quality Control	Document Control	Cost Estimating	Claims Management
1294 W Sixth St - DMH	Office	\$3.4M	•			•				•	•	•	•	•	•	•	•	•	•	•			
AC Bilbrew Library Refurbishment	Library	\$3.4M		•			•			•	•	•	•	•	•	•	•	•	•	•	•	•	
Julian Dixon Library Renovations	Library	\$3.2M		•			•			•	•	•	•	•	•	•	•	•	•	•	•	•	
San Gabriel Library Refurbishment	Library	\$3M		•			•			•	•	•	•	•	•	•	•	•	•	•	•	•	
Rosemead Library	Libraries	\$3M		•			•			•				•	•			•	•	•	•	•	
El Monte Library	Libraries	\$3M		•			•			•				•	•			•	•	•	•	•	
611 N Brand - Public Health	Office	\$2.3M	•			•				•	•	•	•	•	•	•	•	•	•	•			
12440 Imperial - Sheriff's Dept LARICS	Public Safety	\$2M	•			•				•	•	•	•	•	•	•	•	•	•	•			
12440 Imperial - Sheriff's Dept BODY WORN CAMERA	Public Safety	\$1.9M	•			•				•	•	•	•	•	•	•	•	•	•	•			
39115 Trade Center - DMH	Office	\$1.6M	•			•				•	•	•	•	•	•	•	•	•	•	•			
12440 Imperial - Public Works	Office	\$1M	•			•				•	•	•	•	•	•	•	•	•	•	•			
Parks and Recreation																							
Victoria Golf Course Redevelopment	Parks & Recreation	\$300M	•						•	•	•	•	•	•			•	•	•	•	•	•	
Long Beach Drake Chavez Park	Parks & Recreation	\$100M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	
92nd Street Linear Park	Parks & Recreation	\$50M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	
Eaton Fire Recovery	Parks & Recreation	\$50M		•	•	•	•			•	•						•	•			•	•	
San Gabriel Valley Aquatics Center	Parks & Recreation	\$34M	•		•					•	•	•	•	•	•	•	•	•	•	•	•	•	•
MacLaren Community Park	Parks & Recreation	\$15M	•		•				•	•	•	•	•	•	•	•	•	•	•	•	•	•	
West Hollywood - Plummer Park Comprehensive Plan	Parks & Recreation	\$13M		•		•				•	•	•	•	•	•	•	•	•	•	•	•	•	
Stoneview Nature Center	Parks & Recreation	\$10M	•		•		•			•	•	•	•	•	•	•	•	•	•	•	•	•	•
West Hollywood AIDS Monument	Parks & Recreation	\$10M	•			•				•				•	•			•	•	•	•	•	
Nogales Park and Stormwater Project	Parks & Recreation	\$9.3M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	
Long Beach San Gabriel River Jump Start	Parks & Recreation	\$8M		•		•				•	•	•	•	•	•	•	•	•	•	•	•	•	
Hughes Fire Recovery	Parks & Recreation	\$8M		•	•	•	•			•	•						•	•			•	•	
West Hollywood - Hart Park ADA Improvements and Dog Park	Parks & Recreation	\$8M		•		•				•	•	•	•	•	•	•	•	•	•	•	•	•	
Long Beach Willow Springs	Parks & Recreation	\$7M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	
Helen Keller Park Community Center	Parks & Recreation	\$7M	•		•		•			•		•	•	•	•	•	•	•	•	•	•	•	•
Lennox Park Pool	Parks & Recreation	\$4.5M		•			•			•	•	•	•	•	•	•	•	•	•	•	•	•	

Project Name	Market Sector	Total Project Cost	Type		Delivery Method					Scope of Services													
			New Construction	Renovation	Design-Build	Design-Bid-Build	Job Order Contracting (JOC)	Construction Management At-Risk (CMAR)	Public-Private-Partnership (P3)	Project Management	Planning, Programming, and Feasibility	Design Management	Bid Coordination and Management	Construction Management	Project Closeout	Constructability Reviews	Value Engineering	Cost and Budget Management	Schedule Management	Quality Assurance / Quality Control	Document Control	Cost Estimating	Claims Management
Bethune Park Pool	Parks & Recreation	\$3.2M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
Normandie and 95th Street Park	Parks & Recreation	\$2M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	
Val Verde Pool	Parks & Recreation	\$1.5M		•			•				•			•		•							
Hart Park Zoo	Parks & Recreation	TBD		•						•				•			•	•	•				
Facility Reinvestment Programs / Deferred Maintenance																							
LA County Internal Services Department FRP Program	All	\$750M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
HOA Fire Protection DM Repairs	Office	\$20M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
Public Works Headquarters	Office	\$5.7M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
Lomita Sheriff Station	Public Safety	\$3.3M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
Van Nuys Admin Center T.I., MEP System Replacements	Infrastructure	\$3.3M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
McCourtney Complex	Public Safety	\$3M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
CRDF Campus Roof Replacements	Office	\$2.8M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
Scientific Services Bureau Lab Roof Replacement	Office	\$2.4M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
East LA Sheriff Station & COPS Bldg	Public Safety	\$2M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
El Segundo Yard	Infrastructure	\$1.5M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
Saticoy Yard	Infrastructure	\$1.1M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
BRTC SEB Elevator Replacement	Office	\$1M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
Public Works Ancillary Glass Project	Deferred Maintenance	\$1M		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
Spray Booth Replacement Lower Yard	Infrastructure	\$300,000		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
Generator Replacement Lower Yard	Infrastructure	\$300,000		•			•			•	•	•	•	•	•	•	•	•	•	•	•		
Infrastructure, Transportation, Water																							
LAX Midfield Satellite Concourse	Transportation	\$1.6B	•		•					•				•	•		•	•	•	•	•	•	•
Cogswell Reservoir Post-Fire Emergency Restoration Project	Infrastructure	\$180M	•			•				•	•	•		•	•	•	•	•	•	•	•	•	
San Gabriel Reservoir Post-Fire Emergency Restoration Proj.	Infrastructure	\$143M	•			•				•	•	•		•	•	•	•	•	•	•	•	•	
Port of LA ICTF	Transportation	\$131M	•					•		•	•	•	•	•	•	•	•	•	•	•	•	•	
Multiple Port and Harbor Projects (Port of Long Beach)	Transportation	\$62M	•	•	•	•	•			•			•	•		•	•	•	•	•	•	•	
Santa Anita Reservoir Post Fire Emergency Restoration Proj.	Infrastructure	\$57M	•			•				•	•	•		•	•	•	•	•	•	•	•	•	
Eaton Wash Dam Post-Fire Emergency Project	Infrastructure	\$50M	•			•				•	•	•		•	•	•	•	•	•	•	•	•	

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Pier G ITS Terminal	Transportation	\$30M	•					•		•	•	•	•	•	•	•	•	•	•	•	•	•	
Oxford Retention Basin Enhancements	Water	\$14M		•		•	•			•	•	•	•			•	•	•	•	•	•	•	
Park to Playa Pedestrian Bridge and Trail	Transportation	\$13M	•		•		•			•	•	•	•	•	•	•	•	•	•	•	•	•	
Naples Island Pump Stations Rehabilitation - Phase I and II	Water	\$11.3M		•		•							•	•		•	•	•	•	•	•	•	
Sun Valley Watershed Upper Storm Drain System, Phase 1	Water	\$9.4M	•			•				•	•	•		•	•	•	•	•	•	•	•	•	
Walnut Park Pocket Park and Stormwater Project	Water	\$9.3M	•			•				•	•	•	•	•	•	•	•	•	•	•	•	•	
Project No. 5241 - Reinforced Concrete Box Reconstruction	Water	\$8.9M		•		•							•	•		•	•	•	•	•	•	•	
Dominguez Pump Station Rehabilitation	Water	\$7.7M		•		•							•	•		•	•	•	•	•	•	•	
Cogswell Dam Inlet - Outlet Works Rehabilitation Project	Infrastructure	\$7.5M	•			•				•	•	•		•	•	•	•	•	•	•	•	•	
South Whittier Sunshine Acres - Leland Avenue	Transportation	\$6.7M		•				•					•	•			•	•	•	•	•	•	
Alamitos Bay Pump Station - Discharge Line Replacement	Water	\$5.7M		•		•							•	•		•	•	•	•	•	•	•	
Huntington Drive - San Gabriel Blvd	Transportation	\$5.2M		•				•					•	•			•	•	•	•	•	•	
Helen Keller Park Landfill Remediation	Infrastructure	\$5.2M		•		•				•	•	•	•	•	•	•	•	•	•	•	•	•	
Boone Olive Pump Station Upgrade Project	Water	\$4.7M		•		•							•	•		•	•	•	•	•	•	•	
Morris Dam Access Road and San Gabriel Dam Outlet	Infrastructure	\$3.7M	•			•				•	•	•		•	•	•	•	•	•	•	•	•	
Malibu Branch Feeder 30-inch Realignment	Water	\$3.5M		•				•		•			•	•			•	•	•	•	•	•	
Hacienda Channel - La Plata Avenue Drain	Infrastructure	\$2.3M		•				•					•	•			•	•	•	•	•	•	
Firestone Metro Blue Line Station and Bikeway Improvements	Transportation	\$2M	•			•				•	•	•		•	•	•	•	•	•	•	•	•	
Santa Monica Canyon Channel Rubber Dam	Water	\$2M		•			•			•	•	•	•	•	•	•	•	•	•	•	•	•	
Hancock Park Pit 91 Drainage	Water	\$2M		•			•			•	•	•	•	•	•	•	•	•	•	•	•	•	
Saybrook Medians Phase III	Infrastructure	\$1.5M		•				•		•			•	•			•	•	•	•	•	•	
Prairie Avenue TSSP - 118th Street to Redondo Beach Blvd	Transportation	\$610,000		•				•					•	•			•	•	•	•	•	•	



The firm’s history of compliance with federal, state and local laws, rules and regulations.

5.11 – HISTORY OF COMPLIANCE WITH FEDERAL, STATE, AND LOCAL LAWS AND REGULATIONS

As discussed earlier, Cumming Group has extensive experience dealing with CEQA, NEPA, AQMD, and RWQCB to successfully complete projects with complex environmental issues. In addition to our experience dealing with these laws and regulations, Cumming Group is a leader at requiring their staff complete OSHA-10 and OSHA 30-hour training to make for better and safer workplaces and construction sites.

From a corporate standpoint, there are no current compliance issues with any Federal, State, or Local laws and regulations. Cumming Group is in good standing with the California Secretary of State and has no history of compliance issues at any level of government.

The firm’s experience and familiarity with the governmental and quasi- governmental entities that will have jurisdiction over the Project and their requirements.

5.12 – FAMILIARITY WITH AUTHORITIES HAVING JURISDICTION

Understanding the role of the other government agencies having jurisdiction over a project is critical in the selection of the project delivery method. This is critical to minimizing the schedule impacts to a project. Cumming Group has coordinated projects with the gamut of County, City, State, and Federal jurisdictions.

Cumming Group is adept at coordinating large and small projects with various other local jurisdictions and stakeholders. We have managed projects for local agencies that have required coordination with the following jurisdictions: South Coast Air Quality Management District (SCAQMD) for the installation of generators at Public Works’ maintenance yards and multiple demolition and abatement projects; the Los Angeles Regional Water Quality Control Board (RWQCB) for the groundwater monitoring of former Leaking Underground Storage Tanks at Rancho Los Amigos South Campus; County of Los Angeles Public Health (DPH) for the construction of swimming pools and kitchen projects at Stoneview Nature Center and the Hall of Justice Cafeteria; California Department of Transit (DOT) for the installation of various modular buildings; FEMA/CalEMA for the Eaton Fire recovery at several County Parks and Recreation facilities; and the Board of State and Community Corrections (BSCC) and the California Department of Corrections and Rehabilitation (CDCR) for work at prisons and juvenile detention facilities. We have experience with most local jurisdictional agencies and professional relationships with dozens of other specialty jurisdictions that have jurisdiction over Southern California projects.

With the numerous collaboration efforts Cumming Group has with these agencies, we will be a strong advocate for the City on this project.

Complete listing of any public or private construction projects for which the firm has been declared in default.

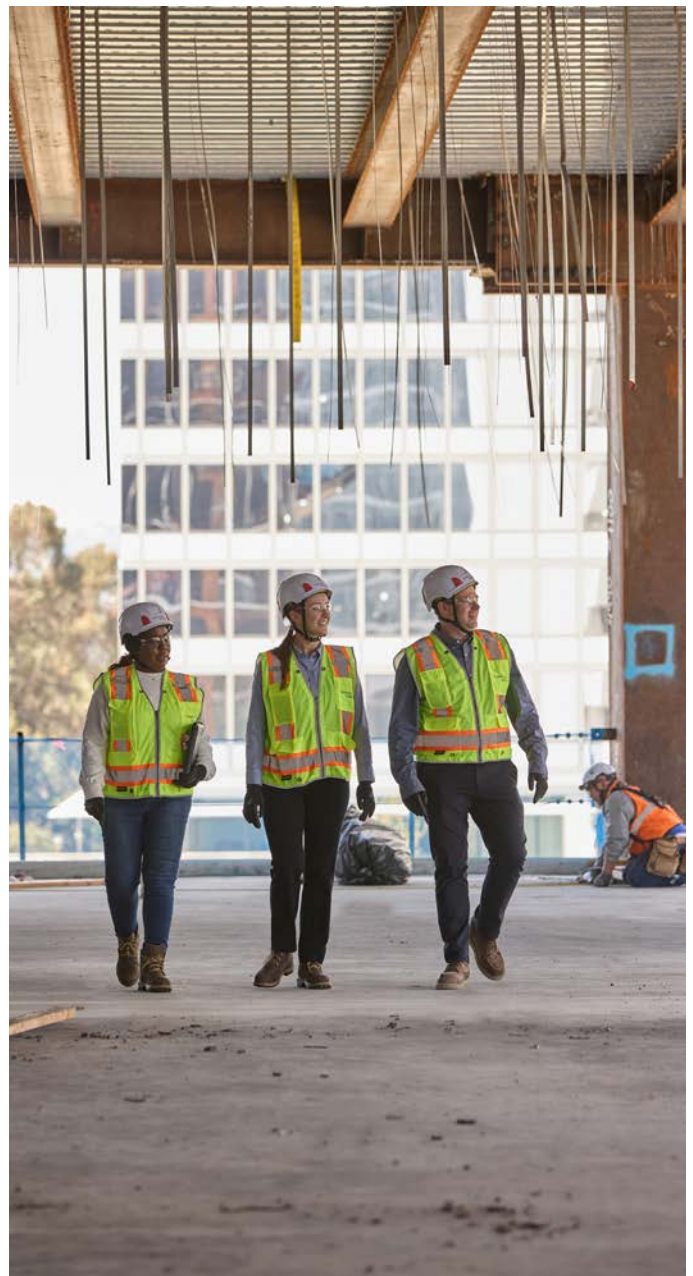
5.13 – LIST OF PROJECTS THAT THE FIRM HAS BEEN DECLARED IN DEFAULT

Cumming Group has never had a contract terminated for cause or been declared in default.

Any services the firm proposes to perform through a subconsultant.

5.14 – SERVICES BY SUBCONSULTANTS

As described in Section 2 – Firm Profile, Cumming Group has the depth of resources and comprehensive services offered in-house to ensure that we will be able to address any of the City’s needs throughout the course of the project. Our services align with the scope of services outlined in the City’s Request for Qualifications. Therefore, we have not proposed any subconsultants for this contract.



SECTION 6

PROJECT MANAGEMENT PLAN

- 6.1 Providing Effective Oversight Through the Life of the Project Within the Framework of Responsibility, Accountability, and Transparency
- 6.2 Establishing Project Controls and Deliverables
- 6.3 Establishing Schedules and Milestones
- 6.4 Day-to-Day Project Management, Technical Advice, Documentation, and Communication Protocols
- 6.5 Establishing an Effective QA/QC Program





SECTION 6

PROJECT MANAGEMENT PLAN

In this section proposers should detail their approach to:

The Project Management Plan (PMP) for environmental remediation activities, demolition of existing buildings and facilities, programming, design, and construction of a new public works maintenance facility involves a comprehensive, multi-disciplinary approach due to strict building codes, temporary facility requirements, move management, and logistical challenges in a dense urban beach community with limited land, limited laydown areas, limited construction access, limited parking, and small streets.

For this project, Matthew Feldhaus, the Project Manager for the Cumming Group will be charged with developing the customized details of the PMP in accordance with Public Works' policies and established procedures and input from the key project stakeholders, including City management, staff end users, and other key stakeholders.

Providing effective oversight through the life of the project within the framework of responsibility, accountability, and transparency.

6.1 – PROVIDING EFFECTIVE OVERSIGHT THROUGH THE LIFE OF THE PROJECT WITHIN THE FRAMEWORK OF RESPONSIBILITY, ACCOUNTABILITY, AND TRANSPARENCY

Cumming Group has worked on numerous programs and projects in which our services have been procured by a Request for Qualifications/Proposal. Through years of providing services for these projects, we have become skillful at managing internal resources, committing to assigned personnel, maintaining flexibility, and assigning our as-needed experts quickly and efficiently. Our organization has developed a structure designed to support our clients with expert resources at the very moment they are needed.

Once we are approved to start providing services by the City, we will structure the formal project management plan into clearly defined phases, each representing a critical step in the successful delivery of the project. This plan will outline the scope of services, assign roles and responsibilities, and establish a framework for collaboration among City staff, design professionals, contractors, and consultants. Our approach ensures a seamless transition from planning through construction, closeout, and occupancy.

At the core of our approach is a commitment to transparency, clear communication, and responsive service. We manage every project with diligence, emphasizing consistent coordination with all stakeholders, timely reporting, proactive community engagement, and a solutions-oriented mindset to resolve issues efficiently and effectively. The following sections provide more detail for the Project Management Plan/project approach.

Establishing project controls and deliverables.

6.2 – ESTABLISHING PROJECT CONTROLS AND DELIVERABLES

Our approach is highly technical utilizing the latest tools that speed up data collection and reporting, and provides real-time analytics to verify the health of the project at any given point.

Technology and Innovation Approach

Cumming Group leverages advanced technological and project management tools to provide a robust and comprehensive Project Management and Quality Control Plan. Our approach integrates industry-leading platforms and innovative strategies to streamline reporting, tracking, scheduling, budgeting, and document control while ensuring seamless collaboration.

Empowering Through Data

Our team is dedicated to creating actionable insights that communicate effectively across all levels of your organization. We do not just analyze data; we transform it into visuals that empower on-site staff and inform decision-makers in the office. Our technology-best practices guarantee that our tools convey a persuasive, precise narrative through our customized dashboards that integrate with industry-standard systems seamlessly.

The implementation of these software applications enables us to provide real-time project information. This results in logic-based decisions, claims avoidance, and the successful delivery of high-quality projects within budget.

Progress Reporting Process and Capabilities

Cumming Group's Data Analytics team has experience working with our clients to harness usable project information and create tools and insights that give capital owners at all levels more certainty and confidence in the performance of their projects. We enable our clients to make data-driven decisions with confidence at all levels, from program directors tracking global preconstruction KPIs, to finance analysts looking to compare monthly cashflow data versus potential risk impact.

We can provide end-to-end project reporting technology that is integrated to provide meaningful data on a cadence and level of detail that is tailored to the needs of each key stakeholder group. Cumming Group's data analytics experts excel in addressing specific client needs, customizing project cost, budget, schedule, and asset management reporting to meet client and end user needs by creating simple project-wide dashboards. The results of integrated project reporting allow our clients to expedite review processes, improve decision-making, and identify actionable insights or trends to reevaluate current processes.



Cumming Group always provides project dashboard access to our clients. Our team can develop them using our own systems (i.e. Power BI, Tableau, Excel, etc.), or using any systems/softwares the client prefers.

Tools and Technologies for Project Management

Examples of tools we use are listed below. Not every tool referenced will be implemented for each client; however, with careful selection and expertise, we will identify the solutions that best meet the client’s needs.

- PMIS: Procore, ACC Build, EcoSys, Ingenious Build, Join, Asite
- Cost Management: Evisort, Ironclad, iTWO Cost, On-Screen Takeoff, CAPP, Assemble, Profiler
- Digital Approvals: DocuSign
- Design Management: Navisworks, Autodesk
- Site and Reality Capture: OpenSpace, OnsiteIQ, MultiVista, Matterport

- Digital Collaboration: Microsoft Teams, Miro, Mural
- Dashboard and Visualization: Tableau, Smartsheet, Power BI
- Innovation Network: Revizto, Voyage, Alice
- Process and Workflow Management: Planview, Cora, Power Automate

Establishing Deliverables

To establish deliverables for a construction project, Cumming Group will define project objectives and scope, then use a Work Breakdown Structure (WBS) to break the project into smaller, manageable tasks and identify the tangible or intangible outcomes they produce. We will involve stakeholders to ensure alignment, define clear approval criteria, and set deadlines and assign clear ownership for each deliverable. Finally, our Project Manager will track progress using our PMIS tools and conduct regular reviews to ensure deliverables are being submitted, reviewed, and approved according to the established schedules.

PMIS Tools

The image displays a grid of tool categories and logos:

- PMIS:** Includes logos for Ingenious Build, Procore, Join, and Asite. A list of features is provided: Program source of truth, Cost and schedule tracking, Task and workflow management, Change management, Risk and open item tracking, Drawing markup and management, Construction administration, and File storage.
- Cost Management:** Includes logos for Evisort, Ironclad, iTWO costx, Classic On-Screen Takeoff, CAPP ANALYTICS, assemble, and PROFILER.
- Site + Reality Capture:** Includes logos for OpenSpace, OnsiteIQ, Matterport, and MultiVista.
- Dashboarding + Visualization:** Includes logos for EOS CORTEX, Tableau, Smartsheet, and Power BI.
- Digital Approvals:** Includes the logo for DocuSign.
- Design Management:** Includes logos for Navisworks and Autodesk.
- Digital Collaboration:** Includes logos for Miro, Microsoft Teams, and Mural.
- Innovation Network:** Includes logos for Revizto, Voyage Control, and Alice.
- Process + Workflow Management:** Includes logos for Planview, Cora, and Power Automate.



Establishing schedules and milestones.

6.3 – ESTABLISHING SCHEDULES AND MILESTONES

We utilize the latest software technologies, including Primavera P6, to develop schedules that are realistic and easy to understand. Our expertise includes development of master schedules, review of contractor’s detailed baseline schedules and monthly schedule updates. Beyond schedule reviews, we also closely monitor the work to assure that schedules are maintained. We identify work slippages early and develop recovery schedules and mitigation activities. We also have expertise in developing “what if” scenarios to assist in developing the best approaches to schedule revisions.

Cumming Group will provide an independent assessment of the schedule and budget updates of the project to analyze performance for the City managers. Current budget and schedule updates are compared to the accepted baseline data to produce various variance reports. Our schedule control staff keeps the entire City project team informed of budget tracking, schedule performance, actual to date costs, and the estimate of cost to complete. Cumming Group uses Earned Value Management (EVM) to allow the project team to know the actual state of the project by comparing the current project performance against original plan. Knowing the project’s performance will let us take actions needed to ensure that the project is completed on time and within budget.

Working with contractor during construction, we will require timely schedule updates and review the monthly pay application against the progress schedule prior to approving payment for work completed. When work falls behind schedule, we require recovery schedules that provide a road map for bringing the project back on track. Our team will monitor the schedule often so that the project stays on track.

Establishing schedules and milestones.

6.4 – DAY-TO-DAY PROJECT MANAGEMENT, TECHNICAL ADVICE, DOCUMENTATION, AND COMMUNICATION PROTOCOLS

1. Needs Assessment

Cumming Group will work with Public Works, the tenant department, and the key stakeholders to prepare an initial project needs assessment. We will develop a construction and soft cost estimate for budgetary purposes. Cumming Group will assist the City to shape the generic framework of the project scope of work, identify limitations in existing facilities and properties that might prohibit the development of the project as it is intended.

2. Feasibility Study

Once the needs assessment is completed, Cumming Group will work with Public Works and the tenant department to assess the feasibility of the project. Depending on the size and type of project, environmental, planning, and architectural consultants may be procured during this phase. We will look at project alternatives and assess the potential impacts to the California Environmental Quality Act (CEQA) including any possible categorical exemptions.

3. Programming

If the project is considered feasible from the previous phase, Cumming Group will work to adapt the initial needs assessment into an architectural program. In this phase, an Architect/ Engineer is procured either through as-needed contracts or through direct RFQ/RFP solicitation. Cumming Group will assist in this procurement by writing the detailed A/E scope of services and drafting the Notice to Proceed (NTP). We will then work with the A/E to develop space programming, adjacency requirements, site access, operational requirements, and initial

Day-to-Day Project Management



1
Needs Assessment



2
Feasibility Study



3
Programming



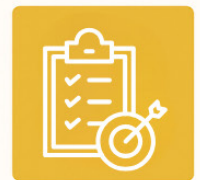
4
Design/
Scoping Documents



5
Bid and Award



6
Construction



7
Project Closeout



aesthetic requirements. At this phase, we will assist with a staff report to establish the project program, budget, and provide any required appropriation adjustments.

We will work closely with the A/E to define the program and conduct extensive user group meetings to ensure we are meeting the City's expectations. Special department requirements will be addressed in this phase as well as operations and maintenance decisions with the end users and the Public Works Department. The project schedule and Total Project Cost Estimate (TPCE) are established.

4. Design/Scoping Documents

For design-bid-build, CM At-Risk (CMAR), or Job Order Contract (JOC) delivery, Cumming Group will manage design from Schematic Design through Design Development and Construction Documents. We will provide constructability and coordination reviews of the drawings and specifications, and work with the City Contracts Department to develop the front-end specifications for the project. Cumming Group will be verifying the project costs and schedule at each milestone and compare them to the Council approved budget and schedule. If cost or schedule overruns become apparent, Cumming Group will work to refine the scope of work and recommend a recovery schedule to get back on track. The project manager will then coordinate the submission of the drawings with City Building and Safety and/or other jurisdictions having authority to receive plan check approval. Our project managers will assist in expediting this process. At this phase, we will also manage the environmental process and CEQA documentation to ensure the proposed project is in compliance with CEQA requirements.

For alternative delivery method projects like design-build and Public-Private-Partnership (P3), the design phases are treated differently. Cumming Group has experience working on dozens of scoping packages and in most scenarios, we recommend a prescriptive approach to scoping packages. This requires a great deal of interface with the scoping architect and the tenant departments to clearly define a prescriptive scope of work. At the core of this effort is the necessity for excellent communication and extraction of the important project requirements at the infancy of design. Cumming Group will

manage the user group meetings and assist the design team with translating the vision into prescriptive documents.

Staff/Facilities Coordination

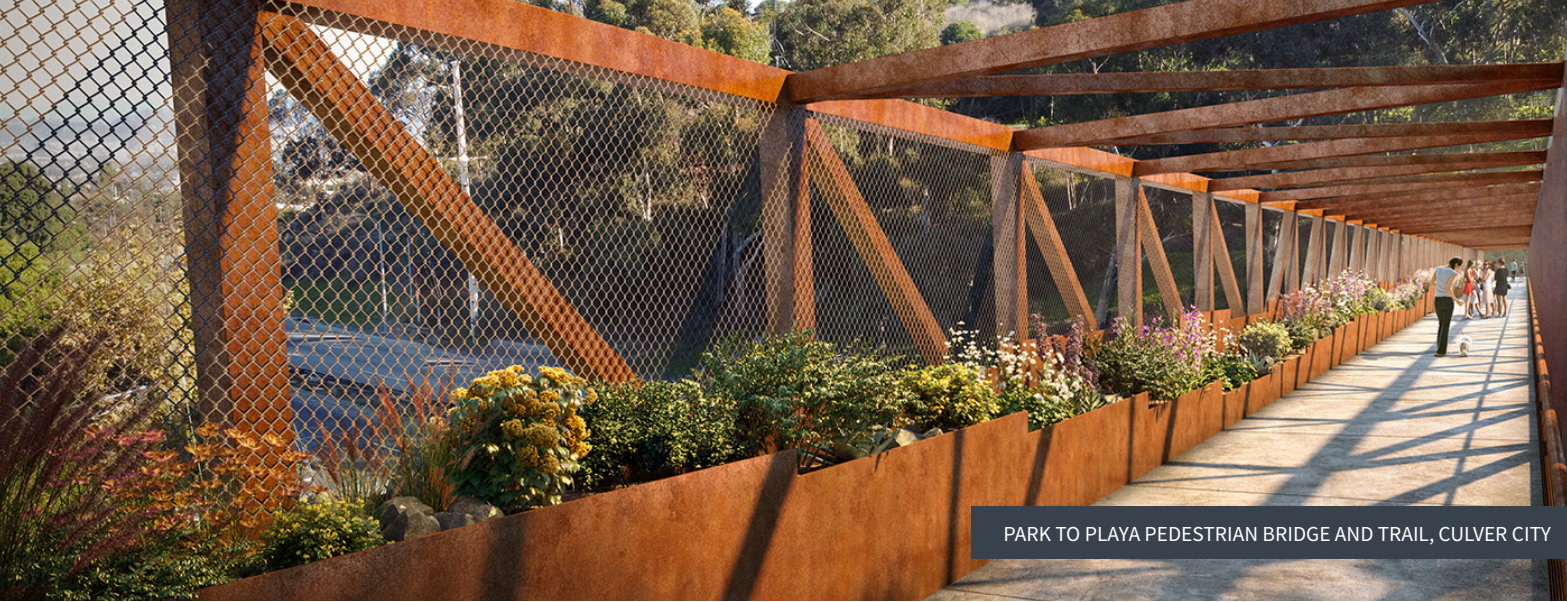
Our team will work closely with your staff and facilities group. We carefully plan out the sequencing, safety, and logistics prior to the start of construction. The agreed upon strategy will be incorporated in construction bid documents to ensure proposing contractors are aware of logistical and coordination constraints prior to submitting their bids. This ensures claims are minimized as they relate to site logistics and coordination efforts.

5. Bid and Award

For design-bid-build or JOC projects, Cumming Group will gather the bid packages and assist the Contracts Department with the advertisement of the bid opening. We will work with the A/E to respond to requests for information and issue any Notice to Bidders required to address questions from the construction community. Our project manager will assist with staff reports as required to Adopt and Advertise (AA), then award, or, if approved by management, Adopt, Advertise, and Award (AAA) in a single letter. We will assist the Contracts Department with determining the lowest responsive and responsible bidder, assist with contract execution, and issuance of a Notice to Proceed.

For alternative delivery method procurements like design-build, CMAR, and P3, bidding is recommended to be performed in two phases: Part A – qualifications; and Part B – technical proposal. Cumming Group will assist the City with developing important criteria to be inserted into the Part A Request for Qualifications. We can provide industry surveys at this phase to gauge interest in the project and work with the scoping architect to define critical systems and trades that should be pre-qualified. During the Part B technical proposal phase, Cumming Group will work with the shortlisted firms to conduct proprietary design meetings and assist the City in selection of teams. We will assist the City with fee negotiations, being careful to ensure that any proposed scope changes by the selected proposer are included in the contractual scope of work. Our project manager will assist with staff reports requesting certification of the environmental documentation, approval of the selected design-build entities, and any budget and consultant budget adjustments required.





PARK TO PLAYA PEDESTRIAN BRIDGE AND TRAIL, CULVER CITY

6. Construction

Cumming Group will facilitate the construction process by conducting regular project meetings, providing project controls, track change orders, RFIs, bulletins, shop drawings, provide daily, weekly, and monthly reports and other documentation through logs in the City’s preferred PMIS, or Cumming Group can implement Procore on this project at no additional charge to the City. We will prepare risk logs to minimize potential change orders, impacts to budget and schedule, and mitigate exposure to potential claims. Our scheduling staff will analyze baseline schedules using critical path methodology and perform Time Impact Analyses when required. Our cost manager will analyze change order proposals for merit and cost, track the change order budget through effective change management. Our project manager will utilize the depth of resources we have in-house to negotiate change orders and keep the project on schedule and within budget. Our project manager will coordinate with the Building and Safety inspection group on a regular basis to ensure that all items are built to code and to the quality level required by the Contract Documents.

While construction is in-progress, Cumming Group will also work diligently to keep you updated on project milestones, forecasted activities, and anticipated setbacks. Our team will be familiar with all general conditions and technical sections of the contract specifications and verify that the provisions of the contract are clearly understood and enforced during the construction. We will log project correspondence, project submittals, Requests for Information (RFIs), and other project documentation.

Daily project activity reports, progress photos, and completed work will all be verified by our team for inclusion in contractor progress payments. RFIs that require plan interpretation or specification will be reviewed with the architect of record. Proposed changes in the scope will be evaluated with the architect. Our team will track and monitor all change orders received from the contractor through the City’s document control system. Our managers will work with the architect, to review the scope of the contractor’s change order proposal and determine if it is a change from the base contract. If warranted,

we will negotiate an equitable cost with the contractor. On past and present projects, our team has successfully utilized unit pricing strategies in bid packages to control change order costs.

To alleviate potential cost negotiation deadlocks, we also recommend the general conditions of the contract include provisions for pricing changes, according to publications such as Means Construction Cost Data and Saylor Publications, Inc. in tandem with current and local market conditions to facilitate a mutual agreement on labor rates.

Our key personnel will facilitate and keep minutes of the job site meetings with the contractor and project architect. Regular agenda items for weekly progress meetings will include contract status for schedule and budget, forecasted construction activities, contractor field issues, owner and site administration concerns, submittal status, change order status, RFI status, planned activities, and coordination issues. Our team will regularly consult the architect on any productivity delays or impacts that can be anticipated. Contractors will be advised by our managers to develop recovery schedules and avoid disruption to ongoing programs.

Any issues will be tracked within the City’s project controls system and action items will be discussed at project meetings, where we will establish who will take responsibility for resolving them. During construction, we actively manage each project site and develop strong communications with field personnel, so there is an established chain of command that issues can be reported through as they surface. Our team will also work closely with the project design team to develop clear understanding and direction so the contractor can move forward confidently if the change has an impact on overall cost.

Cumming Group will facilitate the punch walks and determination of substantial completion and prepare the project for the close-out phase. Along the way, our Project Manager will properly document all construction contract documents and draft relevant delegation memos, staff reports, and Memorandums for the Record (MFR).



7. Project Close-Out

Once the project has been declared substantially complete, the punch list items are corrected, and commissioning is conducted, the project manager will have the following to complete:

- Warrantee servicing memo for the new facilities for the period of a year or as defined by the specifications.
- Processing the project acceptance and release of final payments to the contractors/design-builders.
- Documentation of any lessons learned.
- Obtain sign-off from City contract compliance in accordance for labor compliance requirements.
- Close-out of project including cataloging and disposition of all project documentation.
- Provide training to the end users for all new equipment and turn over all operating manuals.
- Ensure the last inspections are conducted and obtain the LEED certification (if required) for the facility.
- Contractor’s report card and delegation memorandums to finalize the project.

From our experience with major government buildings, our project managers have learned the importance of warranty and functional testing procedures. We will ensure that:

- System warranties shall not take effect until successful functional testing is complete, the system is accepted by the Commissioning Authority and City Property Manager. Our team will recommend that Warranty periods and requirements during the post occupancy period shall be described in the project contract specifications.
- During the warranty period, seasonal testing and other deferred testing required will be completed according to the Commissioning functional testing procedures. The Commissioning Authority coordinates these activities. We recommend systems requiring seasonal testing during the warranty period shall have the warranty start date adjusted if the system does not initially pass functional testing, regardless of the initial acceptance of the system at the end of the Acceptance Phase.

Technical Advice

Constructability Reviews

We believe that construction contract documents are a binding instrument between an owner and contractor for construction services, and as a result must be as accurate as possible to protect the interests of both parties.

Change orders due to design conflicts and discrepancies in construction documents are costly and ultimately disrupt the construction progress. Successful interdisciplinary and constructability reviews prior to award of construction will reduce change orders, save time, and keep project spending aligned with budget.

The ideal time to mitigate design conflicts is in the pre-construction phase prior to bid. Constructability reviews are critical to time, cost control, and claims avoidance. We will assign multi-disciplinary professionals to assess contract documents for clarity, integration of plans and specifications, constructability detail, and ambiguities that need to be addressed.

Our team members are able to review systems and details serving as a “second set of eyes” to ensure that the drawings and specifications put out to bid are complete, constructible, and of the highest quality.

Our reviews will specifically address issues such as:

- Constructability of construction details
- Materials and equipment lead time
- Work sequence, interface relationships, and period performance feasibility
- Site access, restrictions, staging areas, utilities for construction, and pedestrian or vehicular traffic safety plans established for ongoing operations
- Full contractor, City, and stakeholder coordination between disciplines to uphold plans and specifications Statements such as “designed by others” are addressed tactfully and timely

Our interdisciplinary and constructability review goals are:

- Reduce number of change orders
- Reduce delays caused by change orders
- Reduce Requests for Information (RFIs)
- Increase savings in in construction administration support
- Foster a collaborative, non-adversarial relationships between all parties involved
- Optimize facility operations functionality upon completion

Throughout the process, we will periodically review construction documents, plans and specifications to align project goals.





Labor Compliance

Compliance Monitoring and Oversight: Cumming Group will monitor and review weekly certified payroll records, labor compliance forms, and one-time submittals and monitor and ensure timely submittal of weekly payroll records, in compliance with the following regulatory drivers.

State Prevailing Wage Determinations: Cumming Group will ensure that the Contractor complies with all applicable State Prevailing Wage requirements for all work covered by the Department of Industrial Relations (DIR), which includes non-traditional craft work such as, Land Surveying, Fields Soils and Materials Testing, Commissioning, and Inspection Services. Our Analysts will verify the selected Contractor's compliance with requirements, such as legislation AB 1023, as well as new scopes of work and trade classifications issued by the DIR. Our team will also be requesting, as needed, worker canceled checks or additional documentation confirming payment of Prevailing Wages (both Basic Hourly Rate and Fringe Benefits).

Apprentice Utilization: Cumming Group recognizes the importance of utilizing Apprentices per State Labor Code §1777.5. Our team will provide the Contractor with technical assistance regarding verification of apprenticeship with the state and Apprentice ratios for all applicable crafts and classifications utilized on the project. As such, our Analysts will be requesting DAS 140 and DAS 142 forms from all contractors performing under apprentice-able trade classifications to ensure apprentice utilization. Through this collaborative philosophy, Cumming Group will provide the guidance and technical expertise necessary to establish a successful construction program that will ensure that critical aspects of contract compliance with all Labor Compliance requirements are met.

If this project includes federal funding, our team members will also be requesting the Federal Apprentice Certification(s) from Contractors utilizing apprentices, as necessary, for verification of federal apprenticeship registration.

Employee Field Interviews: To proactively address any potential labor compliance issues early on, Cumming Group proposes conducting monthly field interviews during integral phases of the construction schedule. Cumming Group, in coordination with the City, will coordinate on-site field interviews within the first week or month of work performed. We will verify the

construction schedule throughout the project to coordinate on-site field interviews for various trade crafts mobilizing on-site for the first time (i.e., strippers, roofers, painters).

Additional field interviews will be conducted for any of the following reasons:

- Worker Complaints
- Any discrepancies identified in Contractors' submittals of required forms/Certified Payroll Records indicating possible violation(s)
- Funding source requirements
- At the request of the City

Discrepancy Notifications: As noted above, our proposed team will conduct Employee Field Interviews and verify worker information against Certified Payroll Records submitted by the selected Contractor and their Subcontractors to ensure compliance with all state and federal regulations, laws, and provisions. Upon review of Contractor submitted documentation via electronic payroll system (i.e., LCPTracker or Dropbox), Cumming Group shall develop, prepare, and issue monthly Compliance Discrepancy Notifications and corrective action measures to the Contractor for immediate action and resolution, as necessary. Additionally, we will inform the City of all Contractor delinquent requirements, suspected violations, and underpayment of workers. Monthly notices may be delayed due to the following reasons which include but are not limited to; approved Contractor Request for Extension of previous Notice deadline, Recommendation to Withhold, or pending Contractor Training/Working Session.

Project Close Out and Turnover: Upon substantial construction completion and project close out, Cumming Group will work with the Contractor to ensure all Final CPRs, and Labor Compliance Forms are completed, submitted, and accurate. The City will be provided with a cloud link or flash drive with all labor compliance project documents as necessary.

Development of Alternatives

To provide the City with flexibility of funding for design and construction, our team will assist in developing intelligent bid alternates. This development will be project-specific and will typically start with the Schematic Design Phase. By using our extensive database, experience, and knowledge of the

Our approach to project and construction management is built around a client-centric philosophy, prioritizing your needs and goals to deliver customized solutions that exceed expectations.



construction commodity market, Cumming Group can provide an evaluation and contingency budget for additive or deductive bid alternates. We will work closely with the City and the design team to identify alternate potentials from a design and engineering perspective, as well as an economic, operations, and maintenance perspective. Additionally, we will assist in the development of how the alternates are presented to bidders, as clarity is necessary to ensure that bid evaluations and comparisons are accurate and fair.

Construction Sequencing

We will closely review the contractor's schedule submittal to verify all required sequencing and milestones are present and accurate. By closely monitoring the contractor's progress and work plan, we will be able to make recommendations, as needed, for adjusting sequencing, work, or traffic patterns, minimizing disruption to project activities.

LEED Planning and Certification

Should the City decide to pursue LEED certification for this facility, Cumming Group will assist the City with the LEED planning and certifications processes. We understand how complex it is to track the LEED points from design through construction. Our project manager will take a five-phase approach to navigate through the LEED certification process:

- 1. Choose** which rating system to use. Keep in mind, some projects clearly fit the defined scope of one LEED rating system; others may be eligible for two or more. Our project managers will help select the most appropriate and effective rating system. We will pay careful attention to the prerequisites and credits outlined in the given rating system, and make sure that the project can earn all prerequisites and enough points to earn certification.
- 2. Register:** Once registration forms are submitted and payment is complete, the project will be accessible in LEED Online. Cumming Group project managers will work with the City to make sure the registration is complete and thorough. At this phase, we will begin to prepare the application with the design team. We will begin to identify LEED credits to pursue and assign them to project team members. Our project managers will make sure the information and calculations for the prerequisites and selected credits are uploaded.
- 3. Submit** the certification application and pay the certification review fee. Our project manager will help expedite the application process and work with the design team to ensure that all backup documents are properly uploaded onto the web-based system.
- 4. Review:** After submission and review by the US Green Building Council (USGBC), our project manager will provide support in the off chance that certain credits are rejected. We can assist with an appeal if there is merit to the case.
- 5. Certify:** Receive the certification decision, which the City can either accept or appeal. An affirmative decision signifies that the building is now LEED certified.

Commissioning

The Cumming Group team is able to provide independent commissioning services to verify that building systems and elements are planned, designed, installed, calibrated and tested to operate efficiently and effectively. We have found commissioning efforts to be most effective when incorporated throughout the planning stages, with contractors and designers included in the process. Use of an independent Commissioning Agent will assist the City to verify that all the subsystems for HVAC, plumbing, electrical, fire/life safety, building envelopes, interior, LEED/sustainable systems, lighting, wastewater, controls, and building security achieve the City's project requirements as intended by the City and as designed by the building architects and engineers.

Our commissioning team is comprised of certified commissioning professionals, general contractors, engineers, and technicians with expertise in building system design, installation, startup, troubleshooting, testing and balancing. Our team has the expertise and experience in commissioning office buildings, central utility plants, schools, healthcare facilities, and mission-critical facilities. As part of our commissioning services, our Project Manager and Commissioning Agents will:

- Develop design intent documentation
- Prepare commissioning plans and specifications
- Develop pre-functional checklists and functional performance tests
- Witness equipment installation, quality control testing and system functional performance testing
- Issue resolution and mitigation
- Develop equipment operations training plans
- Review and complete O&M manuals
- Prepare LEED online documentation for Energy and Atmosphere Prerequisite: Fundamental Building Systems Commissioning and Energy and Atmosphere Credit: Enhanced Commissioning

Due to the nature of HVAC systems operation, performance of the systems cannot all be evaluated for performance during one season of the year. We recommend that the functional testing be performed on the system during the two peak seasons, cooling and heating, to complete the commissioning of these seasons. Heating will be tested in January, and cooling during July. Our commissioner will work with the facility maintenance manager to accomplish the seasonal testing. Any deficiencies will be taken directly to the contractor as a warranty call.

Safety

Cumming Group's commitment to world-class health, safety, and environmental (HSE) performance begins at the highest levels of our company, and drives our company's culture of caring and safety awareness. Our objective is to make sure that safety and security is the highest priority and that environmental remediation does not impact the team's ability to execute the work. The ultimate priority is that everyone associated with this project goes home every day without injury or incident.



For this project, we will combine our culture of safety with our knowledge and experience working in similar facilities to address the critical issues of worker, staff, and consultant security; life safety measures; and safe traffic (pedestrian and vehicle) routing. We also understand the critical aspects related to maintaining a secured perimeter during work hours and outside of work hours.

Our team will conduct daily site walks of the project and continually work with the contractor's staff to encourage safe work practices. In addition, our Construction Manager will conduct monthly site walks with the Contractor's Site Safety Manager to review project safety and discuss upcoming safety challenges and potential mitigation measures.

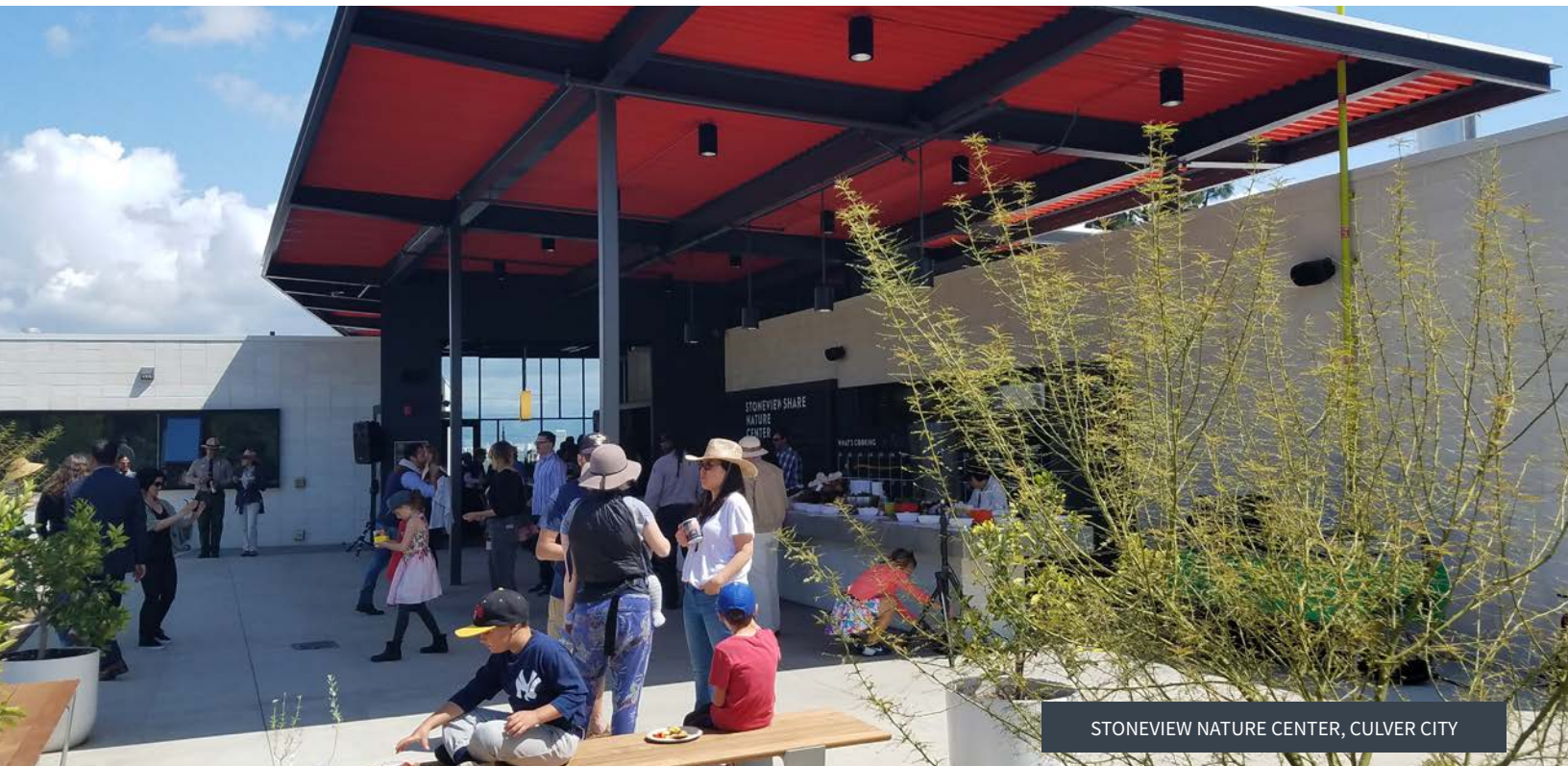
Our team will emphasize the requirement to prepare and implement a Site-Specific Health and Safety Plan in accordance with contract requirements and compliance with applicable local, state, and federal regulations.

Documentation

Our team is familiar with most Project Management Information Systems (PMIS) including Oracle, Procore, eBuilder, Autodesk, Kahua, and others. Our Document Controls and project management staff are experts at using these programs and they are familiar with establishing document controls procedures for electronic filing, File Naming Conventions, Incoming and Outgoing Correspondence, Contracts, Notice to Proceed, Work Authorizations and Change Orders, Invoices/Payment Requests, Request for Information, Submittals, and Meeting Minutes.

Our use of document control management systems is intended to always be of service and provide continuous support to the project management team. The typical document control management scope of work includes:

- Provide standardized procedures for document control using Oracle, eBuilder, Procore, or other client preferred document management system as the basis for project communication;
- Assist the Construction Manager and the rest of the project team;
- Assure that documents are safely secured, maintained and readily available for use by persons with access approval;
- Index documents received or collected for systematic filing according to the client's naming conventions;
- Preserve records of quality including design documents, construction documents, contracts and agreements, basis for design, construction, procurement, and Owner operations and maintenance records;
- Support the project processes of change control, configuration management, and quality assurance;
- Assure that all project participants are consistently informed of the current policies, procedures and basis for design, construction and procurement, including facility and systems configurations and interface;
- During the close-out process, combine site files with HQ files and discard all duplicate documents; and
- Transmit hard copy files to off-site records storage facility once the project is closed out and a sufficient waiting period is over.



STONEVIEW NATURE CENTER, CULVER CITY



Communication Protocols

Cumming group will develop a formal communication plan detailing stakeholders, their roles, and methods of communication. We will establish a clear communication chain, choose the right technological tools for information sharing, schedule regular meetings for updates and discussions, emphasize clear and concise messaging, document all communications, and foster an open communication culture where everyone feels comfortable raising concerns.

1. Create a Communication Plan

- *Identify Stakeholders:* Determine who needs to be informed and involved in project communications.
- *Define Roles and Responsibilities:* Clearly outline who is responsible for communication and the reporting structure.
- *Establish Communication Methods:* Specify how information will be shared and the frequency.
- *Document and Update:* Keep the plan as a living document, regularly reviewing and updating it to reflect project needs and performance.

2. Implement Key Communication Practices

- *Use Clear and Concise Language:* Avoid jargon and technical terms that may be misunderstood by stakeholders.
- *Utilize Visual Aids:* Employ diagrams, photos, and progress dashboards to supplement written and verbal information.
- *Conduct Regular Meetings:* Schedule daily check-ins, weekly team meetings, and other relevant gatherings to align the team and address issues.

- *Provide Transparent Reporting:* Offer regular and honest updates on project progress and any changes.
- *Maintain Detailed Records:* Keep meticulous logs of all communications, decisions, and changes to prevent disputes and misunderstandings.

3. Leverage Technology and Collaboration

- *Choose Appropriate Tools:* Select PMIS software that facilitates real-time communication, document sharing, and centralized information storage.
- *Train Teams on Tools:* Ensure all team members, subcontractors, and managers are trained on how to use the designated communication tools effectively.
- *Promote Centralized Document Storage:* Use platforms that allow for centralized storage of all project documents to ensure everyone has access to the latest information.

4. Foster a Positive Communication Culture

- *Encourage Open Communication:* Create a culture where team members feel comfortable sharing ideas, asking questions, and voicing concerns.
- *Practice Active Listening:* Encourage team members to fully engage with the speaker, ask clarifying questions, and paraphrase to confirm understanding.
- *Provide and Seek Feedback:* Encourage a two-way flow of feedback to improve communication processes and address issues promptly.



HOPE FOR HOME HOMELESS SERVICES CENTER, POMONA



HILDA L. SOLIS AQUATIC CENTER, WEST PUENTE VALLEY

6.5 – ESTABLISHING AN EFFECTIVE QA/QC PROGRAM

Cumming Group has developed a unique Quality Assurance/Quality Control (QA/QC) process refined through our work on large public programs in Southern California. Our performance-based process is based on lessons learned and targets critical project success factors such as conformance to our client’s scope, schedule, and budget, Cumming Group team member performance, communications, and claims avoidance.

We produce deliverables that fit the needs of our clients and communicate the appropriate level of detail to the intended audience. We provide services of the highest level of quality and address the quality of deliverables and outcomes produced by others.

During design, Cumming Group implements a rigorous constructability review program to reduce change orders and mitigate time delays and claims. Our constructability reviews bring to light conflicts or challenges not recognized by the design team during the development of the design documents, including availability of materials, site logistics, code elements, and equipment space restrictions. We also ensure that the bid documents are complete, comprehensive, and accurate, minimizing change orders.

Cumming Group develops quality control checklists to manage startup, acceptance, and closeout procedures with the inspector of record and all required inspectors. At the beginning of construction, each specialty inspector reviews the contract documents outlining the most important elements to include in the quality control data. During construction, Cumming Group systematically verifies that reviews, certifications, inspections, and tests are being performed. We document all inspections, identify items that have been satisfactorily inspected, and target those requiring corrective action.

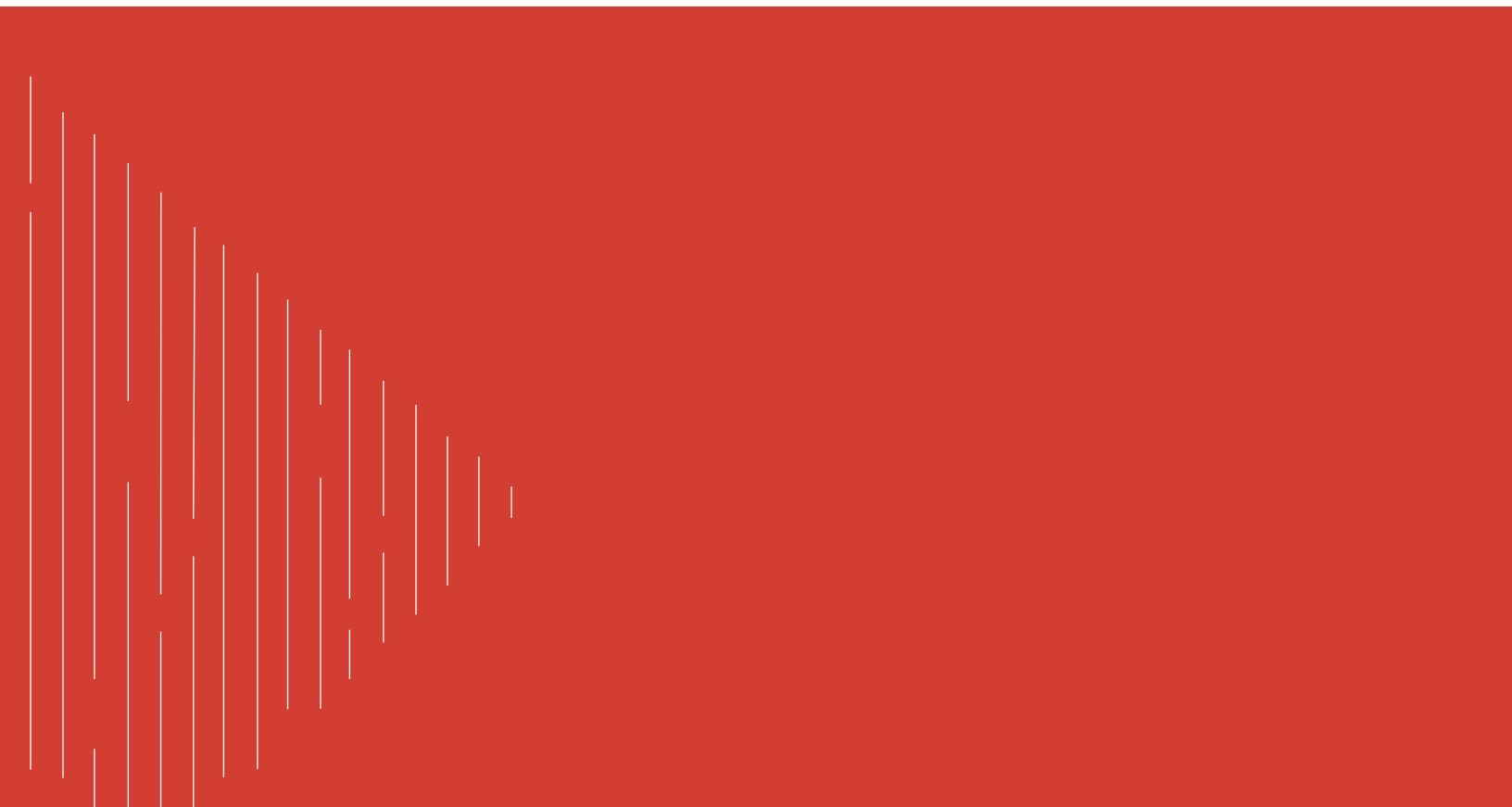
Our team will be responsible for performing construction observations routinely, providing the City with confidence that the project is being built according to the Contract Documents. The Construction Manager will create daily/weekly inspection reports, take photos on a regular basis, and coordinate with the drawings and specifications to ensure the project is being built in compliance.

Delays in inspector approvals equate to delays in contract closeout, so our team members proactively drive contractors to correct any contract deviations. At weekly meetings, we discuss the contractors’ completed activities and evaluate the effectiveness of our shared quality control measures. We advise contractors to implement any improvement measures needed in time for upcoming activities. The successful closeout of construction projects is contingent on comprehensive and accurate as-built drawings. Cumming Group requires and verifies up-to-date as-built drawings from each contractor before approving each payment application. We stipulate that contractors post any modifications to the contract documents before submitting any payment requests.

Document handling and retention procedures are an important part of the QA/QC process. Our team will make sure that the project records and correspondences are updated on a daily basis, and a daily construction report is issued. All construction drawings will be stored electronically and at the jobsite. As-built drawings will be maintained regularly, and they will be reviewed by our team for accuracy. Pay applications will be tied to monthly updates of the as-built records.

SECTION 7

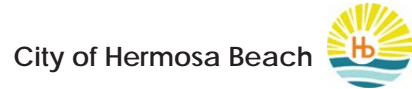
REQUIRED FORMS





7.1 – CERTIFICATION OF QUALIFICATIONS

RFQ 25-006



6.2 Required Forms

6.2.1 Certification of Qualifications

RFQ #: 25-006

The undersigned hereby submits its statement of qualifications and agrees to be bound by the terms and conditions of this Request for Qualifications (RFQ).

1. Proposer declares and warrants that no elected or appointed official, officer or employee of the City has been or shall be compensated, directly or indirectly, in connection with this statement of qualifications or any work connected with this statement of qualifications. Should any agreement be approved in connection with this Request for Qualifications, Proposer declares and warrants that no elected or appointed official, officer or employee of the City, during the term of his/her service with the City shall have any direct interest in that agreement, or obtain any present, anticipated or future material benefit arising therefrom.
2. By submitting the response to this request, Proposer agrees, if selected to furnish services to the City in accordance with this RFQ.
3. Proposer has carefully reviewed its statement of qualifications and understands and agrees that the City is not responsible for any errors or omissions on the part of the Proposer and that the Proposer is responsible for them.
4. It is understood and agreed that the City reserves the right to accept or reject any or all statement of qualifications and to waive any informality or irregularity in any statement of qualifications received by the City.
5. The statement of qualifications response includes all of the commentary, figures and data required by the Request for Qualifications.
6. The statement of qualifications shall be valid for 90 days from the date of submittal.
7. Proposer acknowledges that the City may issue addendums related to this RFQ and that the proposer has reviewed the following addendums which have been issued:

Addendum: 1_____

Addendum: _____

Addendum: _____

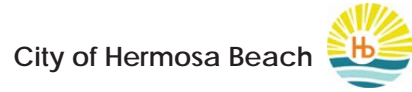
Addendum: _____

8. Proposer further acknowledges the provisions of any addendums issued have been incorporated into their statement of qualifications.



7.1 – CERTIFICATION OF QUALIFICATIONS, CONTINUED

RFQ 25-006



Signature of Authorized Representative:

 _____

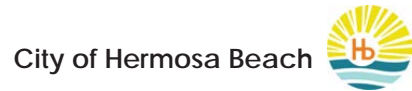
Printed Name and Title:

Anthony Sanchez, Executive Vice President



7.2 – NON-COLLUSION AFFIDAVIT

RFQ 25-006



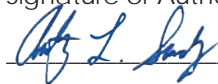
6.2.2 Non-Collusion Affidavit

RFQ #: 25-006

The undersigned declares states and certifies that:

1. This statement of qualifications is not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation.
2. This statement of qualifications is genuine and not collusive or sham.
3. I have not directly or indirectly induced or solicited any other Proposer to put in a false or sham statement of qualifications and I have not directly or indirectly colluded, conspired, connived, or agreed with any other Proposer or anyone else to put in a sham statement of qualifications or to refrain from submitting to this RFQ.
4. I have not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the rate schedule price or to fix any overhead, profit or cost element of the rate schedule price or to secure any advantage against the City of Hermosa Beach or of anyone interested in the proposed contract.
5. All statements contained in the statement of qualifications and related documents are true.
6. I have not directly or indirectly submitted the rate schedule price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any person, corporation, partnership, company, association, organization, RFQ depository, or to any member or agent thereof, to effectuate a collusive or sham statement of qualifications.
7. I have not entered into any arrangement or agreement with any City of Hermosa Beach public officer in connection with this statement of qualifications .
8. I understand collusive bidding is a violation of State and Federal law and can result in fines, prison sentences, and civil damage awards.

Signature of Authorized Representative:



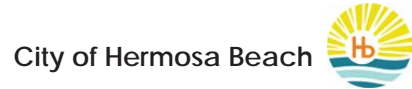
Printed Name and Title:

Anthony Sanchez, Executive Vice President



7.3 – COMPLIANCE WITH INSURANCE REQUIREMENTS

RFQ 25-006



6.2.3 Compliance with Insurance Requirements

RFQ #: 25-006

The selected consultant will be expected to comply with the City's insurance requirements contained within this RFQ.

The undersigned declares states and certifies that:

1. Proposer agrees, acknowledges and is fully aware of the insurance requirements as specified in the Request for Qualifications.
2. If selected, proposer agrees to accept all conditions and requirements as contained therein.

Signature of Authorized Representative:



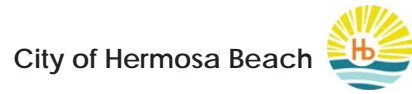
Printed Name and Title:

Anthony Sanchez, Executive Vice President



7.4 – ACKNOWLEDGMENT OF PROFESSIONAL SERVICES AGREEMENT

RFQ 25-006



6.2.4 Acknowledgement of Professional Services Agreement

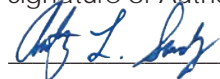
RFQ #: 25-006

The selected consultant will be expected to comply with and sign the City's Professional Services Agreement. Proposers should identify and/or indicate any exceptions to the Sample Professional Services Agreement included in Section 6.2. The City Attorney or their designee retains the discretion to accept or reject proposed exceptions or modifications to the City's Professional Services Agreement.

1. Proposer agrees, acknowledges and is fully aware of the conditions specified in the City's Sample Professional Services Agreement.
2. Proposer agrees to accept all conditions and requirements as contained therein with exceptions noted as follows:

See following page

Signature of Authorized Representative:



Printed Name and Title:

Anthony Sanchez, Executive Vice President



7.4 – ACKNOWLEDGMENT OF PROFESSIONAL SERVICES AGREEMENT, CONTINUED

Exceptions to Sample Professional Services Agreement

Cumming Group has reviewed the City’s standard Professional Services Agreement and is proposing the following additions and modifications to the contract language for consideration by the City. However, we understand/accept any decision by the City to accept or reject Cumming Group’s proposed modifications, and Cumming Group is prepared to use the City’s contract as provided.

17. INSURANCE REQUIREMENTS

B. Endorsements: Each general liability, automobile liability and professional liability insurance policy (which shall not be required to endorse section B.1. below) shall be issued by a financially responsible insurance company or companies admitted and authorized to do business in the State of California, or which is approved in writing by City, and shall be endorsed as follows. CONSULTANT also agrees to require all contractors, and subcontractors to do likewise.

19. FINAL PAYMENT ACCEPTANCE CONSTITUTES RELEASE. The acceptance by the CONSULTANT of the final payment made under this Agreement shall operate as and be a release of the CITY from all claims and liabilities for compensation to the CONSULTANT for anything done, furnished or relating to the CONSULTANT’S work or Services except for claims made in writing at the time of acceptance. Acceptance of payment shall be any negotiation of the CITY’S check or the failure to make a written extra compensation claim within ten (10) calendar days of the receipt of that check. However, approval or payment by the CITY shall not constitute, nor be deemed, a release of the responsibility and liability of the CONSULTANT, its employees, sub-consultants and agents for the accuracy and competency of the information provided and/or work performed; nor shall such approval or payment be deemed to be an assumption of such responsibility or liability by the CITY for any defect or error in the work prepared by the Consultant, its employees, sub-consultants and agents.

20. DISCLOSURE REQUIRED. (City and Consultant initials required at one of the following paragraphs)

By their respective initials next to this paragraph, City and Consultant hereby acknowledge that Consultant is a “consultant” for the purposes of the California Political Reform Act because Consultant’s duties would require him or her to make one or more of the governmental decisions set forth in Fair Political Practices Commission Regulation 18700.3(a) or otherwise serves in a staff capacity for which disclosure would otherwise be required were Consultant employed by the City. Consultant hereby acknowledges his or her assuming-office, annual, and leaving-office financial reporting obligations under the California Political Reform Act and the City’s Conflict of Interest Code and agrees to comply with those obligations at his or her expense. Prior to consultant commencing services hereunder, the City’s Manager shall prepare and deliver to consultant a memorandum detailing the extent of Consultant’s disclosure obligations in accordance with the City’s Conflict of Interest Code:

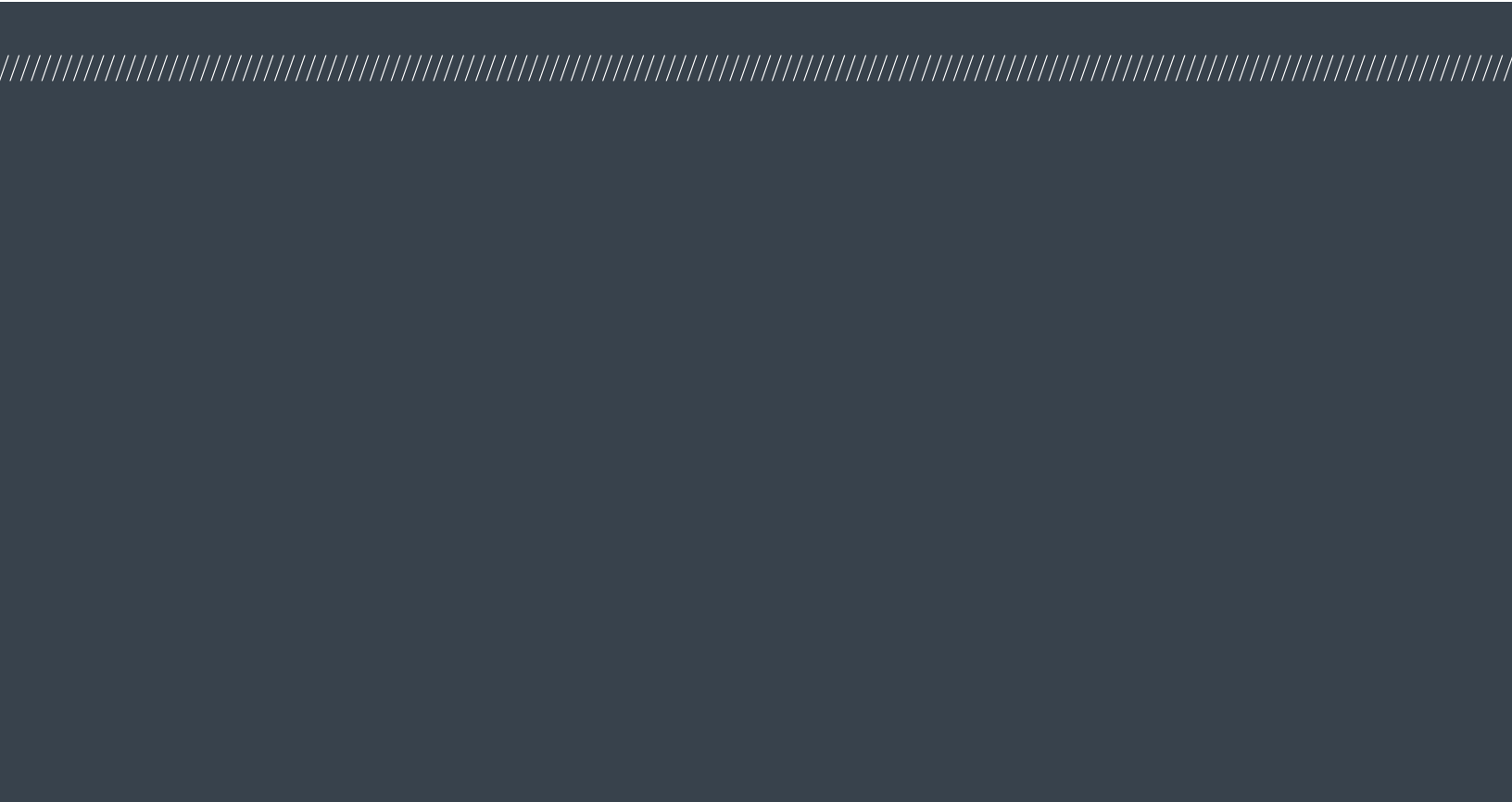
City Initials _____

Consultant Initials _____

- 31. City acknowledges that the Consultant has not been engaged to perform any services which constitute the practice of law.
32. Notwithstanding any other provisions of this Agreement, and to the fullest extent permitted by law, neither party shall be liable to the other for any incidental, special, indirect or other consequential damages incurred due to the fault of the other Party, regardless of the nature of the fault or whether it was committed by the City or Consultant, or their employees, subconsultants, or subcontractors. Consequential damages include, without limitation, liability for loss of use of the Project or existing property, loss of profits, loss of use, loss of production, loss of goodwill, or business interruption, however the same may be caused.
33. The Consultant’s aggregate liability under this Agreement shall not exceed the amount of insurance proceeds received from specified coverages, regardless of the theory of liability.

SECTION 8

RATE SCHEDULE





SECTION 8

RATE SCHEDULE

Rate schedules shall be submitted through PlanetBids Portal as a separate file, labeled “Rate Schedule” and indicate the firm’s name. The rate schedule shall detail hourly billable rates for key staff members (including their names, titles, and licenses) and other team member categories for various other services offered by the Consultant and sub-consultants as appropriate.

Proposer must also state whether rates are guaranteed for the term of the agreement or will be subject to future rate increases. Any proposed requests to change the adopted rates annually shall not exceed the relevant Consumer Price Index for the preceding 12-month period.

Rate schedule shall detail any other direct costs intended to be charged to the City (e.g., travel, equipment, printing/materials).

Per the instructions of the RFQ, our rate schedule was uploaded to Planetbids as a separate PDF document.

CUMMING GROUP

cumming-group.com