

CITY OF RIALTO

CONSTRUCTION MANAGEMENT, INSPECTION, COMMUNITY OUTREACH, LABOR COMPLIANCE, AND GEOTECHNICAL AND MATERIALS TESTING SERVICES FOR THE 2020/2021 STREET OVERLAY AND RECONSTRUCTION PROJECT (CITY PROJECT NUMBERS 180807 AND 210807)

Work Proposal

July 20, 2021



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City of Rialto
David Hammer
290 W Rialto Avenue
Rialto, CA 92376Electronic Submittal: bidinfo@rialtoca.gov**RE: Construction Management, Inspection, Community Outreach, Labor Compliance, and Geotechnical and Materials Testing Services for the 2020/2021 Street Overlay and Reconstruction Project (City Project Numbers 180807 and 210807), RFP No. 21-054**

Dear Mr. Hammer:

With more than 100,000 people calling the City of Rialto (City) home, it's not surprising that you are one of the nation's fastest growing population and economic centers. Continuing to improve quality of life for your communities while retaining a small-town atmosphere, the City is seeking an experienced team to provide construction management, inspection, community outreach, labor compliance, and geotechnical and materials testing services for the 2020/2021 street overlay and reconstruction project. AECOM is that experienced team.

Three Decades of Transportation Project Leadership. Our team is led by Construction Manager/Resident Engineer (CM/RE) Nazem Moussa, PE, CCM, QSD. Nazem has 31+ years of construction and resident engineering experience on roadways, freeways, structures, highways, and other transportation projects. He brings a wealth of experience in quality construction management and is 100% committed to this project—his top priority is to deliver this work smoothly, on time and under budget, with minimum disruptions.

Nearly 90 Years of Construction Inspection and Support Expertise. Nazem is supported by two Construction Inspectors—John Woodley and Jonathan Le, EIT—and Office Engineer Rolando Tumaque, PE. Combined, they have nearly 90 years of experience in local roadway and highway construction and inspection.

Layered, Small Business Subconsultants. AECOM's subconsultant team have successful histories of providing similar support services and includes Costin Public Outreach Group for public outreach (DBE/SBE), G3 Quality (SBE) for materials testing, Guida Surveying (SBE) for construction surveying, and The Solis Group (M/W/DBE) for labor compliance. We selected each firm for their qualifications and experience with local cities, Caltrans, and project stakeholders. Their staff are available as needed to support this project.

We Know CM for Transportation Projects. With 160 CM professionals in California available for transportation projects, AECOM has provided CM services on 500+ miles of State roads and highways worth \$6B+ in construction value. We have successfully delivered 42 projects for Caltrans in Southern California alone. And for 20 years, AECOM has consecutively maintained our status as #1 in Transportation according to *Engineering News Record (ENR)*.

This proposal is valid for 120 calendar days from its due date. We appreciate your review of our qualifications and are ready to deliver street overlay and reconstruction project services beyond the City's expectations.

Sincerely,

AECOM Technical Services, Inc.

Andres Roldan, PE
Vice President, Southern California Dept. Manager, US West Region Transportation CM/CEI

A. PROJECT UNDERSTANDING



A. Project Understanding

Understanding the Project and City Expectations

CM/RE Nazem Moussa understands City expectations based on his 31+ years of construction and resident engineering experience that includes key positions at Los Angeles County Metropolitan Transportation (Metro) and Caltrans.

For the last several years, the City has attempted to repair the increasingly number of potholes in both the north and south sections of Riverside Avenue. Truck traffic in the south section made this effort more difficult. So, maintenance of this deteriorated pavement became a nightmare for the City and its constituents, and the need to create this program to reconstruct this major artillery was a must.

The City's expectation is to have an available CM team to finish this project from beginning to end with NO DISRUPTION—on time and under budget. The successful outcome of this project will help the City, its residents, and businesses to evolve and grow for a better future.



Nazem and his team have studied the three segments of the street overlay and reconstruction project extensively through a site visit and the contract documents. He understands project goals, constraints, and challenges and what is needed to support the City for completion on time and within budget.

The street overlay and reconstruction portion of the work has different approaches depending upon the existing pavement type and structure sections. Elements of the work include:

- North Section (210807)
 - Rib and break up the asphalt concrete surface.
 - Pulverize pavement and base material with multiple and two-step sequence.
 - Full depth pavement reconstruction including asphalt rubberized hot mix (ARHM), cold central plant recycled asphalt plant (CCPRAP), and full depth reclamation.
 - Cold planning and overlaying street intersections with Riverside Avenue.
- South Section (180807)
 - Rib and break up the asphalt concrete surface.
 - Pulverize pavement and base material with multiple and two-step sequence.
 - Full depth pavement reconstruction including ARHM, CCPRAP, and full depth reclamation.
 - Construct new Portland cement concrete (PCC) pavement.
 - Cold planning and overlaying street intersections with Riverside Avenue.

The AECOM team is very familiar with the project area and understands the project and what needs to be done to meet City expectations and successfully complete each task listed below. CM/RE Nazem Moussa will be the single point of contact between the City, contractor, surveyor, materials suppliers, and utility companies. He will maintain very close contact with the City's Project Manager, coordinating and recommending solutions for approval.

Preconstruction Phase

The preconstruction phase is critical to the project success and to encouraging our team's overall objective to eliminate surprises that result from a failure to communicate project information. Review will begin of plans, provisions, independent cost analysis for quantity busts, discrepancies, constructability, RE's pending file, permits, and agreements. Our field staff will also walk the site and identify any construction issues not addressed on the plans. We will perform a preconstruction survey consisting of photographs and videos of the site.

Construction Inspection

Nazem and his team will monitor the quality of the contractor's work by implementing inspection guidelines that are included in the US Greenbook and City requirements. Our entire team is very familiar with Caltrans special provisions, Standard Specifications, and Standard Plans. AECOM inspectors are experienced on reading and interpreting construction plans, CALOSHA, and SWPPP. Field inspector assignments will include the following:

- Reviewing plans for accuracy and discussing activities with the contractor prior to starting work.
- Inspecting project construction activities at all stages including safety, traffic control, SWPPP, subgrade, aggregate base, paving, signing, and stripping for compliance with contract requirements, and maintaining daily diaries with photos for the permanent record.
- Ensuring materials delivered have been inspected and released and verifying certifications upon delivery.
- Verifying dimensions, framework quality, and bid item quantities for accepted work completed for payment.

Document Control, Project Records, and Progress Payments

We are committed to satisfying City expectation with monitoring and reporting efforts over the life of the project. Major documents to be maintained by the CM team are the RE Report of Assignments, daily inspection reports including field measured quantities, daily EWBs, safety meetings and inspections correspondence, memorandums, directives, RFIs, change orders, dispute records, meeting agendas and minutes, shop drawings, supplemental drawings, submittals, monthly schedules and reviews, WSWD statements, weekly status reports, quantity calculations, and daily field measurements.

Materials Testing

As directed by Nazem, all required soils and materials testing will be managed through our testing consultant G3 Quality, a certified testing and geotechnical materials firm. G3 Quality has certified laboratory and expertise with Caltrans certifications and AMRL/CCRL accreditation. QA inspections, sampling, and testing will determine that materials incorporated into the project are procured, installed, tested, and modified (if necessary) so they conform to the contract documents and applicable tolerance, standards, procedures, and processes. All requests will be handled within 24 hours from G3 Quality for effective and responsive testing and sampling. They will keep staff on an on-call to provide all required support for ongoing activities to meet the contractor's schedule without delay. G3 Quality will also perform quality assurance of field and laboratory work for all necessary testing including CCPRACP of the existing pavement, full depth reclamation, asphalt rubber interlayer application, ARHM overlay, isolated full depth digs outs, and minor concrete pavement repair per project specifications and applicable Caltrans, AASHTO, and/or ASTM test methods.

Public Relations

Public Relations Manager Sara Costin will develop a stakeholders list and support the City with any public meetings and matters such as publicizing the project start-up and helping with the ground-breaking ceremony. She will provide public outreach to identify all stakeholders and provide them with a current construction schedule.

Certified Payroll and Labor Compliance

Labor Compliance Officer Jeremy Turner of The Solis Group will also assist in obtaining certified payrolls and labor compliance forms and records from the contractor and subcontractors, all of which will comply with California Labor Board rules. We will also review the contractor’s compliance program and scope of work for each subcontractor, monitor job progress, and diligently verify compliance including DBE compliance. In addition, we will conduct monthly labor interviews with each trade and provide labor status reports.

A Proactive Constructive Management Approach

In the CM industry today, there is a lot of reactive management instead of proactive management, and leadership that hides behind specification language instead of driving a project to completion. AECOM is trusted by our clients because we do it right. Our team takes a proactive approach aimed at mitigating project risk and drives the project to meet its specific goals. Our work approach is based on identifying potential issues and implementing solutions before they affect the project, which allows the contractor to concentrate on completing the work on time and within budget. This approach is strengthened by our comprehensive experience and team members.

Quality Control

Quality Control, along with safety, is the linchpin of a successful construction project and a cornerstone of AECOM’s work approach. High-quality work is the result of efficient teamwork and organization that leads to timely completion of milestones and eliminates additional costs associated with re-work and non-compliance. The project will require strict oversight of all requirements so that the it will be constructed—and accepted—with seamless efficiency.

How do we implement?

- Implement the Construction Quality Management Plan (QMP) based on specifications and plans.
- Meet with the contractor to discuss processes and requirements of the document ahead of construction.
- CM/RE Nazem Moussa will oversee implementation of the QMP and review its effectiveness.



Change Control

The ability to properly manage work and schedule begins with understanding the change control process. The ability to move from identifying a potential change to change order execution in a timely manner will be the difference between a project delivered on time and one that is not. The project’s success will rely not only on AECOM’s knowledge of the change order processes, but also controls used to efficiently complete them.

How do we implement?

- Potential change is identified, formalized with an RFI, and discussed with the City.
- Impacts are logged in daily reports and checked by our ARE.

- We determine the scope and notify the contractor via Change Notice (CN), Bid Item Adjustment Authorization (BIAA), and/or change order.
- Work starts with formal authorization by our CM/RE Nazem Moussa.
- Cost-schedule proposals (CSP) are submitted and compared to CM Independent Cost Estimate (ICE).
- Negotiate, agree, process, and approve the change order package.
- Disputed work tracked via force account, RFC submitted, and issues discussed with the City.

Schedule Control

There is no more costly impact to a construction project than a schedule delay. Providing the contractor with a clear path to complete the work is essential to the success of this project. Our team will use its mega project experience to review and implement effective project staging to efficiently complete the proposed work. AECOM will closely review the contractor’s schedule to make sure quick changes can be made to mitigate delays.

How do we implement?

- Schedule control.
- ARE will as-built the contractor three-week lookahead schedule for daily tracking.
- Monthly schedule updates submitted as a requirement for processing pay application.
- For schedule impacts, we will perform an independent time impact evaluation.
- Delay mitigation.
- Extensive communication with the City and project stakeholders to keep the risk register up to date.
- Use risk register and identify project changes that can avoid or minimize delays (design change, re-stage work, and/or accelerate work).

Budget Control

The recent pandemic has caused major issues for funding of construction projects in Southern California. Coupled with the skyrocketing costs of transportation projects in the area, that makes budget a huge project risk and budget control essential. AECOM will work with the City to provide up-to-date information regarding the current costs of the project and the costs associated with potential changes based on our continually updated risk register. This will allow the City and project to quickly pivot, if necessary, to avoid adverse impacts to the budget.

How do we implement?

- Maintain a risk register identifying project risks on plans, specifications, and site conditions.
- Quantify risk impacts and determine potential mitigations with the City.
- Discuss change order and BIAA logs and include CSP, ICE, and rough order of magnitude costs of all CNs, BIAAs, and RFCs weekly with the City.



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- Track daily quantities via quantity sheets completed daily by inspectors.
- Discuss logs and bid item progress with the City on a regular basis.

Claim Control

The word "claim" has become a 4-letter word for agencies, and the bread and butter of highway bridge contractors in Southern California. With tight budget restrictions and the high-profile nature of this project, it is essential that claims are kept to a minimum.

Most claims are the result of poor change control management, poor knowledge of the managing agencies requirements, and/or a poor relationship with the contractor. AECOM has a proven change control process and strong knowledge of the City requirements. We are firm believers in partnering with the contractor, which has proven effective in avoiding claims on our projects.

How do we implement?

- Claims process.
- RFC submitted per contract requirements.
- RFC reviewed with the City and response issued to contractor.
- Rejected RFCs become potential claims.
- Claims support provided to the City through the potential claim log, reports, and project documentation.
- Claim mitigation.
- Make use of escalation ladder with the contractor.
- Emphasize and use partnering.

Environmental Control

A project of this size will require multiple levels of environmental oversight and control. Major drainage running through the project, will require tight oversight of SWPPP compliance. In addition, because of the proximity to residential and business properties, dust, noise, and vibration controls will also need to be followed when performing operations.

Additionally, there may be hazardous materials and contaminated soils that will need to be properly handled and disposed. AECOM will assist the City to implement the requirements of the environmental permits by the contractor.

How do we implement?

- Ensure permit requirements included in project specifications are followed.
- Make compliance a requirement of pay application processing.
- Include SWPPP and environmental monitoring as part of weekly meetings and project work plans.



Critical Issues

CM/RE Nazem Moussa and his experienced team have discussed possible issues that can impact the City’s project. Presented below is a discussion of those possible impacts, with proposed solutions.

Traffic Management and Public Outreach

Issue: For the work prescribed in this project, space must be created to perform the work that results in space being taken away from Riverside Avenue’s already crowded travel ways.

Closing sections of the road to perform reconstruction will affect the surrounding communities. Thus, the construction will stress both the residents and the nearby businesses that will be inundated with the detoured traffic and lane closures. The challenge is to minimize impacts to both through an effective communication and outreach plan.

Solution: The short answer is effective oversight and communication, but that requires a CM team with experience doing both. Implementing detours and work zone changes requires an understanding of the processes and safety impacts to apply them while providing correct notification to the contractor, traveling public, and nearby communities.

AECOM—with 20 years of Caltrans and local experience—understands the requirements; however, that system will not be enough for the notification of surrounding communities.

The public needs early notification and explanation of work performed so they are not surprised by changes they may see during construction. AECOM and Public Relations Manager Sara Costin will lead the public outreach effort by holding a weekly meeting that will include the City and discuss:

- The current project status.
- Upcoming work shown on a three-week lookahead.
- A detailed discussion on traffic control and upcoming closures.
- Weekly construction updates to impacted residents with up-to-date information.

The benefit will be open lines of communication with project stakeholders and consistent public outreach so that all parties understand upcoming impacts to the surrounding areas while minimizing the potential for errors in notification and incomplete data.

The maps to the right illustrate surrounding businesses that may be impacted during project activities.

Surrounding Businesses



Segments
 1 City Project 210807A
 2 City Project 210807

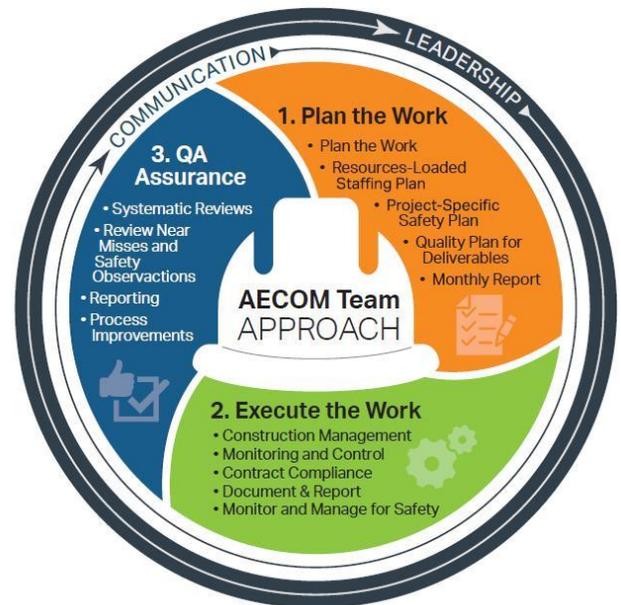


Segments
 3 City Project 180807

Safety

Issue: Performing the overlay and reconstruction construction processes becomes a serious hazard for both the traveling public and the contractor. Creating and implementing an effective safety program that will protect both the contractor and public, while also meeting the safety requirements of the City, will be paramount to having a zero-accident project.

Solution: AECOM will review the project's Safety and Health Plan to ensure compliance with the City safety requirements. As part of our Safety for Life Program, we will create a project specific safety program that will include safety manuals, as well as our own internal safety program requirements, which will be followed by AECOM and our subconsultants. Safety Officer Devin Molitor will be onsite, as needed, to assist the contractor with Safety and Health Plan compliance and will provide oversight.



Utilities and Stakeholders

Issue: For this project, stakeholders, utility companies, and businesses will be impacted. Unknown utilities can be present and may affect the schedule. Being able to effectively coordinate with each stakeholder, utility company, and business to make sure each has their expectations met while being compliant with project specifications is a monumental task. Coordination will be critical with AT&T, Rialto Sewer Services, San Bernardino Flood Control, Southern California Gas Company, Southern California Edison, Warner Cable, and the West Valley Water District.

Solution: The goal is to make sure each stakeholder is engaged and involved with decisions that will affect their facilities. Our team will identify areas where stakeholders and utility companies will be impacted and will integrate that information into our submittal, RFI, and notification processes. Utility adjustments will be tracked in a utility matrix and progressed through recurring meetings with the utility companies. Potential project impacts will be identified early, and mitigation measures advanced to avoid delays. In addition, each stakeholder will be included in weekly construction meetings where their individual work will be discussed, and questions answered. By including stakeholders in these processes, AECOM minimizes potential closeout issues and delays with coordinating work.



Resident and Business Access

Issue: Access to residents is very crucial and needs to be carefully minimized. Access to businesses needs to be open and immediate.

Solution: Public Relations Manager Sara Costin will provide public outreach and develop a plan to assist the City in implementing outreach activities. The plan is to identify all stakeholders, property owners, commuters, businesses, elected officials, public agencies, emergency responders, and news media and provide them with up-to-date construction schedules, closures, and detour information. Sara's previous

experience includes providing outreach for Caltrans District 7's I-5 Widening and Orange County Transportation Authority's SR-55 Improvements.

ADA Compliance/Challenges

Issue: Compliance with ADA laws and requirements is important, including any new rules. Some locations may have physical elements that prevent the contractor from complying, such as electrical poles and utilities.

Solution: Our proactive field team will verify all curb ramps for ADA compliance and prepare a chart in advance of the contractor. Our team will continue to work with the designer for exceptions where compliance isn't possible. We will also inspect the site daily for temporary access issues and always use common sense and good judgment.

Accurate Documentation

Issue: Documentation is a vital aspect of any contract. Having the timely and right documentation will eliminate and minimize potential claims and help to close the project timely.

Solution: Our commitment is to satisfy City expectations for monitoring and reporting efforts over the life of the project. All issues will be tracked through a system as specified by the City. Our document control captures project information in a timely manner. Collectively with our daily interaction and inspection of contractor's progress, we will independently verify progress against schedule and budgeted work. The major documents to be maintained by the CM team are Daily Inspection Reports including field measured quantities; Daily EWBs, Safety meetings and inspections, correspondence; memorandums, directives, RFIs, change orders, disputes, meeting agendas and minutes; shop drawings, supplemental drawings, and submittals; monthly schedules and schedule reviews; WSWD statements and weekly status reports; and quantity calculations and daily field measurements.

Equipment Staging and Site Security

Issue: Staging of the contractor equipment and moving it across the project may be problem. Also, securing the site 24/7 needs to be addressed.

Solution: The contractor's equipment must be staged in a manner that will not interfere with public traffic and will not hinder or slow down operations. We will review the contractor's responsibilities for the site during our preconstruction conference. We will also encourage the contractor to provide affordable site security, such as webcams.

Construction Noise and Vibrations

Issue: The proximity of the reconstruction work to residents and businesses will create noise and vibration.

Solution: Impacts to the adjacent residential community can vary from a mild background annoyance to a disturbing racket, depending on the proximity and the type of noise source. Contract specifications impose decibel limits on construction equipment but vehicle back-up alarms and especially impact operations such as excavation, compaction, and pile paving create unavoidable noise and vibration. Our team will:

- Notify local citizens in advance of upcoming noise generating construction operations.
- Use public outreach to inform local residents and businesses of upcoming noise.
- Consider other alternatives for particularly impacted noise-sensitive establishments.

Full Depth Reclamation Cement Treated

Issue: Mix design must be reviewed for optimum cement content, moisture content, and gradation. Depending on the depth of cut, more or less cement may be required. The specifications are assuming a 3% cement content. If this is higher, the contractor will expect a change order.

Solution: Depth of cut must be verified to make sure that excess subgrade isn't being pulverized together with the existing HMA and base materials. Moisture content of FDR materials must be not less than one percentage point or more than three percentage points above optimum moisture determined in the mix design process. Good compaction of not less than 95% must be achieved. After final curing of at least 48 hours, the FDR base must be micro-cracked so that plastic shrinkage cracks don't reflect through the rubberized asphalt overlay.

Cold Central Plant

Issue: Mix design must be reviewed and verified prior to construction. There are many critical tests required that should be independently verified for specification conformance.

Solution: Proper moisture and emulsion contents must be verified during production. Consistent crushing and screening of recycled asphalt pavement should be monitored to ensure a good consistent gradation. Emulsion and proper additive metering during central plant mixing process. The prime/tack coat must be applied prior to the asphalt concrete base course overlay at an application rate of 0.15 to 0.25 gallons per square yard. This step is critical to ensure proper bonding of the two structural section layers. Data must be reviewed daily and compared to the mix design. Fog seal application must meet specification tolerance to prevent pavement ravelling and damage prior to ARHM overlay.

ARHM Overlay

Issue: Mix design and submittal reviews are critical.

Solution: No RAP allowed in ARHM mix. We will monitor proper ARHM reaction and blending at the hot plant. ARHM must be delivered at appropriate temperatures and placed in a timely manner. ARHM paved and compacted at lower temperatures can lead to pavement rutting and ravelling. Smoothness and density are critical for this final pavement layer.

Applying Our Proactive Approach for Project Success

We look forward to discussing our proactive approach to construction management in depth with the City and demonstrating our robust understanding of this street overlay and reconstruction project. We also look forward to sharing our team's vision for how we foresee the contractor managing traffic and staging for on-time completion, while maintaining public support.

Led by CM/RE Nazem Moussa, we are confident that AECOM offers the City the strongest possible team for effectively addressing challenges and guiding the project towards success.

B. SCOPE OF WORK



B. Scope of Work

AECOM is ready to perform all the services as identified in the City's RFP. AECOM uses a standardized matrix, customized for each assignment, on all construction management projects as a proven tool to ensure complete services and total client satisfaction. The matrix below is the product of our robust understanding of the project and the City's needs.

Scope of Work Matrix

Pre-Construction Phase Task 1		
Activity	AECOM Benefit	Deliverable
Project Kick-Off Meeting	<ul style="list-style-type: none"> Ensures open lines of communication and confirms project expectations from Day One. 	<ul style="list-style-type: none"> Meeting agenda and minutes.
Utility and 3rd Party Coordination	<ul style="list-style-type: none"> Ensures all utility companies and 3rd parties completely understand their responsibilities in alignment with the project schedule. Identifies City facilities to be protected at project start. Complies with outlined Initial Study Mitigation Measure. 	<ul style="list-style-type: none"> Contact list for all parties, coordination meeting agenda/minutes. Transit Coordination Plan with alternate bus stop locations and detours. Includes adjacent cities, waste management, schools, and other stakeholders.
Photograph and Video Site	<ul style="list-style-type: none"> Documents existing conditions in the event of site damage or other issue with claims potential for proactive claims prevention. 	<ul style="list-style-type: none"> Photos, dated, with labels and a video.
Pre-Construction Conference	<ul style="list-style-type: none"> Addresses all concerns before the start of construction to avoid conflicts after starting work, protecting both schedule and budget. 	<ul style="list-style-type: none"> Meeting agenda/minutes.
Monthly Progress Reports	<ul style="list-style-type: none"> Provides notification of job progress, tasks, deliverables, and anticipated tasks for the next month, and scheduled completion date. 	<ul style="list-style-type: none"> One hard copy and one electronic copy of the Monthly Progress Report.
Monthly Invoice (continues into future phases)	<ul style="list-style-type: none"> Ensures control of consulting services budget for no cost surprises. 	<ul style="list-style-type: none"> Hard copy and electronic copy of the monthly invoice.
City Council Meetings (optional)	<ul style="list-style-type: none"> Assists the City staff in swiftly responding to City Council requests. 	<ul style="list-style-type: none"> Attendance at the meetings.

Construction Phase Task 2		
Activity	AECOM Benefit	Deliverable
Bi-Weekly Progress Meetings	<ul style="list-style-type: none"> Maintains ongoing effective communications among all stakeholders. 	<ul style="list-style-type: none"> Meeting agenda/minutes.
Process and/or Review Submittals	<ul style="list-style-type: none"> Ensures that submittals are approved in a timely manner, without impact to schedule. 	<ul style="list-style-type: none"> Submittal approval log and approved submittals.
Track Quantities	<ul style="list-style-type: none"> Provides a permanent record of work-in-place. 	<ul style="list-style-type: none"> Quantity calculation sheets for contractor progress payments, in City standard format.
Process RFIs	<ul style="list-style-type: none"> Ensures that all questions are answered and documented quickly with no impact to the schedule. 	<ul style="list-style-type: none"> RFI Log.
Review CCOs and Resolve Disputes	<ul style="list-style-type: none"> Ensures that only necessary CCOs are issued, eliminating unnecessary costs. Utilizes available tools for dispute resolution, possibly including Partnering for swift response and eliminating unnecessary costs. 	<ul style="list-style-type: none"> Logs of potential and issued CCOs. Approved CCOs and Partnering Session, if applicable.
Weekly Statements of Working Days (WSWDs)	<ul style="list-style-type: none"> Provides a record of all working days, eliminating disputes. 	<ul style="list-style-type: none"> Weekly Statement of Working Days..
Environmental Compliance	<ul style="list-style-type: none"> Ensures full compliance with environmental laws and regulations, keeping projects on schedule and without interruptions. 	<ul style="list-style-type: none"> Documentation of environmental compliance.
Labor Compliance	<ul style="list-style-type: none"> Ensures compliance with labor laws and contract requirements, keeping projects on schedule and without interruptions. 	<ul style="list-style-type: none"> Verified certified payrolls, employee wage interviews, and liability insurance certificates.
Progress Payments	<ul style="list-style-type: none"> Ensures contractor is paid only for completed, accepted work, including approved change orders, preventing issues impacting final closeout and acceptance. 	<ul style="list-style-type: none"> Certified payment request, in standard City format, including breakdown by project segment.
Project Document Control	<ul style="list-style-type: none"> Meets City needs and passes all audit requirements. Easy document retrieval for dispute resolution. 	<ul style="list-style-type: none"> Complete project files/logs in proper filing system. File by project segment as required.
Contractor Schedule	<ul style="list-style-type: none"> Ensures on-time project completion. Provides documentation for dispute resolution. 	<ul style="list-style-type: none"> Progress schedules and correspondence.

Utility and 3rd Party Coordination	<ul style="list-style-type: none"> Promotes on-time project completion. 	<ul style="list-style-type: none"> Permits, easements, and relocated utilities.
Construction Inspection and Safety Program	<ul style="list-style-type: none"> Ensures all work is in compliance with contract, including "US Green Book" and City standards and applicable codes, with proper documentation as proof, including OSHA safety requirements. 	<ul style="list-style-type: none"> Daily Inspection Reports, with work in progress, weather, and labor force. Noncompliance Reports and Deficiency Log. Daily reports logs submitted to City at least weekly.
Maintenance of Traffic Inspection	<ul style="list-style-type: none"> Ensures that the City provides protection for the traveling public through the jobsite, including pedestrians and truck traffic. Maintains access for businesses, residents, and schools. Promotes good will for all stakeholders. 	<ul style="list-style-type: none"> Documentation of traffic handling.
Monthly Project Reports/Photos	<ul style="list-style-type: none"> Provides proper project documentation in the event of a dispute, allowing for swifter dispute resolution. 	<ul style="list-style-type: none"> Project history and labelled pictures with a log.
Construction Staking	<ul style="list-style-type: none"> Ensures adequate survey control for construction and a complete Record of Survey at the project completion, recorded with LA County Recorder's Office. 	<ul style="list-style-type: none"> Survey notes, replaced monuments, and recorded Record of Survey.
Material Testing	<ul style="list-style-type: none"> Ensures materials comply with contract and documents. 	<ul style="list-style-type: none"> Material test reports, certificates of compliance, tester certifications, equipment calibrations, and lab certification.
Public Outreach Assistance	<ul style="list-style-type: none"> Ensures adjacent project stakeholders, especially businesses and schools, are aware of the project schedule and potential impacts. 	<ul style="list-style-type: none"> Public Outreach Plan/project flyers/door-to-door meetings, list of stakeholders. Contact for additional public information
Traffic Engineering	<ul style="list-style-type: none"> Minimizes traffic impacts and ensures safety for the traveling public, including pedestrians and truck traffic. Addresses emergency response times in TMP. Complies with Initial Study Mitigation Measure. 	<ul style="list-style-type: none"> TMP. Approved Contractor Traffic Control Plan. Approved cat-tracking, signage, and striping.

Post-Construction Phase Task 3		
Activity	AECOM Benefit	Deliverable
Final Inspection	<ul style="list-style-type: none"> Ensures that all work is in compliance with the contract and delivers the projects on schedule. 	<ul style="list-style-type: none"> Punch Lists and Notice of Completion at Punch List completion.
As-Built Drawings	<ul style="list-style-type: none"> Provides documentation for changes to the plans for a permanent record. 	<ul style="list-style-type: none"> As-Built red line drawings from contractor and final as-builts from design consultant.
Final Payment Certificate of Completion, Project Report	<ul style="list-style-type: none"> Provides proper documentation of project completion for the City. 	<ul style="list-style-type: none"> Final payment request, Certificate of Completion, and Final Project Report.
Claim Analysis, Dispute Resolution	<ul style="list-style-type: none"> Ensures claims are resolved quickly and fairly without impacting projects closeout. 	<ul style="list-style-type: none"> Claims briefs, negotiations, and negotiated final change orders.
Project Files	<ul style="list-style-type: none"> Provides a permanent project record for the City. 	<ul style="list-style-type: none"> Hard copy and electronic files.

Approach to Completing Scope Of Work

Our team has identified the critical issues and provided potential mitigations that allows AECOM and the City to decisively pivot and drive the project schedule. This critical issue document is a living document, which will be continuously updated throughout the life of the project as conditions change and new information is gathered though recurring meetings with the contractor and stakeholders.

In addition, AECOM has drawn on our experience with local agency and Caltrans projects to create effective controls that keep low-risk items from having large impacts on the project. To create those controls, we use an approach of understanding, planning, execution, and reassessment that allows us to adjust as necessary to be as effective and efficient as possible. Effectiveness and efficiency come from having the right people on the right tasks performing the right work.

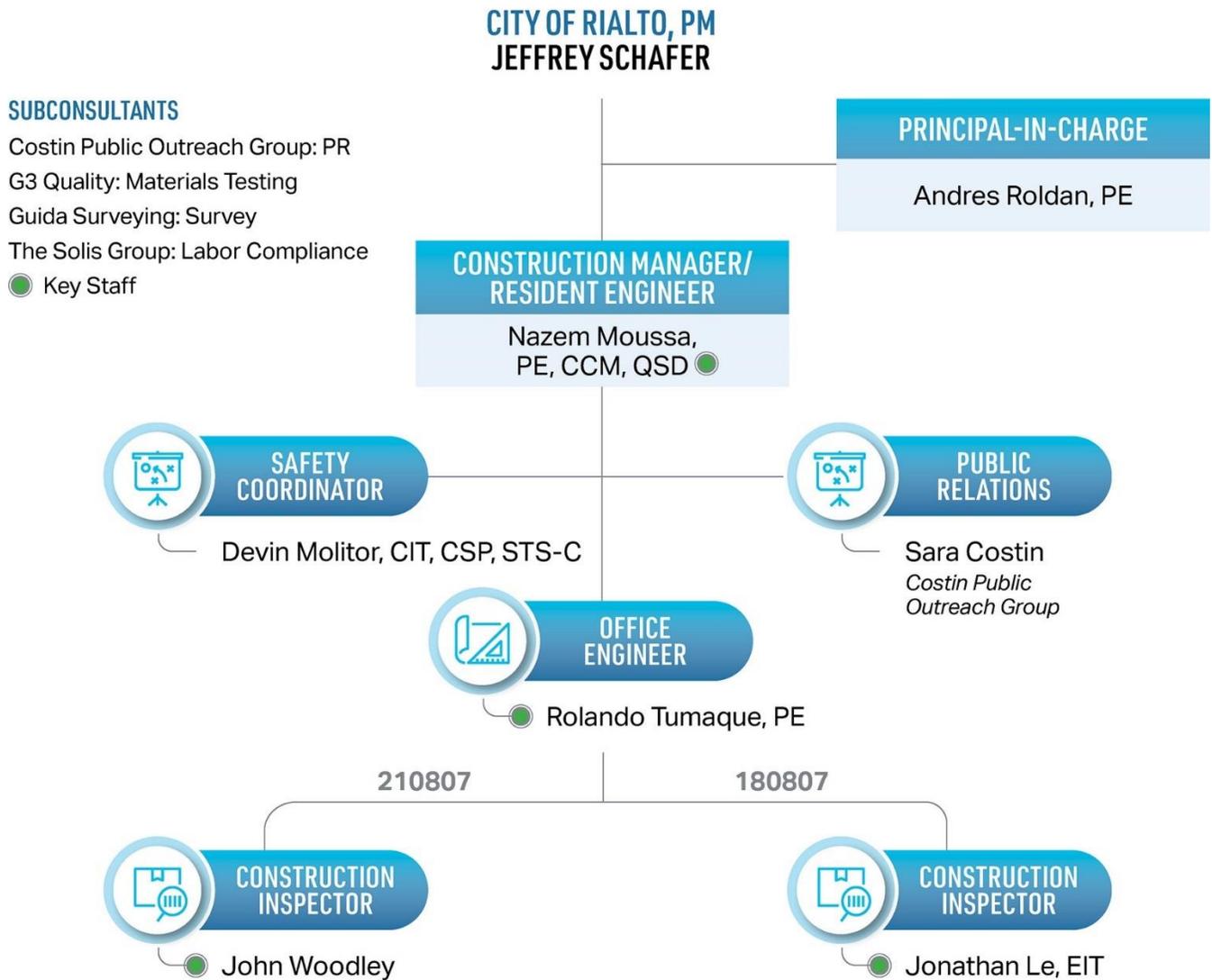
C. STAFF QUALIFICATIONS



C. Staff Qualifications

CM/RE Nazem Moussa hand-picked his team based on their experience and success on delivering similar projects. The organization chart below shows our entire team, including subconsultants.

Organization Chart



ADDITIONAL RESOURCES AS-NEEDED

LABOR COMPLIANCE
Jeremy Turner
The Solis Group

INSPECTION SUPPORT
Rod Holtman, PE, ENV SP
Ziad Rizk, PE, QSP

SURVEY
Tony Andrade, PLS
Guida

MATERIALS TESTING
Jordan Roper, PE
G3

SCHEDULE AND CLAIMS SUPPORT
Richard No

Team Qualifications

Resumes for CM/RE Nazem Moussa and his two and Construction Inspectors (CIs) follow at the end of this section, immediately after our table of other team members.

AECOM commits that our CM/RE, CIs, and other key staff members will be assigned for the full project duration.

CM/RE and CIs Information

In our CM/RE and two CIs resumes, we provide the RFP-required information including:

- The total number of projects each have successfully completed (similar scope and complexity) with current and previous employers.
- For relevant projects during the past 10 years, the date completed, a project description, location, and agency contact info.

CM/RE and CIs Years of Employment

As per RFP requirements, the table below provides previous employment information for our CM/RE and two CIs.

CM/RE and CIs	Years w/ Current Firm	Years w/ Previous Firms	Previous Firms Contact Info
Nazem Moussa, PE, CCM, QSD	<1	31	<ul style="list-style-type: none"> • Caltrans, Issam AbuMuhor, 714-452-4378 or Thang Ton, 714-260-4605 • Hill International, John Skoury, 949-910-5197
John Woodley	2	35	<ul style="list-style-type: none"> • Cali Rail Builders, Mark Monroe (retired) • MNS Engineers, Greg Chelini, 805-896-9474 • Jacobs Engineering, Joe Jenkins retired • HNTB, Ken Hill (deceased) • Kaiser Engineering Group International, Dave Evans (retired) • Lake City Public Work Department, Nadri Moses (deceased) • Anderson Columbia Paving, Joe Anderson (deceased) • W. G. Buck Johnson & Sons, W.G. Johnson (deceased)
Jonathan Le, EIT	14	0	<ul style="list-style-type: none"> • N/A, no previous firms (AECOM only, past 14 years)

CM/RE and CIs Project Commitment

CM/RE Nazem Moussa and his two CIs—John Woodley and Jonathan Le—have 100% commitment to this project.

Other Team Members

Brief qualifications of our entire team—including non-key staff members assigned to the various phases of the project—are provided in the table on the next page.

	Team Member	Role	Education	Years of Experience	Similar Project Experience	Local Agency Experience	Caltrans Experience	SCOPE ITEMS					
								Construction Management	Inspection	Community Outreach	Labor Compliance	Geotechnical and Materials Testing	Surveying
Key Staff	Nazem Moussa, PE, CCM, QSD	Construction Manager/ Resident Engineer	MS/BS, Civil Engineering	32	<ul style="list-style-type: none"> Los Angeles County Metropolitan Transportation, I-405 Design-Build Caltrans, I-710 Pavement Rehab, Median Barrier Upgrades, and Lanes Widening 	■	■	■	■	■	■	■	■
	John Woodley	Construction Inspector (Project 210807)	N/A	37	<ul style="list-style-type: none"> San Bernardino County Transportation Authority, Redlands Passenger Rail City of Cypress, Capital Improvement Projects Including Street Overlays 	■	■	■	■			■	■
	Jonathan Le, EIT	Construction Inspector (Project 180807)	BS, Civil Engineering	14	<ul style="list-style-type: none"> San Bernardino County Transportation Authority, Redlands Passenger Rail Southern California Regional Rail Authority/Caltrans District 7, I-5 Widening 	■	■	■	■			■	■
	Rolando Tumaque, PE	Office Engineer	BS, Civil Engineering	36	<ul style="list-style-type: none"> San Bernardino County Transportation Authority, Redlands Passenger Rail Caltrans District 7, Roadway Construction Inspection and Office Engineering 	■	■	■	■	■		■	■
Other AECOM Staff	Andres Roldan, PE	Principal-in-Charge	MS/BS, Civil Engineering	23	<ul style="list-style-type: none"> San Gabriel Valley Council of Governments, Baldwin Avenue Grade Separation Caltrans District 8, As-Needed Construction Engineering and Inspection Services 	■	■	■	■	■	■	■	■
	Devon Molitor, CIT, CSP, STS-C	Safety Coordinator	MS, Occupational Health & Safety	19	<ul style="list-style-type: none"> AECOM's Safety, Heath, and Environmental Representative San Gabriel Valley Council of Governments, San Gabriel Trench Grade Separations 	■	■	■	■				
	Rod Holtman, PE, ENV SP	Inspection Support	BS, Civil Engineering	21	<ul style="list-style-type: none"> Caltrans District 7, Resident Engineer for Construction Management/Field Inspection Foothill/Eastern Transportation Corridor Agency, Alton and Portola Overcrossings 	■	■	■	■			■	■
	Ziad Rizk, PE, QSP	Inspection Support	MS/BS, Civil Engineering	18	<ul style="list-style-type: none"> Caltrans District 8, Districtwide Inspection Services San Diego Association of Governments, Elvira to Morena Double Track Project 	■	■	■	■	■		■	■
Subconsultants	Sara Costin <i>Costin Public Outreach Group</i>	Public Relations	BA/Philosophy	29	<ul style="list-style-type: none"> San Bernardino County Transportation Authority, SR-210 Lane Addition and Base Line Interchange Public Outreach Caltrans District 7, I-10 Express Lanes Public Outreach 	■	■			■			
	Jeremy Turner <i>The Solis Group</i>	Labor Compliance	BA/Sociology	10	<ul style="list-style-type: none"> LA County Department of Public Works, Master On-Call Labor Compliance Contract Southern California Regional Rail Authority, Labor Compliance and DBE Program 	■	■				■		
	Tony Andrade, PLS <i>Guida Surveying, Inc.</i>	Surveying	BA/History	15	<ul style="list-style-type: none"> Caltrans District 8, On-Call Land Surveying Support Services Riverside County Transportation Commission, I-15 Railroad Canyon Interchange Construction Surveying 	■	■						■
	Jordan Roper, PE <i>G3 Quality, Inc.</i>	Materials Testing	BS, Civil Engineering	10	<ul style="list-style-type: none"> LA County Department of Public Works, On-Call Pavement Services City of Industry, Alameda Corridor East Fullerton Road Grade Separation 	■	■					■	■

Nazem Moussa, PE, CCM, QSD

Construction Manager/Resident Engineer

Nazem has managed construction of some of the largest recent freeway improvement projects in Southern California. He brings extensive experience as a Construction Manager and Resident Engineer (for \$1B+ highway, interchange, and local streets. He was a Senior RE at Caltrans and CM at Metro and provides hands-on oversight of field operations. He readily implements QA/QC and inspection, and performs constructability and bid reviews, scheduling, quantity, and cost estimates, change order negotiation, and risk and claim management.

Project Experience

Los Angeles County Metropolitan Transportation (Metro), I-405

Design-Build (D-B) Project, Los Angeles, CA. Nazem served in senior positions at Metro and Caltrans for construction of this \$1.6B D-B project. It included demolishing and reconstructing three bridges, widening 13 existing undercrossing, realigning 27 ramps, and building 18 miles of retaining and sound walls. 55-hour weekend closures were necessary, including for Carmagaddon 1 and 2 (demolition of the historical Mulholland Bridge). He managed project and contractor performance, administration, claims/change negotiation, safety, quality, inspection, scheduling, cost control, testing, utility relocations, stakeholder coordination, and public outreach. (10/2012-08/2016; Metro, Bryan Pennington, 213-922-7449)

Caltrans, I-710 Pavement Rehabilitation, Median Barrier Upgrades and Lanes Widening, Middle Section, Los Angeles, CA. Senior RE for construction of a \$210M improvement project, delivered ahead of schedule and under budget. The project involved six bridge widenings, replacing old pavement with long-life asphalt pavement, PCC paving, drainage, electrical, overhead signs, and striping. Nazem oversaw schedule, documentation, change order preparation, weekly meetings, outreach coordination, safety and SWPPP compliance, and execution of 32 individual 55-hour weekend closures. (01/2008-02/2011; Caltrans, Issam AbuMuhor, 714-452-4378)

Orange County Transportation Authority (OCTA), Orange Parking Structure, Orange, CA. CM/RE for this award-winning \$20M parking structure, responsible for the overall contract, including contract administration, project controls, inspection services, earthwork, grading, removing of hazardous materials, drainage, concrete building, electrical, utilities, landscaping, signs, striping, safety and SWPPP inspection, labor compliance, and public relations. He also resolved all notice of potential claims. (09/2017-06/2019; OCTA, Lora Cross, 714-560-5788)

Caltrans, I-710 Pavement Rehabilitation, North Section Median Barrier Upgrades and Lanes Widening, Los Angeles, CA. RE for this \$50M rehabilitation project, completed on time and under budget, consisting of replacing old pavements in the median with new structural section of AC and JPCP, installing new fiber optic lines, relocating conflicted utilities, upgrading median barriers for public safety, constructing retaining and sound walls, and installing multiple roadside and overhead signs. (1/2006-2/2008; Caltrans, Thang Ton, 714-260-4605)

Caltrans, SR-47/I-710 Interchange Project, Long Beach, CA CM/RE for improvements involving widening of the roadway and bridges for this \$35M project. Nazem was responsible for the overall contract including quality control and performance, contract administration, project controls, inspection services, electrical, landscape, installation and replacement of roadside signs, safety and SWPPP inspection, labor compliance, office engineering, and public relations. (11/2004-12/2006; Caltrans, Thang Ton, 714-260-4605)

Total Number of Projects Successfully Completed: >70

Years with AECOM: <1

Years with Other Firms: 31 (Caltrans, Metro, and Hill International)

Time Devoted to This Project: 100%

Education

MS, Civil Engineering, CSU Long Beach, CA

BS, Civil Engineering, University of Louisiana, Lafayette, LA

Registrations/Certifications

Civil Engineer, CA #53481

Certified Construction Manager

Qualified SWPPP Developer

John Woodley

Construction Inspector (Project No. 210807)

John has over 37 years of experience in construction and engineering services. His experience includes grade separations, bridges, highways, and roadways. He has been responsible for coordination and management of third-party utilities; preparation and oversight of utility agreements, master agreements, and subcontracts; and contract management.

Project Experience

City of Cypress, Capital Improvement Projects, Cypress, CA.

Roadway inspector for various projects including street overlays, sewer and storm drain rehabilitations, intersection improvements, removal and replacement of curb and gutter, sidewalks, grind and overlay with rubberized asphalt, and the Lincoln Sanitary Sewer project in conjunction with the Orange County Sanitation District. (Dec 2011- Dec 2012; City of Cypress, Alvin Papa, 714-229-6746 or 714-833-8610 and Kamran Dadbeh 714-229-6756)

San Bernardino County Transportation Authority, Redlands

Passenger Rail, Redlands, CA. Senior Construction Inspector for compliance with contract requirements for this \$255M project. Verifies compliance with applicable regulations, Metrolink, SCRRRA, CAL/OSHA, and SWPP. The contract requires multiple full and/or limited lane closures to complete a multitude of different work operations, including removal and replacement of curb, sidewalk, driveways, and pavement across two jurisdictions while also needing to coordinate with Caltrans, SCRRRA, and local businesses. Working with team member Sara Costin of Costin Public Outreach Group, AECOM created a successful outreach plan to notify appropriate cities, businesses, and stakeholder of upcoming work and seamlessly coordinate the impacts to those local businesses and traffic to avoid traffic build up and loss of access. (2017- Ongoing; San Bernardino County Transportation Authority, Dan Thompson, 619-517-8714)

San Gabriel Valley Council of Governments (SGVCOG), San Gabriel Trench Grade Separations, Los Angeles County, CA.

Bridge Structure Inspector, Roadway Inspector, and Senior Construction Utilities Manager for construction of a 1.4-mile-long concrete railroad trench, four new grade separations over the lowered UPRR railroad track, two railroad bridge, and five grade separation bridges with tie-back anchors for trench walls, soil nail walls, and shoring and roadway improvements. (Dec 2011- May2017; SGVCOG, Phil Balmeo, 562-786-0443)

Caltrans, I-710 from Firestone Avenue to Atlantic Avenue, County of Los Angeles, CA. This \$70M project involved rehabilitation of more than three miles of roadway with high-occupancy vehicle (HOV) lanes, total mainline concrete panel demolition, and replacement with asphalt concrete using geosynthetic pavement interlayer, and long-life asphalt. (Dec 2009 – Dec 2011; Caltrans, Asst. Structures Representative/RE, Reza Jaromi retired).

Caltrans, SR-91 from I-605 Interchange to I-110, Los Angeles County, CA. This \$77M project rehabilitated more than 12 miles of roadway with seven bridges, HOV lanes, removal/replacement of concrete paving, approach departure remove/replace, and mainline panel remove/ replace with concrete paving with drainage system. (Dec 2005 – Dec 2009; Caltrans, Asst. Structures Representative/RE, Reza Jaromi retired).

Total Number of Projects Successfully Completed: 17

Years with AECOM: 2

Years with Other Firms: 35 (Cali Rail Builders, MNS Engineers, Jacobs Engineering, HNTB, Kaiser Engineering Group International, Lake City Public Work Department, Anderson Columbia Paving, and W. G. Buck Johnson & Sons)

Time Devoted to This Project: 100%

Education

AA, Lake City Community College, Lake City, FL

Registrations/Certifications:

OSHA 10 hour and Confined Space
FEMA Contractor Federal Emergency Response Official
Project Management Training - FDOT
E Rai Safe Badge
BNSF Contractor Safety Orientation
CTQP Certifications - FDOT

Jonathan Le, EIT

Construction Inspector (Project No. 180807)

Jonathan has over 14 years of construction management experience on projects involving roadway/highway, bridge, grade separations and retaining walls and is proficient in specifications and project management documentation. Jonathan participates in a team approach on material acceptance procedures and documentation. He also organizes shop drawings and other construction documents. Jonathan has construction inspection experience on paving, drainage, earthwork, traffic control, ADA, utility, flood control, and irrigation work.

Total Number of Projects Successfully Completed: 9

Years with AECOM: 14

Years with Other Firms: 0

Time Devoted to This Project: 100%

Education

BS, Civil Engineering, California Polytechnic State, University, Pomona, CA

Registrations/Certifications

Engineer-in-Training, CA #155900

Project Experience

San Bernardino County Transportation Authority (SBCTA), Redlands Passenger Rail Project; San Bernardino/Redlands, CA. Roadway Construction Inspector responsible for monitoring and inspecting construction to make sure compliance with project documents. Inspector of grading, drainage, station platforms, retaining walls, street intersection improvements, and two parking lots. The contract requires multiple full and/or limited lane closures to complete a multitude of different work operations, including removal and replacement of curb, sidewalk, driveways, and pavement across two jurisdictions while needing to coordinate with Caltrans, SCRRA, and local businesses. Working with team member Sara Costin of Costin Public Outreach Group, AECOM created a successful outreach plan to notify appropriate cities, businesses, and stakeholder of upcoming work and seamlessly coordinate the impacts to those local businesses and traffic to avoid traffic build up and loss of access. (2017- Ongoing; San Bernardino County Transportation Authority, Dan Thompson, 619-517-8714)

San Diego Association of Governments (SANDAG), Inland Rail Trail, Segments 2A, 2B, 3A, 3D and 4 Vista, San Diego County, CA. Roadway Construction Inspector responsible for construction of approximately four miles of a Class I bicycle facility. An 8-foot to 10-foot-wide multiuse bike path that is located mostly within the existing right-of-way, parallel to railroad tracks. Responsible for monitoring and inspecting construction to ensure compliance with project documents. Inspection of landscaping and irrigation, lighting, fencing, drainage improvements and water quality ditches, signing and striping, retaining walls, and a bike bridge over a creek. Prepared daily inspector reports on construction and installation work. (2017-2019; SANDAG, Jesus Mena, 760-576-9445)

Southern California Regional Rail Authority (SCRRA)/Caltrans District 7, I-5 Widening, Burbank, CA. Roadway Construction Inspector responsible for the construction of two double-track railroad bridges to accommodate two new elevated tracks, relocation of existing longitudinal and parallel utilities, mechanically stabilized earth walls, and drainage facilities. Responsible for monitoring and inspecting construction to ensure compliance with project documents. Prepared daily inspector reports on construction and installation work. (2016-2017; SCRRA, Vladimir Gurfinkel, 818-333-9876)

Victor Valley Water Reclamation Authority (VWVRA), Nanticoke Pump Station Bypass Sewer Project, Apple Valley, CA. Roadway Construction Inspector responsible for the construction and installation of 2.89 miles of 30-inch sewer line. Responsible for monitoring and inspecting construction to ensure compliance with project documents. Inspection of excavation, installation of 30-inch sewer line, manhole installation and testing, soil compaction, HMA pavement, and pavement striping and marking. Monitored extra work and maintained extra work reports. Prepared daily inspector reports on construction and installation work. Computed quantity calculations of work completed and approved monthly contractor payment. (2016-2016; VWVRA, Robert Sachse, 619-733-5354)

Rolando Tumaque, PE

Office Engineer

With more than 34 years of experience in construction management and the general contracting industry, Rolando's office engineering and construction inspection work includes field engineering, independent cost estimating, and contract management and administration. Rolando was a Roadway Construction Inspector for Caltrans District 7's Sylmar field office where he provided construction inspection and office engineering for various local street improvement projects including pavement rehabilitation, new pavement, roadway striping, and monitoring lane closures.

Years with AECOM: 4

Years with Other Firms: 30

Education

BS, Civil Engineering, University of East Manila, Philippines

Registrations/Certifications

Civil Engineer, NV

ICBO Certified Building Inspector

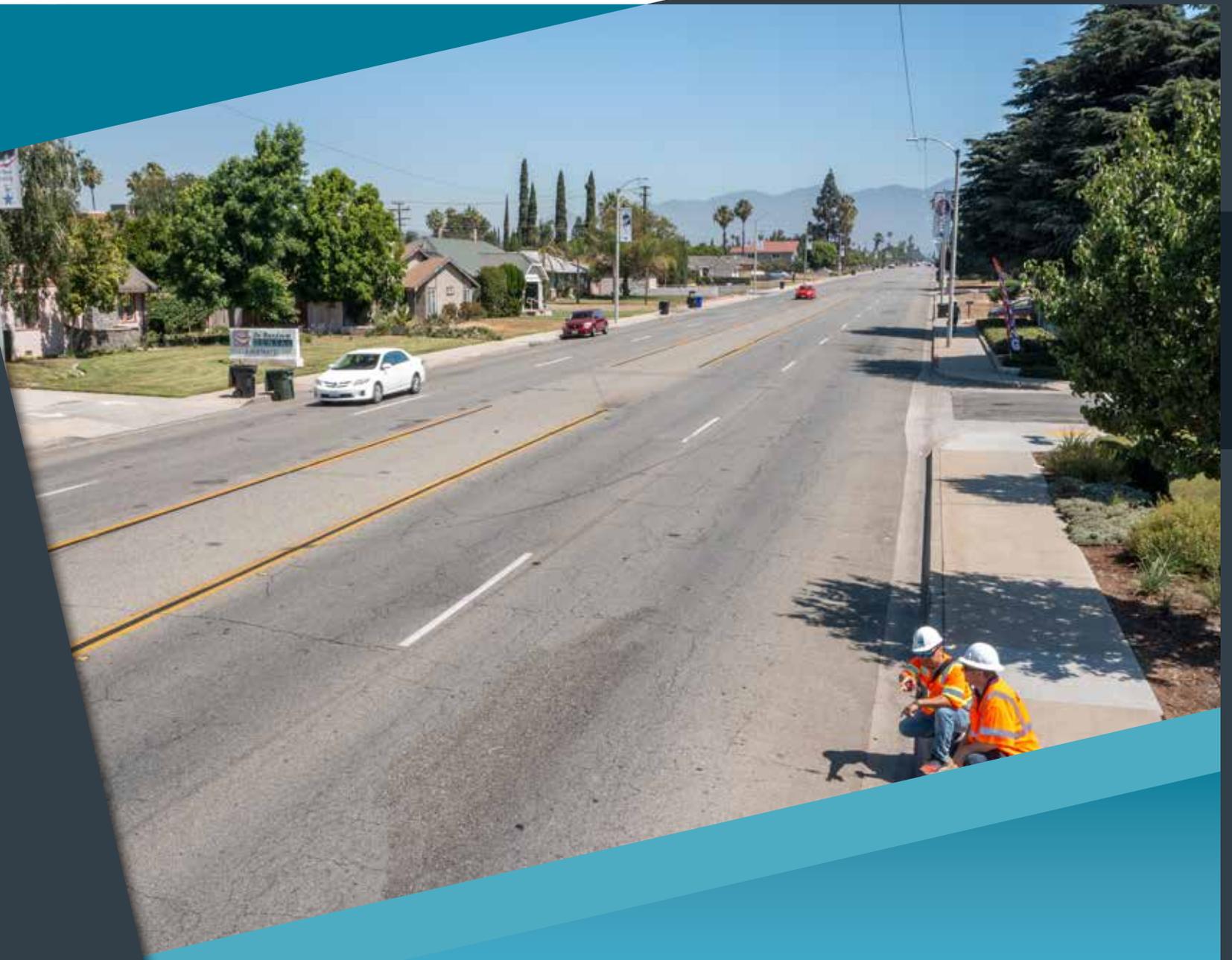
Project Experience

San Bernardino County Transportation Authority (SBCTA), Redlands Passenger Rail Project; San Bernardino/Redlands, CA. Roadway Construction Inspector responsible for civil work inspection of underground utilities such as waterlines, storm drainage systems, under-drains, sewer lines. Also inspects concrete/roadway work from grading, compaction, curb and gutters, pavements, gravity/retaining walls, railroad tracks subgrade, sub-ballast, ballast, and related track works. The contract requires multiple full and/or limited lane closures to complete a multitude of different work operations, including removal and replacement of curb, sidewalk, driveways, and pavement across two jurisdictions while needing to coordinate with Caltrans, SCRRA, and local businesses. Working with team member Sara Costin of Costin Public Outreach Group, AECOM created a successful outreach plan to notify appropriate cities, businesses, and stakeholder of upcoming work and seamlessly coordinate the impacts to those local businesses and traffic to avoid traffic build up and loss of access.

Caltrans District 7, Sylmar Field Office, Sylmar, CA. Roadway Construction Inspector assigned to various projects for construction inspection and office engineering. Duties included assisting resident engineers for maintaining filing systems by categories for different on-going projects; preparing monthly estimates and reviewing inspector daily reports for progress estimates, processing change orders and documentation; and performing field work and inspections as needed on site. Field inspection included pavement rehabilitation, slab/precast replacement, new pavement, and roadway striping. Also monitored lane closures; checked SWPPP/WPCP, storm drainage, and roadway under drains; and prepared daily reports.

Riverside County Commission (RCTC), SR-91 Design-Build Project, Riverside County, CA. Structure Office Engineer responsible for all RFIs and change orders. Reviewed and processed all contractor required project plans and submittals such as safety plan, quality control plan, release for construction drawings, and working drawings. Investigated field conditions. Coordinated and administered all construction related meetings including weekly progress meetings, pre-activity meetings, and pre-construction meetings. Assisted resident engineers with documentation and schedule review (baseline and weekly progress schedule) for constructability and compliance with all project requirements. Conducted field inspection to document problem areas or other pertinent locations where disputed items may occur. Reviewed and monitored all quality control and quality assurance testing for compliance with specifications or per special provisions. Inspected construction operations and made recommendations for quality control requirements. Assisted in receipt, review, distribution, and maintenance of shop drawings. Coordinated all construction contract correspondence and inputted data into construction software. Maintained project files and document/drawing management systems.

D. FIRM QUALIFICATIONS



D. Firm Qualifications

Firm Information

AECOM Technical Services, Inc. (AECOM) is a California corporation, incorporated in September 1970. Our contact person is Principal-in-Charge Andres Roldan, Vice President, Southern California Dept. Manager, US West Region Transportation CM/CE. Andres can be reached at (818) 414-1611 and andres.roldan@aecom.com. The fax number for AECOM's Orange office is (714) 551-4911.

Principal Officers

AECOM's principal officers include the following people:

- Karl Jensen, CEO and President
- Keenan Edward Driscoll, Chief Financial Officer/Treasurer and Director
- Manav Kumar, Secretary
- Jeffrey P. Rosenstein, Director
- Karl Jensen, Director

Officers specifically attached to this contract are:

- Andres Roldan, Vice President, Southern California Dept. Manager, US West Region Transportation CM/CEI
- Chris Mockus, Vice President, Business Line Director, US West Region Transportation

Relevant Projects

Our team has unmatched experience in successfully delivering these types of projects, as demonstrated by the representative sampling detailed beginning below.

City of Bakersfield, Centennial Corridor Improvements

This project included improvements to local existing streets within the Centennial Corridor to make room for the new Centennial Corridor Freeway. AECOM provided construction management and related services for both the Westside Street and Kern River Bridge Improvements Projects.



Work for the Westside Street Improvements included removal of several local streets and construction of new "realigned" streets with new storm drain systems, street lighting, curb and gutter, and sidewalks.

Work for the Kern River Bridge Improvements involved construction management, construction engineering, materials testing, and special inspections. This improvement included widening the Westside Parkway by:

AECOM's Construction Management in Southern California

500+ Miles of Highway

\$6B+ Construction Value

42 Projects for Caltrans in SoCal

160 CM Professionals in California

ENR's No. 1 in Transportation Every Year Since 2001

ZERO last-time incidents over 345,000 hours in 2020

Fortune 500 Company with \$13.2B in revenue for 2020

- Paving the median with concrete pavement and HMA.
- Constructing street improvements for connecting Belle Terrace.
- Constructing a new access road for the nearby Kern County Water Authority.
- Constructing street improvements for the off-ramp at Truxtun Avenue and on-ramp at Mohawk Road.

AECOM also provided landscaping, utilities coordination, and construction of drainage systems, structures, and retention basins. Work was performed under Caltrans oversight.

Start and Completion Dates: 2018-2019

Local Agency Project Manager and Contact Info: City of Bakersfield Public Works, Project Manager Luis Topete, 661-326-3478, ltopete@bakersfieldfreeways.us

Caltrans District 7, On-Call Construction Engineering and Inspection

Performing work within the Caltrans right-of-way and stakeholder's local streets requires in-depth knowledge of their specifications and procedures, which is gained either by individuals working directly for or providing consulting services to Caltrans. Our team has both. We have assisted Caltrans with delivery of 42+ projects worth \$8B in construction.

In Caltrans D7, AECOM was recently awarded this on-call construction services contract for the 4th consecutive time. Having provided CM services for 20+ years on Caltrans projects, AECOM's experience is unmatched by other firms. Combined with our proactive and proven approach, our Caltrans expertise and in-depth knowledge of their processes and construction standards will minimize potential project impacts due to coordination and re-work, ultimately ensuring timely acceptance of the work by Caltrans functional units.

For this District 7 on-call contract, AECOM provided the following similar services:

- Construction inspection
- Office engineering
- Traffic control
- Local street work
- PCC/HMA paving
- Drainage
- Construction staging
- Construction scheduling
- Earthwork grading, drainage facilities modifications, landscaping improvements, and utility relocations



Start and Completion Dates: 2007-Ongoing

Local Agency Project Manager and Contact Info: Caltrans, Contract Manager Theresa Cong, 213-897-3409

San Bernardino County Transportation Authority, CM Services for Redlands Passenger Rail Project

AECOM is managing construction of this new regional rail project crossing between San Bernardino and Redlands. The project includes reconstruction, grind and overlay, PCC, and HMA pavement work on 24 streets along the nine-mile corridor.

The contract requires multiple full and/or limited lane closures to complete a multitude of different work operations, including the removal and replacement of curb, sidewalk, driveways, and pavement across two jurisdictions while also needing to coordinate with Caltrans, SCRRA, and local businesses. Working with team member Sara Costin of Costin Public Outreach Group, AECOM created a successful outreach plan to notify appropriate cities, businesses, and stakeholder of upcoming work and seamlessly coordinate the impacts to those local businesses and traffic to avoid traffic build up and loss of access.



Start and Completion Dates: 2017-Ongoing

Local Agency Project Manager and Contact Info: San Bernardino County Transportation Authority, Program Manager, dan.thompson@railpros.com, 619-517-8714

San Diego Association of Governments (SANDAG), On-Call Construction Management Services

AECOM has been providing as-needed construction management services for contract quality assurance, safety compliance, field inspections, office engineering and administration, project scheduling, contract dispute assistance, storm water monitoring, surveying, and construction staking for SANDAG’s capital improvement program since 2005. We have completed ~100 task orders consisting of 30 construction projects with an estimated value of \$800M. Major projects included:



- **I-15 Managed Lanes - North Segment (Caltrans):** 2.6 miles of upgrades including paving, bridge widenings, retaining and sound walls, storm drain improvements.
- **SR-52/67 Interchange (Caltrans):** Construction of CIP box girder bridges and retaining walls.
- **Encinitas Coastal Rail Trail:** A 1.3-mile Class I bicycle path including a modular block wall, replacing a timber pedestrian bridge, stainless steel cable fence, new landscaping, and asphalt concrete paving.
- **San Elijo Lagoon Double Track:** Replacement of an existing timber bridge, adding second mainline track and including retaining wall construction, paving, and reconstruction an at-grade crossing.

Start and Completion Dates: 2005-2021

Local Agency Project Manager and Contact Info: SANDAG, Acting Deputy Pjt. Dir. Venky Ganesan, 951-543-6433

Subconsultants

Indicate the name of any subconsultant firms that will be utilized to make up your team. Describe each subconsultant’s background and specific expertise that they bring to the project.

Costin Public Outreach Group (CPOG)

Founded in 2013, Costin Public Outreach Group is a corporation with two offices in Southern California, Corona and Huntington Beach. They are a DBE/SBE public relations firm comprised of eight strategic communicators and outreach experts with 70+ years of combined experience working with local communities. CPOG develops and implements engagement and outreach strategies to meet the needs of public agencies and the unique communities that they serve. Their community relations experts develop two-way communication and provide stakeholders with information by being transparent about the project and its impacts.



CPOG specialists combine their backgrounds in communications, advocacy, marketing, and public affairs to develop and implement integrative communications and outreach programs that inform and engage stakeholders of complex technical issues and help cultivate support for infrastructure improvements. CPOG’s relevant projects include public relations and outreach for the Caltrans District 7 and City of Burbank, I-5 Widening (North Segments).



G3 Quality, Inc.

G3 Quality is a California-based quality management, engineering, pavement assessment, and materials testing certified small business with over 20 years of experience. Their team of 80+ technical staff include licensed engineers, construction inspectors, certified materials testers and laboratory technicians that are specifically experienced in Caltrans and local agency infrastructure projects. G3 Quality also maintains fully integrated mobile laboratories to enhance project specific quality programs.

G3 Quality has worked with the City of Rialto on the 2021 HMA Coring for the Rialto Channel and Subgrade Soil Density Testing Projects on West Buena Vista projects. They have also teamed with AECOM on the City of Bakersfield, Allen Road Bridge Rehabilitation project. G3 Quality’s relevant projects include the City of Downey, Paramount Boulevard Median Island Improvements and LA County Department of Public Works, As Needed Annual Materials Engineering, Pavement Inspection, and Materials Testing Services.

Guida Surveying, Inc. (Guida)

Guida is an SBE-certified, multi-disciplined land surveying firm that has provided project-based and on-call geomatics services throughout California since 1995. Guida has had a long history of providing skilled surveyors, field crews, and office personnel and employs 90+ team members in offices throughout California including Irvine, Long Beach, Ontario, Escondido, Fresno, and Pleasanton.

Guida has successfully provided similar surveying services to AECOM for over a decade, including the following:

- Orange County Sanitation District's CM for OCSD Headquarters Building, Fountain Valley
- Orange County Transportation Authority's CM Support Services for SR-55 Improvements, Santa Ana
- LA Metropolitan Transportation Authority's I-405 Auxiliary Lanes, and Whittier Boulevard Improvement Project, Los Angeles
- Bay Area Rapid Transit Project, Oakland
- Lakeview Avenue Project, Yorba Linda
- 4th Street Project, San Bernardino
- Banning Reservoir, Thousand Oaks
- Evans Reservoir, Riverside
- California-Wide As-Needed Surveying Services

Guida's relevant projects include the San Bernardino County Transportation Authority, CM Services for Redlands Passenger Rail Project.

The Solis Group (TSG)

Beginning in 1992, TSG has quickly become the GO-TO firm for California public agency labor compliance—resulting in supporting 110 public agencies on 750+ projects to date. Since its Jobs Coordinators Prequalification in 2012, TSG has been selected by eight prime contractors for identical services on LA Metropolitan Transportation Authority construction projects, in addition to their work for other California agencies.

TSG has provided similar services on AECOM contracts for the past decade. They are a certified minority/woman/disadvantaged business enterprise (M/W/DBE) registered with 50+ agencies in 15 states. They protect owners and primes by managing labor compliance requirements from project kick-off to close-out. In addition, TSG is:

- Pre-certified by major agencies such as the City of Los Angeles Department of Public Works and Los Angeles County.
- Respected by both local unions and contractors.
- Focused on worker labor compliance with strong industry and community relationships.

TSG has worked with LA County Department of Public Works since 2010 and was awarded a new contract in 2018 to continue labor compliance monitoring for a portfolio of 25 projects totalling approximately \$600M.

TSG has been an active member of LA Metro Transportation Authority, Labor Compliance Bench since 2011. They are one of only eight firms to be approved as a jobs coordinator for Metro. TSG has helped place numerous disadvantaged local workers on projects while assisting contractors in fully meeting their labor compliance goals.



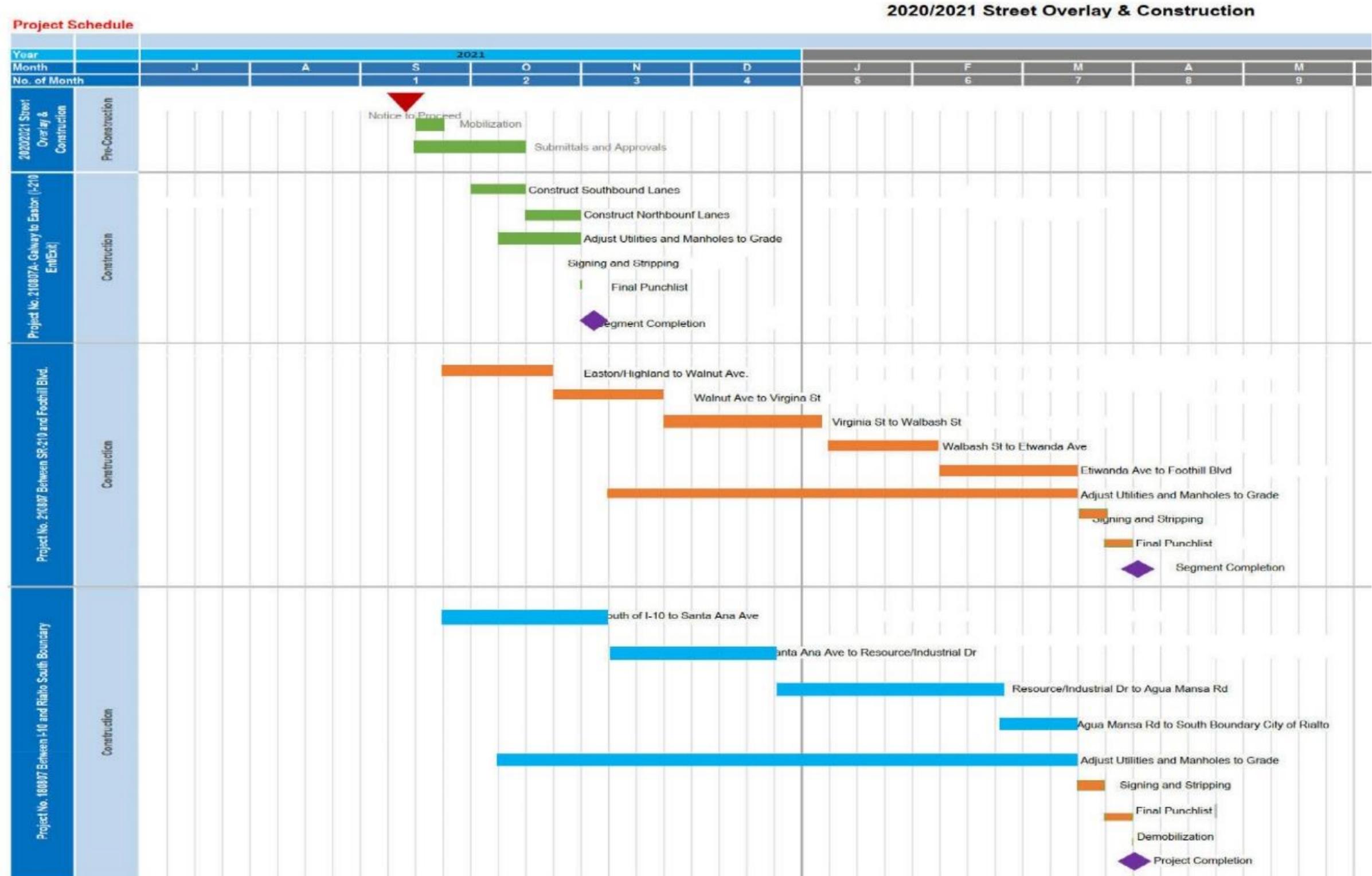
E. PROJECT SCHEDULE



E. Proposed Schedule and Staffing Plan

Our proposed CM Task Schedule and Staffing Plan, included below and on the next page, were developed based on the proposed CM Construction Schedule and summarizes how the AECOM team will effectively manage all CM tasks.

Our proposed saving of 40 days in construction will result in enormous savings to the City and reduce the inconvenience to its constituent.



ATTACHMENTS



ATTACHMENT "A"

NOTE: THIS FORM MUST BE COMPLETED AND INCLUDED WITH THE "WORK PROPOSAL" FILE

**REQUESTS FOR PROPOSALS (RFP NO. 21-054)
CONSTRUCTION MANAGEMENT, INSPECTION, COMMUNITY OUTREACH, LABOR COMPLIANCE, AND
GEOTECHNICAL AND MATERIALS TESTING SERVICES
FOR THE 2020/2021 STREET OVERLAY & RECONSTRUCTION PROJECT
CITY PROJECT NUMBERS 180807 AND 210807**

SIGNATURE AUTHORIZATION

PROPOSER: AECOM Technical Services, Inc. _____

A. I hereby certify that I have the authority to submit this Proposal to the City of Rialto for the above listed individual or company. I certify that I have the authority to bind myself/this company in a contract should I be successful in my proposal.



SIGNATURE

B. The following information relates to the legal contractor listed above, whether an individual or a company. Place check marks as appropriate:

1. If successful, the contract language should refer to me/my company as:

___ An individual;
___ A partnership, Partners' names:

___ A company;
 A corporation

2. My tax identification number is: 95-2661922

ADDENDA ACKNOWLEDGMENT:

Acknowledgment of Receipt of any Addenda issued by the City for this RFP is required by including the acknowledgment with your proposal. Failure to acknowledge the Addenda issued may result in your proposal being deemed non-responsive.

In the space provided below, please acknowledge receipt of each Addenda:

Addendum(s) # 1 is/are hereby acknowledged.

The "Business Concerns Information" sheet shall be included as part of Attachment "A".

Attachment "A" - Business Concerns Information

The Proposer shall furnish the following information. Additional sheets may be attached, if necessary.

- (1) Name: AECOM Technical Services, Inc.
- (2) Address: 300 South Grand Avenue, Suite 1100, Los Angeles, CA 90071
- (3) Phone No.: 213-593-8000 Fax No.: 213-593-8178
- (4) E-Mail: www.aecom.com or andres.rolan@aecom.com
- (5) Type of Firm: (Check all that apply)
- | | | |
|---|--|---|
| <input type="checkbox"/> Individual | <input type="checkbox"/> Partnership | <input checked="" type="checkbox"/> Corporation |
| <input type="checkbox"/> Minority Business Enterprise (MBE) | <input type="checkbox"/> Women Business Enterprise (WBE) | |
| <input type="checkbox"/> Small Disadvantaged Business (SDB) | <input type="checkbox"/> Veteran Owned Business | |
| <input type="checkbox"/> Disabled Veteran Owned Business | <input type="checkbox"/> Other | |
- (6) Business License: Yes No License Number: _____
- (7) Tax Identification Number: 95-2661922
- (8) Names and Titles of corporate members of the firm:
- | | |
|--|---|
| <u>Karl Jensen, CEO and President</u> | <u>Jeffrey P. Rosenstein, Director</u> |
| <u>Keenan Edward Driscoll, CFO & Treasurer</u> | <u>Karl Jensen, Director</u> |
| <u>Manav Kumar, Secretary</u> | <u>Keenan Edward Driscoll, Director</u> |
- (9) Three (3) projects of this type recently completed:
- Type of project: City of Bakersfield, Centennial Corridor Improvements
- Contract Amount: \$42M in construction Date Completed: 2018-2019
- Owner: City of Bakersfield Phone: Luis Topete, 661-326-3478
- Type of project: SANDAG, On-Call Constnution Management Services
- Contract Amount: \$800M in construction Date Completed: 2005-2021
- Owner: SANDAG Phone: Venky Ganesan, 951-543-6433
- Type of project: Caltrans Distict 7, On-Call Construction Engineering and Inspection
- Contract Amount: \$8B in construction Date Completed: 2007-2012; 2012-2017; 2017-2021
- Owner: Caltrans District 7 Phone: Theresa Cong, 213-897-3409

ATTACHMENT "B"

NOTE: THIS FORM MUST BE COMPLETED AND INCLUDED WITH THE "WORK PROPOSAL" FILE

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CONSTRUCTION MANAGEMENT, INSPECTION, COMMUNITY OUTREACH, LABOR COMPLIANCE, AND
GEOTECHNICAL AND MATERIALS TESTING SERVICES
FOR THE 2020/2021 STREET OVERLAY & RECONSTRUCTION PROJECT
CITY PROJECT NUMBERS 180807 AND 210807**

DEBARMENT AND SUSPENSION CERTIFICATION

TITLE 49, CODE OF FEDERAL REGULATIONS, PART 29

The Consultant, under penalty of perjury, certifies that, except as noted below, he/she or any other person associated therewith in the capacity of owner, partner, director, officer, and manager:

- Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any federal agency;
- Has not been suspended, debarred, voluntarily excluded or determined ineligible by any federal agency within the past 3 years;
- Does not have a proposed debarment pending; and
- Has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past 3 years.

If there are any exceptions to this certification, insert the exceptions in the following space.

Exceptions will not necessarily result in denial of award, but will be considered in determining Proposer responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action.

Notes: Providing false information may result in criminal prosecution or administrative sanctions.

Consultant Name: AECOM Technical Services, Inc.

July 20, 2021
(Date)



(Signature)

Andres Roldan, VP, Southern California Dept. Manager
(Name & Title)

ATTACHMENT "D"



CITY OF RIALTO

**DISCLOSURES REQUIRED BY PERSONS OR ENTITIES
CONTRACTING WITH THE CITY OF RIALTO***

Pursuant to City of Rialto Code of Ordinances Section 2.48.145, all persons or business entities supplying any goods or services to the city, or seeking a loan or grant awarded by the city, whether through an application or proposal, shall disclose in such application or proposal whether any city officer, employee, or consultant may have a financial or non-financial interest in the person or business entity, or in any member, employee, owner, or officer of the business entity.

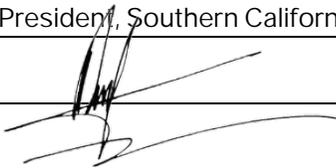
- A financial interest shall mean any interest that is prohibited under state law, including California Government Code Sections 1090 and 87100, and California Code of Regulation Section 18700 *et seq.*
- A non-financial interest shall mean any interest that is prohibited by City of Rialto Code of Ordinances Section 2.48.140 (attached here).

For the purpose of helping the City understand whether City personnel might have a conflict of interest in you or your organization, please disclose below whether you or any of your members, employees, paid or unpaid officers, paid or unpaid directors, or owners are (or are related to) a City elected or appointed official, a City officer, or a City employee or consultant.

Name of Your Organization's Affected Member, Employee, Paid or Unpaid Officer, Paid or Unpaid Director, or Owner	Name of City Elected or Appointed Official, City Officer, a City Employee or Consultant	Relationship Between the Two
AECOM	Michael Tahan	PPM is a subconsultant to AECOM since 2016

Name of Person/Entity: Andres Roldan, PE

Title: Vice President, Southern California Dept. Manager, US West Region Transportation CM/CEI

Signature:  Date: July 20, 2021

ATTACHMENT "D"



CITY OF RIALTO

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Name of Your Organization's Affected Member, Employee, Paid or Unpaid Officer, Paid or Unpaid Director, or Owner	Name of City Elected or Appointed Official, City Officer, a City Employee or Consultant	Relationship Between the Two

By submitting [this application/proposal], or supplying any goods or services to the city, the [applicant/vendor/contractor/consultant] hereby attests under penalty of perjury, personally and/or on behalf of the entity [submitting this application/proposal or supplying any goods or services to the city] that no City of Rialto elected or appointed official, employee or consultant has a financial or non-financial interest, as such terms are defined in California Government Code Sections 1090 and 87100 and in City of Rialto Code of Ordinances Section 2.48.145, in the [applicant/vendor/contractor/consultant], except as specifically disclosed herein.

Name of Person/Entity: Sara Costin Mockus

Title: CEO/Owner

Signature:  Date: July 7, 2021

G3 Quality

ATTACHMENT "D"



CITY OF RIALTO

DISCLOSURES REQUIRED BY PERSONS OR ENTITIES CONTRACTING WITH THE CITY OF RIALTO*

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Name of Your Organization's Affected Member, Employee, Paid or Unpaid Officer, Paid or Unpaid Director, or Owner	Name of City Elected or Appointed Official, City Officer, a City Employee or Consultant	Relationship Between the Two
Not applicable		

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Name of Person/Entity: Chris C. Gerber

Title: President

Signature:  _____ Date: July 7, 2021

Guida Survey

ATTACHMENT "D"



CITY OF RIALTO

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N/A		

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Name of Person/Entity: Bernie McNally, PLS

Title: Executive Vice President of Strategic Growth

Signature:  Date: 7/7/21

The Solis Group

ATTACHMENT "D"



CITY OF RIALTO

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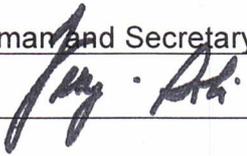
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Name of Person/Entity: Terry E. Solis

Title: Chairman and Secretary of the Board of Directors

Signature:  Date: July 19, 2021

About AECOM

AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle — from planning, design and engineering to program and construction management. On projects spanning transportation, buildings, water, new energy and the environment, our public- and private-sector clients trust us to solve their most complex challenges. Our teams are driven by a common purpose to deliver a better world through our unrivaled technical expertise and innovation, a culture of equity, diversity and inclusion, and a commitment to environmental, social and governance priorities. AECOM is a *Fortune 500* firm and its Professional Services business had revenue of \$13.2 billion in fiscal year 2020. See how we are delivering sustainable legacies for generations to come at [aecom.com](https://www.aecom.com) and [@AECOM](https://www.aecom.com).