

Scope of Services

CM, Inspection and Labor Compliance Services for the City of Rialto Fire Station 205 – Phase 2 Project

Project Approach/Scope of Work

The process begins with the development of the main program elements: project schedule, project budget, comprehensive scope of work, project management systems (industry standard document tracking system, incorporation of City project procedures manuals, safety practices management and QA forms and reports, checklists, communications protocols, etc.), and a comprehensive QA/QC program. Below is a detailed summary of W&A's approach to providing our construction services to the City of Rialto. It should be noted that the approach detailed below is provided for our construction management, materials testing, inspection services and administration services.

Construction Management and Inspection Services:

Constructability Review: Because the project bid opening is occurring prior to our contract start, we will quickly review all documents and look for potential changes and make the City aware of any recommendations that we may have.

Construction Management Plan: Our Project Manager and Construction Manager will work with City staff to complete a project specific management plan. Many of the elements are included in this proposal; the details would need to be prepared and agreed upon as a project roadmap for our newly formed team.

Certified and Trained Staff: W&A will provide necessary safety training and appropriately certified staff for each assignment. Prior to assigning staff for each project we will make sure that our inspection staff has the current and up-to-date training certification required for the specific project in accordance with City policies.

Preconstruction Conference: W&A will coordinate and conduct the Pre-Construction Meeting including notification to contractor, utility agencies, and other stakeholders, and prepare the meeting agenda and minutes.

The Preconstruction conference agenda and minutes will include the following items, at a minimum:

- Introductions of key personnel
- City responsibilities
- Safety
- Project Overview
- Confirmation of fully-executed Contract Documents and Notice to Proceed
- Establishment of Contract Time and Completion Date
- Review of Working Day definition and holiday schedule
- Common overall project goals will be identified
- Chain of communication and key contacts
- Public Relations
- The scope will be discussed and clearly defined
- Critical design elements, schedule and cost factors will be discussed
- Experience and key roles in the project will be discussed
- Past project experiences will be discussed to identify potential pitfalls
- Jurisdictional agencies and the Contractor
- Discussion of Master Schedule
- Sub-contracts
- Integration of utility coordination activities into schedule
- Documentation and tracking controls
- Change order procedures
- Scope, schedule and cost change administration, notification requirements, and controls
- Submittal and RFI Process
- Identify long lead and any substitution and "or-equal" items and testing – review call-out requirements and deputy/special and testing requirements
- Review survey for consistency with the design
- Progress payment procedures
- Labor compliance
- Rights-of-way
- Easements and special access considerations

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- Placement of signs
- Questions and answers
- Action item assignments

W&A considers the pre-construction meeting as our first progress meeting. All items discussed are designated as “open” or “closed.” All open items are carried forward to subsequent progress meetings until resolved and closed. Action items are assigned a specific responsible party and a deadline for resolution. Minutes for each progress meeting are prepared and distributed to all attendees and affected coordination parties. W&A will typically conduct or, at a minimum, participate in all site meetings. Pre-construction meeting and site meeting minutes will be distributed via fax and / or email to meeting participants and to courtesy recipients identified by the City.

Project Communication: W&A inspection staff has excellent written and verbal communication skills. We have proposed experienced senior staff inspectors who are very adept and extremely competent in both verbal and written communications. Simple and clear communication that is similarly documented is what our inspectors will bring to each project

Public Contact/Complaints: W&A administrative staff will set up a protocol for public communication and complaint response prior to the start of the project. We will work closely with the City communication officer and set up the necessary system and identify the person to perform this role prior to the project start.

Project Controls: Complete and current project files will be kept at the job site, or at a location agreeable to the City, and will be available to the City at all times. Copies of files will be accessible to the City on our cloud storage site. Our inspection staff may or may not have the role of fulfilling these requirements for the project. These files will consist of the contract, correspondence relating to or modifying the contract, proposal requests, clarifications, permits, logs, reports, RFI's, field orders, change orders, claims inspection reports, test reports, etc. The W&A team will prepare a detailed file indexing system for all project hard files, and we would offer an industry standard system for contract administration for logging and tracking of critical issues, change management, RFIs, submittals, digital data and scanned documents. W&A can use City standard or customized forms. We will adapt our system to the specific needs of the project, to monitor, track and control the project. This detailed tracking system will enable us to provide an accurate assessment of the progress to the City with recommendations to maintain or improve adherence to the approved project schedule.

Labor Compliance: W&A Labor Compliance team will review and audit fringe statements and certified payroll for compliance with prevailing wages, perform employee interviews and interact with the Department of Industrial Relations as necessary to provide labor compliance for the project. We will confirm that the prime contractor and it's sub-contractors are submitting and uploading their certified payroll to the state website. W&A will spot check daily inspection reports and check all employee interviews with their corresponding certified payroll for compliance.

Submittal Processing: The Construction Manager (CM) will process all correspondence and submittals on this project with assistance from our project administrator. He will maintain the current submittals for verification that work in the field is in compliance with the approved submittals. All shop drawings, samples and other submittals received from the contractor will be logged in and evaluated to see if we can review them or if additional reviewers are needed. If it is determined that W&A staff would not review the submittal, we will quickly discuss the item with the City Project Manager to assure that we are in agreement. Prior to starting the work, we will go through the submittal list and work out any issues with the content up front prior to the start of work. If we do need the submittal reviewed by the designer or another party, it will be logged in and routed to the reviewer with a desired response. Responses will be logged in and transmitted to the contractor. Submittals will be tracked throughout the project to ensure timely response to avoid contractor claims for delay. All submittals will be expedited utilizing electronic delivery whenever possible (except for shop drawings, large format documents, etc.). Additionally, W&A will recommend key contractual requirements for the contractor to clearly indicate submittal processing requirements in the project schedule. Submittal comments will be monitored to identify potential impacts to quality, cost or schedule, with recommended alternatives and/or solutions. All files will be loaded to the Google cloud file storage.

RFI's: Upon receipt, the CM will log, distribute and respond to each Request for Information (RFI) as required. It is anticipated that most will be handled upon receipt. However, if the design engineer or the City staff is required to answer questions, the Construction Manager will coordinate a timely resolution. W&A will identify potential impacts to cost or time that may result due to issues identified in RFIs, with recommended alternatives or solutions to mitigate the potential impacts.

Coordination with City: W&A will monitor closely the work of the contractor. The contractor will be required to submit a four-week look ahead of schedule at the weekly meetings. This is a very effective tool in helping to coordinate the construction operation, particularly in relation to any interface operations with the City's activities. W&A will assist the City to minimize disruption to both City and construction operations. Our staff will communicate openly with the project team and constantly be making sure that we are all fully apprised and heading in the same direction.

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Coordination with City Building Department: W&A's CM will communicate regularly with the Building department staff and plan for the inspections that are required as part of our Quality Assurance Plan. Building staff will be invited and kept up to speed in our weekly meetings. Building and Public safety are of the utmost importance and we take them very seriously.

Coordination with City Fire Department Staff: W&A's CM and Administrative staff will work together with fire department staff as members of their staff. We will include them in our meetings and make sure that we fully understand their needs and schedule throughout the project.

Coordination with Third Party Vendors: Our staff will work closely with City staff, any third-party vendors, and the contractor to identify the procurement items and services, understand how they will be integrated into the work and then build them into the project schedule. We take great effort to incorporate all of these items into account and implement the overall schedule to make the work fit in with the contractor schedule. Our goal is to manage the overall project for the City and deliver an on-time project within the budget. We will work closely with the City Project Manager and Butler Building Vendor for this project. John did these same services on the El Toro Water District Administration Building. W&A has also provided third party coordination for the butler building type facilities and fire stations for the City of Lake Elsinore, City of Corona and Murrieta.

Daily Construction Observation Reports: W&A CM will compile daily observation reports documenting the contractor's workforce, all materials and equipment used or idle, a summary of the construction operations, any field problems, any disputes or claims, resolutions of issues and information provided or written directives to the contractor. Completed daily reports will be transmitted to the City on a weekly basis with originals filed and stored appropriately.

QSP Inspections: W&A will perform Qualified Storm Water Practitioner (QSP) inspections. Our inspector will review the contractor's updates to the Storm Water Pollution Prevention Plan and Rain Event Action Plan (REAP); provide review comments and an acceptance or rejection determination. Our QSP Inspector is also a certified QSD so he has expertise in the preparation and understanding of the design factors involved in producing the storm water Erosion Prevention plan. He will inspect the erosion control measures and storm water pollution prevention program work on a regular basis and as required; he will also conduct required monitoring and sampling during storm events. Our QSP Inspector will have the contractor immediately correct any deficiencies and document any changes to the SWPPP and/or REAP. The documentation of these corrections will be compiled and uploaded to meet filing requirements and be included in project reports and the Notice of Termination with the SWRCB at the end of the project.

Job Safety: Job Site safety is the responsibility of the contractor. W&A will intermittently check that the contractor is following their approved safety plan. The CM will review contractors' safety plan and implement tracking to assure that the contractor is following their safety plan. Our CM will notify the city of any accident or incident related to safety.

Periodic Progress Reports: W&A can prepare comprehensive reports for the Project Stakeholders covering the construction projects that we are inspecting. These reports are typically compiled monthly and would include the following information:

- Summarized report of construction activities including significant events and accomplished goals
- Construction observation reports
- Description of progress with photos to enhance the descriptions
- Description of equipment used
- Comparison of Actual vs. Planned Progress, in narrative and bar graph forms
- The latest detailed Four-Week Look Ahead Schedule submitted by the Contractor and reviewed by the CM
- Identification and discussion of current problems or pending change orders and actions taken or planned to resolve such issues
- Discussion of new short- and long-term goals for the project
- Comparison of Actual vs. Planned budget expenditures
- Master Trend Log detailing potential and approved changes
- Report of progress payments made to date and invoices in process
- Safety compliance and Labor Compliance Reports for Contractor and Subcontractor employees (if required)
- QA/QC prepared by the Team addressing testing and regulatory compliance issues
- Analysis of change order impacts or potential problems on schedule and budget

Weekly Statement of Calendar Days: W&A will prepare a weekly statement of calendar days documenting the construction progress, time of completion, delays and time extensions, and submit to contractor and the City on a weekly basis. The weekly statement of working days is typically discussed and agreed upon at each progress meeting and transmitted as an attachment to the minutes.

Problems and Solutions: The W&A proactive approach serves to anticipate and expeditiously resolve field problems. Our team is well trained in problem solving. All issues are processed with a sense of urgency and presented to the City with suggested

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alternatives, cost and schedule impacts and recommended solutions. The W&A staff will quickly implement the alternative which suits the best interests of the project and the City. W&A will effectively and quickly communicate with City staff, Design Consultants and the contractor to identify conflicts construction problems, coordination issues, and will obtain the needed action and response to submittals and RFI's.

Schedule Review: W&A is very familiar with the mainstream scheduling software used by the public works contracting industry including, but not limited to, Primavera P3® Suretrak® and Microsoft Project®. The W&A CM will review the baseline construction schedule, including activity sequences and duration, schedule of submittals and schedule of delivery for products with long lead-times. The CM will evaluate the baseline project schedule for the following:

- Consistency with the contract schedule (completion within the contract time)
- Accurate start dates, completion dates, other dates detailed in the contract
- Any impacts of weather and change orders
- Sufficient detail – including submittal process and procurement requirements
- Sequence of construction and correct schedule logic
- Identification of the critical path and project float
- Cost spread allocation

The schedule will not be approved as the baseline until all discrepancies are resolved.

Schedule Control: During the progress of construction, the W&A team will compare the contractor's monthly schedule updates to the baseline schedule and any approved time extensions, note any shortcomings and monitor and track corrections by the contractor to keep the project schedule on track. A four week "look-ahead" schedule will be required from the contractor, updated weekly and presented at the weekly construction progress meetings. This tool will keep the entire team looking one month ahead of the project and will facilitate proactive handling of project activities and issues. If necessary, W&A will negotiate time extensions due to change orders or other delays.

Photographs: Prepare and maintain an electronic photo journal documenting the construction progress. Photos will be taken before construction begins, during construction and upon completion of the project. The project will be videoed as well for full capture of all detail prior to construction starting.

Contract Conformance: W&A CM will be on site when part time through the startup period and oversee the potholing, utility mark out and coordination with utility companies to make sure that each site is ready to go once fabrications drawings are approved. He will also visit the site during the normal working hours (and when critical activities warrant it) to verify construction progress and to verify that all work conforms to contract requirements. Our CM will review the contractor's schedule of deputy and special inspection, and materials sampling and testing provided as required by the plans and specifications. W&A will reject work that does not conform to the requirements of the contract documents and will promptly report unacceptable work to the City and contractor. Rejected work will be thoroughly documented, photographed, and tracked until repaired or replaced to the satisfaction of the City.

Safe Conditions: Job Site Safety is the responsibility of the Contractor. W&A will periodically monitor that the contractor is following their project approved safety plan. Should our staff witness obvious unsafe conditions they shall promptly require corrective measures to be addressed by the Contractor in compliance with the contract documents and report such issues and corrective measures taken to the City.

Materials and Workmanship: W&A will recommend approval of materials and workmanship that meet the contract requirements, in coordination with the authority of the consulting engineer, architect, fire inspector, deputy inspector, or other authorized representative or regulatory authorities having jurisdiction.

Documentation Interpretation and Technical Assistance: W&A will perform the coordination and expediting between the contractor, design team and City Staff to clarify any questions for interpretation of the construction documents. Timely, firm and fair determinations will be processed to minimize any cost and time impacts.

QA/QC: W&A will enforce the quality assurance plan, in conformance with the City's Quality Assurance Manual, or as developed by W&A and the City for the specific needs of the project. W&A will perform and/or coordinate QA/QC activities daily and review activities as they happen, to make sure that QA/QC procedures are followed and deficiencies are resolved in a timely and efficient manner. The CM will maintain a chronological log of all records.

Water Conservation Rebates: The CM will prepare the documentation necessary to satisfy Water Agency requirements in securing the available and applicable water conservation rebates for the project. This will be clarified with the water agency prior to start of work.

Materials Testing and Observations: The W&A CM will monitor testing services, track documentation and record testing results in weekly construction progress meetings. When necessary, corrective measures will be implemented and re-inspected to verify

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acceptable completion. We will work closely with GMU staff to implement and track the quality control/assurance testing on the project.

Change Orders: W&A will establish, implement, and coordinate systems for processing all contract change orders. Each issue, which is identified as a potential change to the design, scope, cost or contract time, will generate a change notice. The CM will determine whether a change notice should be considered. The plans and specifications will be reviewed against the change notice. If the issue does not appear to be included in the plans or specifications, a Request for Quotation (RFQ) will be sent to the contractor. Any credits for work deleted because of the change will be required then as well. The contractor's response to the RFQ will be evaluated for reasonableness and completeness. The CM will maintain a Trend Log, listing potential changes as identified, either formally or informally. This Trend Log will be used such that potential change items are not overlooked or deferred until the end of the job. W&A will prepare independent cost estimates as required for contract change orders. Upon approval by the City, the Inspector will prepare, log and process change orders for full execution, and administer their implementation. Once fully executed, the CM Team will review the timely completion of the work and coordinate inclusion of the change order in the appropriate payment application.

Daily Extra Work Reports: W&A CM will verify and sign the contractor's daily extra work reports documenting force account (time and materials) work. W&A will monitor that only appropriate worker classifications necessary for approved time and materials work are included on extra work reports. Any inappropriate workforce and/or equipment charges will be promptly rejected and removed from extra work reports.

Progress Payment Processing: A cost control system, based on the contractor's schedule of values, approved change orders and the contract amount, will be developed and implemented to monitor progress costs.

W&A CM will review the payment applications submitted by the contractor, check and or verify quantities using measurement of items and verification of the quantities computed and noted in their signed daily reports. The CM's daily reports and measurements will determine whether the amount requested reflects the progress of the contractor's work. Appropriate adjustments to each payment application will be required by the contractor. When the payment application has been checked, it will be presented to the City for processing.

Construction Meetings, Schedule and Conduct Field Meetings: The following meetings will be held on site:

Periodic Progress Meetings with agencies, design team and staff to discuss all data included in the monthly progress reports and focus on the following items:

- Progress during the period
- Major decisions made
- Planned vs. actual schedule
- Upcoming work schedule
- Current or unresolved problems
- Anticipated or pending change orders
- Impacts of problems or change orders on schedule and budget
- Discussion of new goals
- Planned vs. actual budget analysis

Weekly Progress Meetings will be mandatory for the contractor and W&A staff, and optional or on an as-needed basis for City and design team staff. All parties are always invited to attend in person or via remote. Meeting minutes are distributed to all team members whether in attendance or not. Discussions will focus on the following items:

- Contractor's detailed four-week look-ahead schedule
- Progress and major decisions during the last week
- Update of unresolved items from previous meetings
- Status of submittals and change orders

Bi-weekly Safety and Tailgate meetings will be mandatory for the contractor and W&A staff. Topic summary and sign-in sheet will be kept and distributed to City staff.

Special Meetings will be scheduled as needed to discuss important issues or which require detailed discussion or review of plans and specifications. These meetings will follow the weekly meeting to reduce trips, if issues are not urgent.

Written Instruction: W&A CM will issue written instructions to the contractor regarding routine matters and/or follow-up of verbal instructions as necessary to properly document project issues. Our inspectors have speed memo forms to document any issue and provide immediately a copy to the contractor.

Plans, Specs and As-Builts: At a minimum, W&A will periodically review the contractor's as-built updates on the approved job plan set, identify missing items, and require the contractor to keep as-built records up to date throughout the project. At the City's option

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W&A will keep its own set of as-built plans, which will note the location of subsurface utilities encountered and / or installed, identify where any design or field changes were required (utilizing the corresponding RFI and / or change order numbers), and note the location of critical building components that are covered by finish work. At the end of the project the final as-built plans are submitted to the City within thirty (30) days of construction completion.

Water Start-up and testing Shut Downs and Tie-ins: The tie-ins will need to be planned and coordinated in advance with City operations staff and the City Project Manager. Coordination of notifications to residents for tie-ins will be required. We must check that the contractor has completed the necessary items related to testing for hydrostatic pressure, cathodic protection, disinfection such that they are all carried out in compliance with the specifications. The results will be documented and communicated to the team. We must take care in coordinating and documenting all tie-in's including mainline and service connections with city operations and maintenance staff, then follow up to see that all customers, business owners, fire department and other potential stake holders affected by the shutdown are notified in advance. W&A staff will meet with City staff to coordinate that all the procedures are well defined, understood and incorporated into our work plan and scheduled with the contractor prior to the scheduling of any shutdowns.

Chlorination Process: This process consists of a few distinct phases that can't be completed unless the previous phase is successful. Special care will need to be taken to eliminate any delays during this phase. Our staff can utilize water sampling and testing to provide results immediately on site.

Pre-Final Inspection: The CM will perform the final job walk and prepare the punch list (deficiency list). W&A will coordinate and observe the completion of required corrections. Should the contractor lag on a portion of the completion of project work, W&A will estimate the value of the incomplete items and recommend specific retention in accordance with the contract to maintain the City's financial position. If necessary, a change order will be recommended for approval for completion of the remaining work such that the City may file the notice of completion and start the time after which stop notices and/or claims are no longer valid.

W&A will schedule and perform quality assurance materials testing to verify compliance of the work with the contract documents. We will review test reports submitted by others to substantiate compliance and ensure that Certificates of Compliance or source release tags are furnished by the contractor along with the applicable delivered materials at the project site.

Final Inspection: All corrections must be made before W&A recommends processing of the "Notice of Completion." W&A is noted for our attention to detail. Upon completion of the punch-list and final sign-off by all project stakeholders, W&A will make a recommendation to City regarding the contractor's final progress payment request and prepare a final progress payment report for submission to the City.

Delivery of As-Built and close-out documents: W&A will review "as-constructed" plans and prepare "as-constructed" reports. W&A will assist the contractor in maintaining a field set of "as-constructed" plans to be updated daily and delivered to the City upon project completion. W&A will continually document changed field conditions and not rely on the contractor to document "as-constructed" conditions. The CM will report and photograph field condition changes. The CM will document and keep these "as-constructed" conditions on plans in his office. W&A will review the contractor's submittal of "as-constructed" conditions and compare this submittal to W&A's own documentation. Discrepancies will be discussed, resolved and recorded. Completed "as-constructed" plans will be submitted to the City.

W&A will enforce the provisions of the specifications to require the contractor to submit well coordinated operations and maintenance manuals, warranties and guarantees, bonds, extra stock and/or other items required by the contract documents such that a timely close-out of the project is implemented.

W&A will perform closeout duties including final organization of project files and submit to the City for final approval, and assist with the filing of the notice of completion and release of retention

Preliminary Notice and Lien Releases: After all requirements, have been met the inspector will sign off on the appropriate form to recommend approval to recommend release of funds.

Operations and Maintenance Manuals: Our CM will confirm that the contractor provides the proper number of specified Operations and Maintenance manuals within the time frame requirements in the contract.

Warrantees and Guarantees: We will track all material warranty's and guarantees identified in the specifications and make sure that we receive the required scope of these as well as the correct number of these documents with contact information, product names and manufacturer's representative and contact information. These will be included in a binder as well as electronically stored for the City.

Conclusion: Our scope of work includes all the typical and some specialty/emphasized project needs. In addition, our staff has excellent qualifications in performing these duties and W&A has an outstanding track record and list of similar successful project references that will demonstrate why we would be a tremendous asset to the City to manage this Project.

**Construction Management, Labor Compliance, Materials Testing and Inspection Services for
City of Rialto - Fire Station 205 Phase 2 Project**

Anticipated Months of Construction

PROJECT CONSTRUCTION PHASES			Anticipated Months of Construction													Total Hours	Hourly Rate	Cost		
			Precon	Construction 12 months (250 Working Days)															Closeout	
Allocation	Staff	Role	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct			
1 - Construction Management Services			0	1	2	3	4	5	6	7	8	9	10	11	12	13				
Wallace & Associates Staff																				
As Needed	Carl Wallace PE	Project Manager		4	4	4	4	4	4	4	4	4	4	4	4	4	4	56	\$170	\$9,520
As Needed	John Reidinger, CCM	Construction Manager		8	96	96	96	96	96	96	96	96	96	96	96	12	4	1080	\$158	\$170,640
As Needed	Jin Chong, ICC	Deputy and Special Inspections						12	12	12	12	12	12	12				84	\$128	\$10,752
As-Needed	Rachael Highley	Labor Compliance, Project Administrator		12	72	72	72	72	72	72	72	72	72	72	24	8	836	\$80	\$66,880	
Direct Cost Budget (Reproduction, Postage, Shipping, Incidentals)																		\$200		
Subconsultants																		Estimated CM Total		\$257,992
As Needed	Leighton Group	Materials Testing																Subconsultant		\$9,900
																		Mark-up (8%)		\$792
																				\$268,684

- Notes:**
- It is recommended that an additional budget of 8% be established for CM/Inspection contingency and possible Overtime.
 - Cost and schedule is based upon current estimated schedule provided by the City. If schedule changes are made outside our control CM budget may need to be adjusted as well.
 - Any inspection overtime and Saturdays would be at 150% rate and Inspection double time for Sundays and Holidays would be charged at 200%

Construction Cost	\$3,147,000
CM Cost as a Percentage of Construction Cost	8.5%