

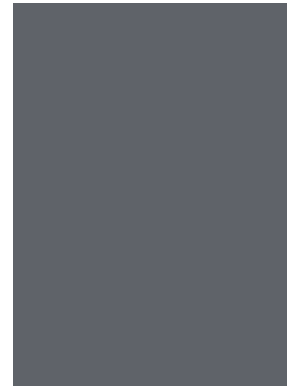


# San Mateo Union High School District

## Request for Qualifications and Proposals

### CONSTRUCTION MANAGEMENT SERVICES

#### Measure L Bond Program



Submitted: 12 June 2020



June 12, 2020

Ms. Linda Carlton, Director of Maintenance, Operations and Facilities Use  
**San Mateo Union High School District**

VIA EMAIL: lcarlton@smuhsd.org

RE: Request for Qualifications / Proposals  
Construction Management Services  
Measure L Bond Program  
Submittal Date - June 12, 2020

Dear Selection Committee,

**Legal Name of Firm**  
Jenkins/Gales & Martinez, Inc.

**Address**  
177 Park Ave., Suite 200  
San Jose CA 95113  
**p.** (310) 645-0561

**Contact:** Ryan Gales, CEO  
**e.** rgales@jgminc.com

**www.jgminc.com**

The Jenkins/Gales & Martinez, Inc. (JGM)/CB Management Group (CBMG) team is pleased to present our response to San Mateo Union High School District's Request for Qualifications and Proposal for Construction Management Services for the Measure L Bond Program. JGM and CBMG have joined together as a Joint Venture to provide the District a full range of services and a bench of qualified staff to meet your project goals. Our Joint Venture proposes a 50%/50% split of all services that will be required throughout the course of the project including, but not limited to, construction management through the various stages of each project, cost estimating, scheduling, administration, agency coordination and project closeout and occupancy.

Our team specializes in providing quality construction management services for education projects. Some of the key differentiators of our team include:

**Legal Name of Firm**  
CB Management Group, Inc.

**Address**  
211 10th St. Suite 328  
Oakland, CA 94607  
**p.** (510) 484-6769

**Contact:** Toby Black, President  
**e.** tobyblack@cbmanagementgroup.com

**www.cbmanagementgroup.com**

**Educational Project Focus:** JGM/CBMG team focuses their services primarily on educational projects in California. By maintaining services in this sector, we are very accustomed to working on projects that have extremely aggressive schedules and understand that school starts and ends on particular days, and that those schedules cannot be compromised. Over the last two decades, our team has implemented over \$3.2 billion of construction as a program manager, construction manager, or designer. We have provided our services to over thirty school districts throughout California, including Fremont Unified School District, West Contra Costa Unified School District, Los Angeles Unified School District, Oakland Unified School District, Burbank Unified School District, and many others.

**Public Agency Expertise:** In addition to our experience with local agencies, the JGM/CBMG team has completed numerous projects which require DSA certification and project closeout, as well as oversight by the Department of Education (CDE) and a variety of local agencies. Our regular interaction with these agencies has led to lasting relationships with Agency officials, and a thorough understanding of their processes and procedures.

**Budget and Schedule Experts:** As you will see in the following qualifications package, the JGM/CBMG team has a strong record of projects completed on schedule and within budget. Our project managers and project engineers work seamlessly with cost and schedule managers who can provide up-to-the-minute project data, ensuring project success.

**Team of Qualified Professionals:** The JGM/CBMG team specializes in education projects, and brings the District a unique understanding of the challenges of these projects, including construction on an active site, ensuring safety for students and District staff, and communicating with project stakeholders. Our key staff come from well-rounded backgrounds in the construction industry, including general contracting, architecture, engineering, and construction management. This experience allows our team to see a project from all sides, and to ensure quality and ultimately project success.

**Project Delivery Methods:** The JGM/CBMG team has proven experience providing program and construction management services for every currently used delivery method including multi-prime, lease leaseback, design build, and traditional design bid build. We understand the challenges and benefits of each system and will guide your projects through each phase smoothly and efficiently.

**Required Statements:**

- JGM and CBMG acknowledge and understand that, if selected, we will sign the standardized Agreement for Construction Management Services included as Exhibit E in the RFQ document.
- If given the opportunity to contract with the District, JGM and CBMG have no substantive objections to the use of this agreement.

Thank you for this opportunity to present our team's unique qualifications. We look forward to working with San Mateo Union High School District.

Sincerely,



Ryan Gales  
CEO  
Jenkins/Gales & Martinez (JGM)



Toby Black  
President  
CB Management Group (CBMG)

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# dvbe requirements

The Joint Venture team of JGM/CBMG has a strong commitment to the use of small and disadvantaged businesses whenever possible on all of their projects. We understand the importance of working with these firms as both JGM and CBMG are disadvantaged firms. We also recognize that affording meaningful opportunities to small and disadvantaged firms only serves to strengthen the entire construction community.

JGM, in business for 38 years is currently certified as a Small Business Enterprise (SBE), Disadvantaged Business Enterprise (DBE), and Minority Business Enterprise (MBE) in California.

CBMG, is also certified by the following agencies, City of Oakland Very Small Local Business (VSLB), Alameda County Small Local Emerging Business (SLEB), Port of Oakland Local Impact Area Business Enterprise (LIABE) / Small Business Enterprise (SBE) / Very Small Business Enterprise (VSBE).



# description of firm

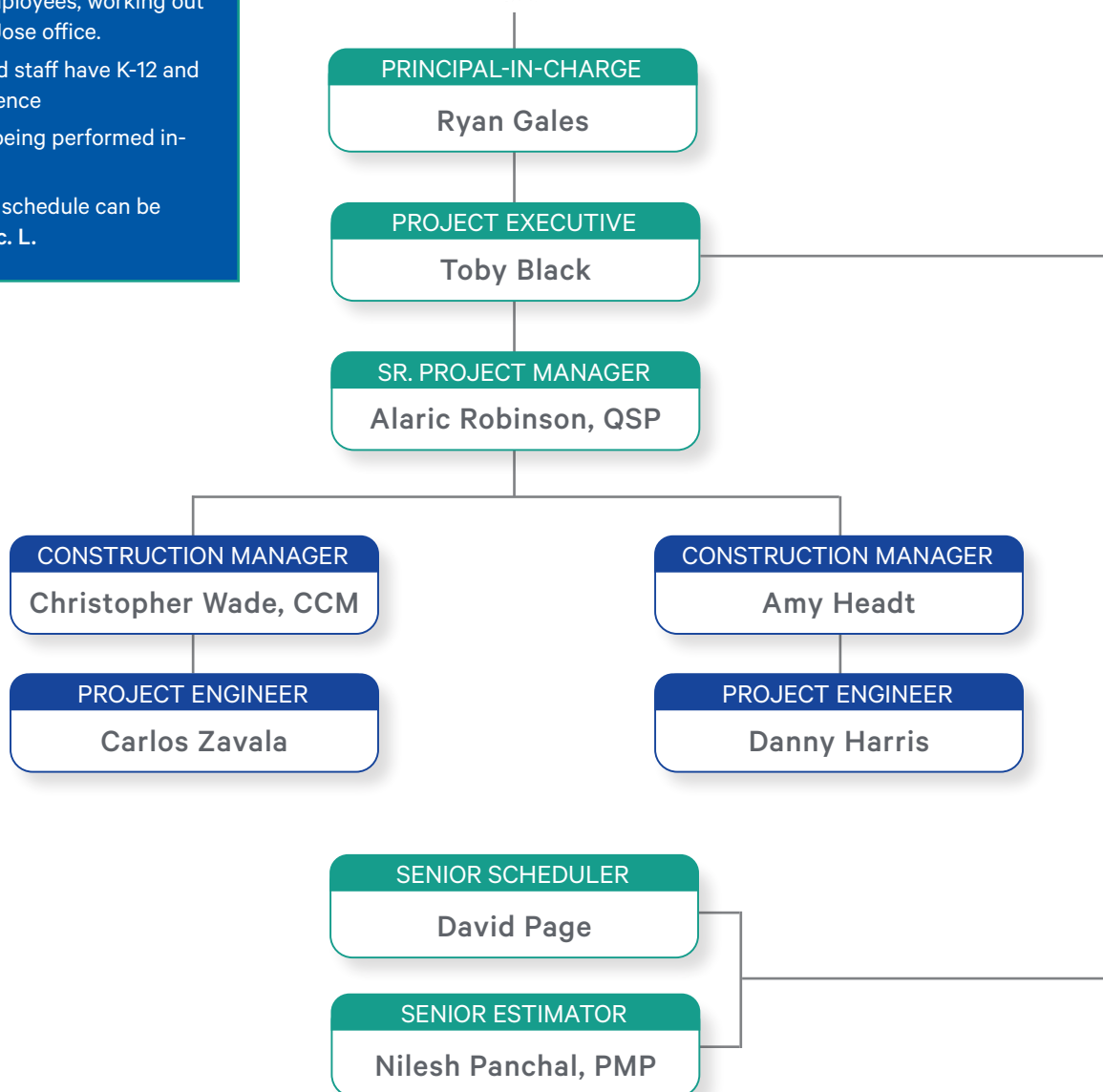


<b>Company Name</b>	Jenkins/Gales & Martinez, Inc. (JGM)	CB Management Group, Inc.
<b>Address</b>	177 Park Ave., Suite 200 San Jose, CA 95113	211 10th St. Suite 328 Oakland, CA 94607
<b>Phone</b>	(310) 645-0561	(510) 484-6769
<b>Years in Business</b>	39	4
<b>Date firm Established</b>	05/27/1981	09/01/2016
<b>License / Registration #</b>	CA Business License #C1044963	CA Business License #C3942261
<b>Number of Employees (Lic. Prof/Tech. Support)</b>	The JGM/CBMG team includes more than 55 professional and administrative staff. 10 licensed professionals including Architects, Professional Engineers, and Certified Construction Managers. Additional staff include more than 40 technical support staff.	
<b>History of Firm</b>	For nearly 40 years, JGM has brought our expertise to the completion of education projects for community college and K-12 facilities, and higher education projects. What sets us apart is our depth of understanding and our ability to integrate the different facets of a construction program - planning, schedule, budget, accounting, design, procurement, construction, commissioning, and closeout - into one seamless process; providing for standardized technical and management expertise across large multi-phased complex capital improvement programs or projects.	CB Management Group, Inc. is a design and construction management firm headquartered in the Jack London Square neighborhood of Oakland, California. Founded in 2016, CBMG was established out of a necessity that was seen by founders, April Chu and Toby Black, to provide clients with quality, honest, and efficient services to ensure project success every time. Specializing in education and IT infrastructure, CBMG offers personalized attention to detail and strives to do what is appropriate for each unique project. As a small, local business, we are able to individually focus our attention on all our clients' needs and to go above and beyond what is required.
<b>Dollar Value of 2019 K-12</b>	\$25 million	
<b>Work anticipated next year and next two years</b>	The proposed staff that we have submitted are ready and eager to begin work for San Mateo Union HSD. JGM/CBMG is currently providing construction management services at San Jose Evergreen Community College District, Los Angeles City College, Los Angeles Community College District, Los Angeles Unified School District and Oakland Unified School District with 3 staff members per district. A number of our staff will be transitioning off projects in the coming months, as is the nature of our work. We have a tested, efficient transition plan in place for staff to seamlessly transition to your projects, as needed.	
<b>Joint Venture Details</b>	The work will be performed from the team's office in San Jose, at 177 Park Ave., Suite 200. The percentage of interest will be split 50/50 between JGM and CBMG.	
<b>Subconsultants</b>	In addition to our team of Construction Managers, the JGM/CBMG team employs a full in-house team of cost estimators, schedulers, SWPPP certified staff, and inspectors who will be available as needed to supply project support. JGM/CBMG has the ability to provide all of the requested construction management services in-house and are not proposing any subconsultants at this time. If any additional subconsultants are required, our team has extensive experience working with various local firms and can make recommendations to the District.	

# An experienced team you can rely on.

## HIGHLIGHTS OF TEAM

- Toby Black will be the District's single point of contact
- The proposed team will be the team that services the District's projects through their entirety.
- All proposed team members are full-time employees, working out of the San Jose office.
- All proposed staff have K-12 and DSA experience
- All work is being performed in-house
- Current fee schedule can be found in Sec. L.



Resumes for key staff members can be found in **Sec. M – Appendix**. JGM/CBMG understands the importance of using the same team from project kickoff through closeout. We agree that if a team member must leave, the District reserves the right to approve that team member's replacement.

Each proposal must include evidence that the firm is legally permitted and properly licensed for the scope of services requested in this RFQ/P and is and to conduct business in the State of California.

Printed on: 7/13/2018 1:33:30 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



## Office of Small Business & DVBE Services

**Certification ID:** 1750241

**Legal Business Name:**

JENKINS, GALES & MARTINEZ INC

**Doing Business As (DBA) Name 1:**

JENKINS/GALES & MARTINEZ INC

**Doing Business As (DBA) Name 2:**

**Address:**

6033 W CENTURY BLVD STE 601  
LOS ANGELES  
CA 90045

**Email Address:**

[rgales@jgminc.com](mailto:rgales@jgminc.com)

**Business Web Page:**

[www.jgminc.com](http://www.jgminc.com)

**Business Phone Number:**

310/645-0561

**Business Fax Number:**

310/670-8721

**Business Types:**

Construction , Service

Certification Type	Status	From	To
SB	Approved	07/13/2018	07/31/2020

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!  
-LOG IN at [CaleProcure.CA.GOV](http://CaleProcure.CA.GOV)


Questions?

Email: [OSDSHELP@DGS.CA.GOV](mailto:OSDSHELP@DGS.CA.GOV)

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

### Contractor's License Detail for License # 938910

 **DISCLAIMER:** A license status check provides information taken from the CSLB license database. Before relying on this information, you should be aware of the following limitations. ([hide/show disclaimer](#))

- CSLB complaint disclosure is restricted by law ([B&P 7124.6](#)) If this entity is subject to public complaint disclosure, a link for complaint disclosure will appear below. Click on the link or button to obtain complaint and/or legal action information.
- Per [B&P 7071.17](#), only construction related civil judgments reported to the CSLB are disclosed.
- Arbitrations are not listed unless the contractor fails to comply with the terms of the arbitration.
- Due to workload, there may be relevant information that has not yet been entered onto the Board's license database.

#### Business Information

JENKINS GALES & MARTINEZ INC  
6033 WEST CENTURY BLVD #601  
LOS ANGELES, CA 90045  
Business Phone Number:(310) 645-0561

**Entity** Corporation  
**Issue Date** 10/19/2009  
**Expire Date** 10/31/2019

#### License Status

This license is current and active.



## Business Search - Entity Detail

The California Business Search is updated daily and reflects work processed through Wednesday, June 10, 2020. Please refer to document [Processing Times](#) for the received dates of filings currently being processed. The data provided is not a complete or certified record of an entity. Not all images are available online.

### C3942261 CB MANAGEMENT GROUP, INC.

Registration Date:	09/01/2016
Jurisdiction:	CALIFORNIA
Entity Type:	DOMESTIC STOCK
Status:	ACTIVE
Agent for Service of Process:	JOSE E GUZMAN JR 288 3RD ST #306 OAKLAND CA 94607
Entity Address:	288 3RD ST #304 OAKLAND CA 94607
Entity Mailing Address:	288 3RD ST #304 OAKLAND CA 94607

## CALIFORNIA ARCHITECTS BOARD



CERTIFIES THAT

*APRIL CHU*

*having given satisfactory evidence of competence, is hereby granted the right to practice architecture and use the title architect in the State of California as provided in the Architects Practice Act.*

**LICENSE NUMBER C 31436 GRANTED DECEMBER 31, 2007**



IN WITNESS WHEREOF WE SET OUR HANDS AND SEAL

  
PRESIDENT

  
SECRETARY

# why our team?

The JGM/CBMG team fully understands the nature of educational projects, working in a demanding institutional environment, and the responsibility to deliver successful projects on bond funded programs.

With this experience as our foundation, we bring a complete understanding of compliance with all applicable laws, guidelines, and requirements. Equipped with a keen understanding of the unique challenges faced by project owners, designers, and contractors in this sector, we focus on bringing success to our clients' projects as early in the process as possible, and deliver an end result that maximizes value and minimizes risk. Our key staff comes from not only construction backgrounds, but also backgrounds in architecture and design, specifically design management and delivery of K-14 facility projects. This particular skill set enables our team to anticipate and creatively solve challenges. Our team is able to identify issues in scope of work prior to the programming and design phase. Resolving those issues early on will decrease risk to the District by reducing unforeseen conditions and minimizing change orders. We are proud to say that our team's collective historical change order rate is less than 5% per project and frequently results in deductive change orders regardless of the complexity of the project.

All of our education experience has been completed in the State of California, giving us an unmatched level of experience here in the state. Our professionals have developed strong working relationships with governing and regulatory agencies including CDE (California Department of Education), DSA (Department of State Architect), and OPSC (Office of Public School Construction). Our team has provided management services throughout Northern and Southern California and are very well acquainted with local contractors, consultants and designers in the area. In addition, our team of professionals is uniquely qualified to help meet the District's goals due to our in-depth expertise with school bond program financing, implementation, and cost controls.

We possess extensive knowledge of scheduling, construction practices and estimating to ensure the success of our clients' projects. We support our clients' interests on a project as their representative and as a supplement to the district's staff. As such, we ensure that all communications flow smoothly so that information is clearly directed to the appropriate parties facilitating efficient decision making.

**"The team performed exceptionally."**

– Ron Stoliar,  
Assistant PM  
YWCA of Greater Los Angeles Youth  
Empowerment Center

**"Very flexible, great team integration partner, positive solutions based approach."**

– Barry Lagerstedt,  
VP Aviation  
Beumer Group

**"The integrity and flexibility to do what is necessary for each specific project, while keeping the District's best interest as a priority made them a success at West Contra Costa Unified School District."**

Luis Freese  
District Engineering Officer  
West Contra Costa USD

**"Great team player!"**

– Barbara Stanton  
Director for Wattstar  
Cinema and Education Center

# proven project success

## Measure E Bond Program

*Fremont Unified School District, 4210 Technology Drive, Fremont, CA 94538*

### District Contact

Joseph Siam  
(510) 659-2575 ext. 12275  
jsiam@fremont.k12.ca.us

### Beginning/End Dates

2014-2016

### Square Footage

Varies

### Main Program Elements

Program/Construction Mgt.

### Original Budget/Bid & Final Cost

Budget: \$650M

### # of RFIs/Change Orders

Varies

### Role of Firm

CBMG Prime

### Key Staff

Alaric Robinson, CM  
Gene Directo, Design Manager  
Toby Black, CM

### Subconsultants

N/A

Our team has served the District in a variety of roles on the Measure E bond program. Measure E was a \$650 million bond program for a rapidly expanding school district and community. Projects consisted of district wide technology infrastructure upgrades, new pre-manufactured buildings, HVAC upgrades, middle school conversions, and pool renovations. Our team provided program design management, construction management and contract management services on a variety of projects for Fremont Unified School District.

Program management tasks for the new construction, expansion, modernization, and/or renovation projects at 42 school sites included: developing and maintaining professional working relationships with the District and government agencies, developing the Program budget, developing the overall Program Master Schedule, programming of each Project in the Program based on the needs identified in the Long Range Facilities Plan (LRFP), establishing the structures, procedures and assumptions to implement the pre-construction planning for District's new construction and modernization programs, managing multiple comprehensive campus modernization pre-construction projects, maintaining District standards and specifications, selecting appropriate District consultants, overseeing stakeholder and community engagement process, coordinating with the District Facilities and Risk Management for California Environmental Quality Act (CEQA) and other agency environmental clearances and evaluations, developing and preparing Request for Proposals and Request for Qualifications for District consultants and Contractors for any aspect of the Program including Alternative Project Delivery Methods such as Design-Build and Lease-Lease Back.

Projects consisted of two new pre-manufactured single story classroom buildings at Mattos ES and one new pre-manufactured single story building at Azevada ES. The design-build project at Mattos ES included four new classrooms and two science classrooms. The design-build project at Azevada ES included of 4 new classrooms. All classrooms were designed for a 21st century learning environment that included an integrated smart wall and met the new IT design standards.





# Measure 2010D and 2012E Bond Program

West Contra Costa Unified School District, 1108 Bissell Avenue, Richmond, CA 94801

## District Contact

Luis Freese  
(510) 230-3668  
lfreese@wccusd.net

## Beginning/End Dates

2008-Ongoing

## Square Footage

Varies

## Main Program Elements

Program/Construction Mgt.

## Original Budget/Bid & Final Cost

Budget: \$730M

## # of RFIs/Change Orders

Varies

## Role of Firm

CBMG Prime

## Key Staff

Toby Black, CM  
Alaric Robinson, CM  
David Page, Scheduler

## Subconsultants

N/A

Our team has served the District in a variety of roles on the Measure 2010D & 2012E Bond Program including but not limited to design management, construction management, contract management and program management.

Projects consisted of restroom upgrades, fire & intrusion alarm upgrades, ADA accessibility upgrades, new elementary and middle school construction, new playfields, high school stadiums, modernizations, expansions, and complete campus demolitions.



"An exceptional construction manager exhibits honesty, integrity, willingness to do what is right for the project, and brings people together as a team... they encompass all of those qualities and would be an asset to any program or organization."

Luis Freese  
District Engineering Officer  
West Contra Costa USD

**District Contact**

Tadashi Nakadegawa,  
Director of Facilities

(510) 535-7038

tadashi.nakadegawa@ousd.org

**Beginning/End Dates**

2010-Ongoing

**Square Footage**

Varies

**Main Program Elements**

Program/Construction Mgt.

**Original Budget/Bid & Final Cost**

Budget: \$900M

**# of RFIs/Change Orders**

Varies

**Role of Firm**

CBMG Prime

**Key Staff**

Toby Black, CM

Amy Headt, CM

**Subconsultants**

N/A

## Measure B and Measure J Bond Program

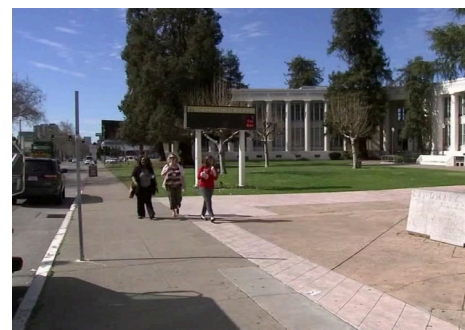
Oakland Unified School District, 955 High Street, Oakland, CA 94601

Our team has served the District in a variety of roles on the Measure B & J Bond Program including but not limited to design management, construction management, contract management and program management. Projects consisted of districtwide technology infrastructure upgrades, fire & intrusion alarm upgrades, ADA accessibility upgrades, new central upgrades, and new District central office.



**OAKLAND UNIFIED  
SCHOOL DISTRICT**

Community Schools, Thriving Students



## Measure BB, K, R, Y, & Q Bond Program

Los Angeles Unified School District, 1240 S. Naomi Avenue, 3rd Floor, Los Angeles, CA 90021

**District Contact**

John Gilbert,  
Chief Construction Inspector

(213) 745-1564

john.gilbert@lausd.net

**Beginning/End Dates**

2004-Ongoing

**Square Footage**

Varies

**Main Program Elements**

Program/Construction Mgt.

**Original Budget/Bid & Final Cost**

B: Proposition BB: \$2.4B / F: TBD

B: Measure K: \$3.34B / F: TBD

B: Measure R: \$3.87B / F: TBD

B: Measure Y: \$3.985B / F: TBD

B: Measure Q: \$7B / F: TBD

**# of RFIs/Change Orders**

Varies

**Role of Firm**

JGM Prime

**Key Staff**

Ryan Gales, PIC

**Subconsultants**

N/A

Our team has served the District in a variety of roles - on the combined BB, K, and Y bond program. On Proposition BB work, we functioned as the primary Project Manager for LAUSD Maintenance and Operations District No. One which includes a total of 86 schools in the Crenshaw-Dorsey, South Gate, Huntington Park, Bell and Fremont clusters. Following District reorganization under Measures K and Y, we provided adjunct staff managing both design and construction of New Schools.

As the Owner's Construction Coordinator, we are responsible for the oversight of architectural design and engineering consultants, peer review of consultants, documents for code, ADA, program and budgetary compliance, liaison with the local school boards, and principals, preparation of bid packages, award recommendation and monitoring of job progress. Our team provides full construction consultant services which included document management, scheduling, estimating, field observation, project reporting and labor compliance.





## Measure G and Measure X Bond Program

San Jose Evergreen Community College District, 40 S. Market Street, San Jose, CA 95113

### District Contact

Jorge Escobar, Vice President,  
Administrative Services,  
(408) 288-3187  
jorge.escobar@sjcc.edu

### Beginning/End Dates

2018 - Ongoing

### Square Footage

Varies

### Main Program Elements

Program/Construction Mgt.

### Original Budget/Bid & Final Cost

B: Measure G: \$268 M/F: TBD

B: Measure X: \$748 M/F: TBD

### # of RFIs/Change Orders

Varies

### Role of Firm

Prime Joint Venture

### Key Staff

Ryan Gales, PIC  
Toby Black, PM  
Alaric Robinson, CM

### Subconsultants

N/A

Projects funded by the Bond Program are currently underway and include a new maintenance building, campus wide HVAC and controls upgrade, physical security, new modular team room building, new campus wide entry signage, Milpitas extension bioswale, Prop 39 lighting, and 26 additional projects to be assigned between two campuses. The team is responsible for construction management services including but not limited to overseeing the collaborative design development process; establishing project schedules and budgets; planning, directing, and coordinating with architects, contractors, vendors, and District staff; overseeing all facets of the construction phase of a project including mobilization, construction and closeout; performing day-to-day contract administration activities; leading preconstruction meetings and related award coordinating activities; reviewing contractors' initial construction schedule, submittals, and schedules of values; responding to contractor inquiries; developing scope; creating bid advertisements and bid packages; and managing and coordinating project teams and contractors in communicating directives and ensuring the project scope is built according to plans, specifications and cost limits.



### District Contact

David Salazar  
Chief Facilities Executive  
(213) 891-2408  
salazad3@email.laccd.edu

### Beginning/End Dates

2001-2005

2017-Ongoing

### Square Footage

Varies

### Main Program Elements

Program/Construction Mgt.

### Original Budget/Bid & Final Cost

B: Proposition A: \$1.245 B / F: TBD

B: Proposition AA: \$980M / F: TBD

B: Measure J: \$3.5 B / F: TBD

B: Measure CC: \$3.3 B / F: TBD

### # of RFIs/Change Orders

Varies

### Role of Firm

JGM Prime

### Key Staff

Ryan Gales, PIC

### Subconsultants

N/A

## Measure A, AA, J, and CC Bond Program Management

Los Angeles Community College District, 770 Wilshire Blvd., Los Angeles 90017

Projects funded by the Bond Program are currently underway and additional projects are planned at all of the District's nine college campuses. Our staff works directly with District Facilities and Steering Committees and reports to the District Superintendent. The implementation began with prioritizing the needs of the sites, confirming budgets, prioritizing phasing, and working directly with the Architect and committees to ensure all needs are met within the limits of the Bond Program.



# honesty. integrity. efficiency.

## philosophy & process

The JGM/CBMG team builds long-term partnerships with school districts, working collaboratively to achieve their school facilities goals. We believe in going beyond traditional construction management boundaries and maintaining strong relationships with our Client's program and the community it serves. We advise our clients on project delivery, pre-construction, regulatory compliance and risk mitigation with expediency and transparency. Excellent references from past and current clients confirm JGM and CBMG's reputation for providing extensive construction management services.

Our partners and staff come with a unique perspective as most started as architects, engineers, and contractors, and understand the constraints that occur in the field. Our team's regional experience has positioned us to articulate the vision and promise of new community development, embracing environmental stewardship and sustainability. As our society advances into the twenty-first century, JGM/CBMG will continue to assess new and innovative technologies that will effect positive outcomes on our urban landscape. Being in construction management exclusively in the education sector for the last two decades also makes our team one of the pioneers.

We take a unique team approach to all of our construction management projects. Everyone involved in the project including the contractor, architect, inspector, and District project manager is part of one team. From project inception, our construction managers will instill in our team that we will be working together. There is no "us vs. them" when it comes to delivering a successful construction project on time and within budget.

Due to the diverse background of our staff, our team has the expertise and knowledge to review the project drawings for inefficiencies in order to quickly mitigate any problems before they occur. Through our extensive education experience, we anticipate the potential for unforeseen issues before they ever arise, and have rapid workaround plans to keep the project moving forward. We will work with the contractor to successfully negotiate valid potential change orders prior to bringing them to the District for approval, so work can continue while the final change order documentation is being processed and approved by the Board. Meanwhile, we will work with the District in promptly processing pay applications. Our team will be the first to review RFI's to ensure that the RFI is written in a way that the architect or engineer can respond efficiently and correctly so as to not delay the schedule. We will also work with the architect and the engineer to help them respond to RFI's based on lessons learned from past projects and what is currently happening in the field.

# 55

*professional staff on  
our proposed team*

# 36

*years of experience  
managing high value  
construction projects*

# \$10+

*billions of dollars in  
construction for CA  
educational bond programs*



# exhibit d responses

## 1. claim history

The JGM/CBMG team has never been named in a claim throughout the history of either firm.

## 2. challenging construction project and steps the firm took to ensure its success

Our team managed the Prop 39 lighting replacement project for the entire campus at San Jose City College. The scope consisted of replacing old fluorescent light fixtures with new LED color corrective light fixtures in all buildings. Many of the light fixtures that were being replaced were located in offices and open work areas in the Admissions and Records Building where the faculty and staff were used to working in lower light levels and had become accustomed to fluorescent lighting. Once the replacement was complete, many of the staff expressed concern about the higher brightness level and reported this issue as a health problem to Human Resources. Our team immediately began developing solutions to correct the issue, while ensuring a positive result that would not greatly affect the cost or schedule.

We pinpointed the problematic areas in the lighting design and discovered that there were too many light fixtures in the offices and open office work areas. One option was to remove lights and redesign the lighting to be more efficient and optimal with the new LED fixtures. After discussing this option with the lighting installer, we found that this solution was not going to effectively take care of the issue without negatively impacting the schedule and budget.

Since the new LED fixtures had the capability to be dimmed, we also looked at the possibility of installing a dimmer switch in those areas that would allow the faculty and staff to dim the lighting as they see fit. Although a much better option than redesigning the lighting, this solution was still not the most efficient or cost effective.

The installer suggested that we could install a dimming module onto each fixture. We could then set the module to a lighting level that would

be the most comfortable for the end users. We conducted a test in the office of a faculty member where the lighting was causing health problems and installed a dimming module onto each light. Once the installation was complete and with the faculty member's input, we then adjusted the light level to what was most ideal. Using this test office as a base, we installed the dimming modules onto every new LED light fixture and adjusted them to the same light level in all areas where the lighting caused problems. The installation time and the cost per module were minimal and very effective. The staff and faculty were extremely happy with the end results and could finally work comfortably with the new lights. This solution was so successful that it was implemented at Evergreen Community College as well.

## 3. steps firm takes to ensure accountability to the Board of Trustees and Prop 39 Citizens Oversight Committee

With our proven knowledge of energy efficiency measures including lighting retrofit design, HVAC equipment upgrades, energy system controls, programmable thermostats, and energy management systems (EMS), JGM/CBMG has assisted several Districts in successfully completing the Proposition 39 districtwide projects. Our team understands the difficulties in performing retrofits on existing sites and the importance of carrying out thorough constructibility reviews and field investigations to identify any design issues or conflicts early on in order to not impact project cost and schedule. We will also identify any materials or equipment that are long lead time items so as to not affect project delivery. As the market continues to improve, our team will actively implement contractor outreach efforts in order to create more coverage for these projects and to increase interest among qualified bidders.

## 4. process for analyzing potential change orders

Our strategy to prevent changes during construction is to ensure design efficiency. JGM/CBMG will work with the architects and designers to incorporate past lessons learned, obtain buy-in from all District stakeholders and departments, and thoroughly review the design documents for errors and omissions prior to putting the project out to bid. In order to accomplish this, JGM/CBMG will be involved early on in the design process, fostering a strong collaboration between the design team, our construction managers, and the District.

By conducting constructability reviews during the design phase of the project, we save time as we are able to catch any errors or omissions before they occur. JGM/CBMG will work with the Program Manager and the District to ensure that the specifications and front-end documents have clear and concise change management language which include mark-up limitations for all tiers of subcontractors, wage rates determination at the onset of a project, and language regarding delay claims and schedule increases. After a change order has been evaluated for legitimacy, JGM/CBMG processes change orders promptly so as to not interfere with construction or the construction schedule. This best practice encourages contractor performance, promotes a team atmosphere, and prevents change order backlog at the time of closeout.



**5. describe firm's fee schedule. does fee adjust based on value of construction contract? does it include change order to the construction contract?**

For a detailed understanding of our breakdown of fees based on construction value, please see Section L, Structure and Rates.

Depending on how the contract is written whether our fee is on an hourly basis or a percentage of the construction contract. The JGM/CBMG team will work with the District to determine the best value for the District for the project in regards to construction management fees. Typically our fees do not include change orders unless the change order is modifying the construction schedule due to owner changes, unforeseen/hidden conditions, force majeure, or civil unrest where additional construction management services will be required due to the contract extension beyond what was originally determined. JGM/CBMG will work with the District on a case by case basis if this were to occur.

**6. a project is delayed 12-18 months for unforeseen conditions. How does this duration increase impact fees?**

Our fees will be impacted as contracted. Ideally as the construction costs increase our fee increases to cover the cost of the extended Construction management time needed per our agreed to rates.

**7. has firm ever contributed financially to offset the impact of an oversight in providing cm services? explain oversight**

The JGM/CBMG team has not encountered a situation where there has been a construction management oversight which impacted the project financially. The JGM/CBMG has a diligent constructability review process to ensure that an oversight doesn't happen. We work with the client to gather all information regarding existing conditions, as-builts, reports, etc prior to on boarding the design team to ensure we have done our due diligence to document the existing site conditions. Our construction managers get involved early with the design team to impart lessons learned, on-site experience as well as the

above mentioned documents to ensure those items are captured in the design drawings, construction documents and specifications prior to going out to bid. We conduct page turn meetings with the client to review the design drawings to ensure we captured all items the client is expecting in the project and sign-off prior to proceeding to the next step. Recently, during the negotiation of a new contract with another client, an additional clause was added by the client to all construction management contracts to mitigate situations such as this where the construction management firms share fiduciary responsibility for all change orders above 4% of the contract value. The construction management firms pays 50% of the cost of the change order, inclusive of allowances but excludes unforeseen/hidden conditions, owner changes, force majeure and civil unrest.

**8. issue arises years beyond warranty. how is issue handled?**

We would handle this issue as we have in many other programs.

1. We will evaluate the O&M Manuals and determine when the Warranty Period actually began per the Notice of completion.
  - a. We would determine if we have any warranty left.
    - i. We would evaluate the warranty provided by the subcontractor or vendor to see what their period is and when it started.
2. We would have the subcontractor come out and provide a valuation and schedule to fix the problem.
3. Then we would determine how pay for the work in consultation with the district.



a. In many cases we have negotiated for work to be completed by the subcontractor or vendor even if out of warranty due to the best of interest of maintaining a good relationship with the District.

b. In these cases we have simply noted that their company's reputation was at stake.

i. We have had major Construction company's repair out of warranty water leaks at grade, in walls and at entry ways at no cost to the District.

4. We have successfully negotiated completion of work on projects that have been occupied by the District for 3 years or more at no cost to the District, even though warranty periods have elapsed.

### **9. explain how the firm prepares cost estimates. how many estimates are provided during design and what are reasons your firm would provide multiple estimates?**

We assign an in house credentialed estimator for each of our projects. Our estimators have a minimum of 10 years of experience estimating all types of construction types and projects. Typically we will contact with the District to provide estimates at the conclusion of the following:

1. Schematic Design
2. Design Development
3. Construction Documentation
4. DSA approval.

### **10. a bid comes in well above the approved budget. what steps are taken?**

Due to our exhaustive constructability review protocols all of our projects over the last few years have resulted in bids coming in below budget. However the few times that bids have come in over budget we have done the following:

1. Consult with our Bidders and determine their reasons for the increased costs.
2. Confirm with our estimators the factors that may have contributed to the cost overruns.
3. Evaluate plans and specifications and determine if we can descope some of the work and make a recommendation to the District.
4. Consult with the District to determine if a rebid is in order or if the budget needs to be increased to complete the project.



### **11. what steps are taken when the District receives a bid protest?**

Bid protests have been few and far between on our projects due to well written and specific front end documentation prepared by us for many of our clients.

On the rare occasion that protests have been filed we have done the following:

1. Confirmed the validity of the protest.
  - a. Many times we have had the bidder rescind their protest upon providing documentation that contradicts their assertions.
2. If the protest has been determined to be valid by the Project Team and the District's attorney we then would respond to their concerns in writing.
3. Many cases it is just a matter of the lowest bidder providing documentation of their credentials, licenses or what ever concerns have been brought up.
4. If the protest is granted then we would consult with the District regarding the following:
  - a. Allowing the lowest bidder to withdraw their bid.
  - b. Disqualifying the lowest bidder.
  - c. Rejecting the lowest bid and awarding the next lowest bidder.
  - d. As a last resort, rebid the project.
5. Typically protest are ruled invalid, normally the next lowest responsive bidder is awarded the contract, rarely has a rebid been required.

### **12. how does firm handle registering projects with CDIR?**

Our team works with the Department of Industrial relations on every major public works contract.

Our process is to align with the existing process of the District and note the current DIR registration requirements in the Bid Front End Documents.

1. The goal is to have the bidders register with the DIR prior to bidding the project.



- a. As currently required by the DIR.
- b. This will be discussed in the mandatory bid walk.
2. Prior to the bid opening Confirm their DIR number as a requisite to opening their bid.
3. Upon Selection the Bidder will complete the PWC-100 and submit to the DIR.
4. Upon confirmation of receipt by the DIR the GC can begin work on the project.

**13. legal counsel recommends a bid protect be waived as a minor irregularity. contractor disagrees and requests the opportunity to address the BoT. how do we respond?**

To avoid these kinds of situations, JGM/CBMG prefers to work with the District and their Legal Counsel to determine what will be acceptable irregularities and what will not and include those within the bid documents that get published to the public for all projects. JGM/CBMG will be as transparent as possible and will do everything in our power to avoid situations like this. If a situation like this does arise and the contractor still insists on addressing the Board of Trustees, we will inform the Board of the situation ahead of time. When we notify them of the situation, we will provide details as to why the contractor wants to address them, the determination from Legal Counsel, etc to ensure the Board is not caught off guard or surprised when the contractor addresses them during the Board Meeting.



**14. firm's fee schedule for additional services?**

For a detailed understanding of our breakdown of fees based on construction value, please see Section L, Structure and Rates.



**15. how firm prepares schedules. how frequently updated?**

**Schedule Development:** Scheduling and allocation of resources is critical in meeting project milestone dates, especially for educational bond programs which have extremely aggressive schedules with critical milestones that cannot be compromised. Our team will develop a schedule which serves as a management reporting tool as well as implementation tool to produce a realistic and achievable timetable for executing the work. Our schedules also serve as one of the most important tools in managing changes on the project. Because the activities in the schedule are tied together with logical relationships, the schedule allows our clients to accurately evaluate changes from the baseline plan and identify the resulting impacts to time and resources throughout the entire project life-cycle.

Our team is skilled in all aspects of scheduling. Our experts are capable of conducting schedule reviews, preparing and updating master program and detailed project schedules, as well as as-built schedules for forensic analysis purposes. We use industry standard scheduling techniques, including P6 software for scheduling, and our reports are enhanced with digital progress photographs and easy to read charts and spreadsheets that provide information on contingencies, change orders, RFI's, and other project documents.

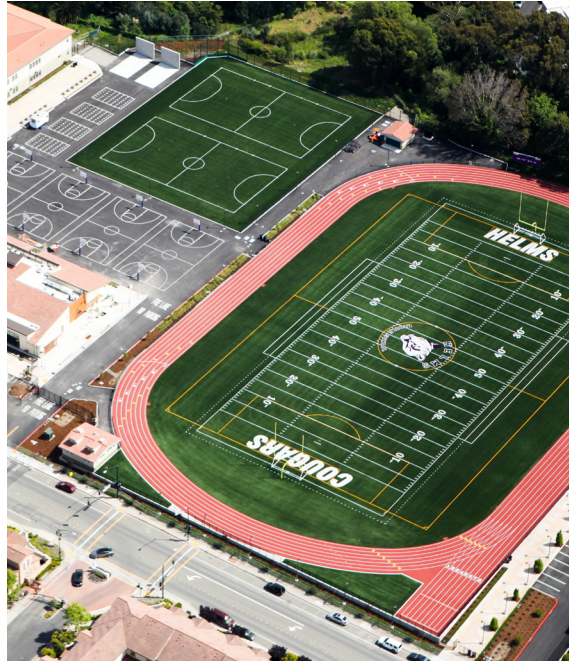
**Schedule Analysis:** The underlying foundation of schedule management rests on the Critical Path Method (CPM) schedule. Our team has built thousands of CPM schedules and understands how they can be

manipulated by the underlying adjustments to floats, leads and lags, duration adjustments, alterations in logic, and constraints. Our experts are well versed in seeing and exposing delays, disruptions and hidden acceleration in schedules and we analyze them for the overall impact and expected cost.

**Schedule Reporting:** Our team will update the schedule on a monthly basis, and communicate any delays promptly. The schedule is the primary tool to keep the District aware of critical deadlines.

We assist our clients in the development of a workplan, coordinating with the actual in-place design teams. Our staff can manage the design development process for clients, which allows our team to have a true perspective on the effort required, the relevant and necessary milestones and a focus on developing a pre-construction/design schedule that can serve as a management tool and not just a snapshot of the expected goals.

**Schedule Review:** During construction, time is inextricably linked to cost. JGM/CBMG understands this key relationship and takes an active role in schedule management on every project. Our staff works closely with school site administrators and District staff including Operations and Maintenance staff to understand the unique scheduling characteristics of each project. Our team will review the contractors' schedule submission and make any necessary recommendations to the District. We integrate the construction schedule with the district/school calendar and coordinate work activities around academic testing, graduations, intercollegiate competitions and other school events. Should progress on the project fall behind – regardless of who is responsible – we work diligently with all parties to facilitate schedule recovery.



Upon receipt of the contractor's schedule of values, our analysis will consist of:

- Verifying items correspond to appropriate construction specification sections and applicable Division 01 requirements.
- Items are included for General conditions, general requirements and closeout requirements.
- Verify Costs totals Contract Amount correctly on the front page summary and the preliminary baseline schedule.

If the Schedule of Values is not submitted by the Contractor and/or approved by the during the specified time from notice to Proceed (NTP), the CM will use default percentages (%) as set forth in the template Schedule of Values form to determine monthly amounts for Initial Applications for Payment.

### **17. summer modernization project requires removal of furnishings. what is process?**

We would consult with the District and determine whether we use district Maintenance staff or hire an outside moving company to remove, store and reinstall the furniture as required by the project's scope of work. The JGM/CBMG team would then develop a move management RFP and schedule



### **16. how firm analyzes a contractor's schedule of values?**

The process to analyzing the contractor's schedule of values starts prior to the bid. As the Construction Manager we will review the district's Schedule of Values template within the Specification Section. If the district requires an assistance, we will provide recommendations to the district regarding Project Forms, to support project scope or contract specific criteria for the segregation of costs.



if the work is to be done by an outside party. JGM/CBMG would then manage the budget and schedule of the entity doing the work to ensure no conflicts with the construction schedule.

### **18. past projects on site not closed out with DSA. what is process?**

We have associations with DSA closeout specialists. We would consult with the District on hiring one of these or we would confirm with DSA the outstanding items needed to close out the project. Our team is well versed in project close out of existing buildings and have been granted waivers.

For non-student or faculty occupied or used space and for non-district used facilities. We have been allowed to proceed with new construction projects after developing a close out plan with DSA for existing buildings on site. Our longstanding relationships with DSA staffers and candid, transparent upfront approach to communication with DSA, has resulted in no project interruptions to date on any of our DSA projects.

### **19. describe how firm addresses “Owner Furnished” materials.**

We coordinate with the District on this and all other project execution processes. To date we manage this process by defining whether the contractor or the District will install the “Owner Furnished” materials. We would seek to clarify these roles prior to the bidding of the project to ensure smooth execution of the scope of work. Defining this will allow us to have the Contractor have a cost for this activating and have it scheduled. We would coordinate the receipt and storage of the Owner Furnished materials and manage the installation process to ensure no impact to the Construction Schedule.

### **20. sewer back-up during event. what steps do we take to address the problem?**

Unforeseen issues arise on every project. Preparation and process is the key. Our process would be to set up emergency response companies that are on 24 hour call to perform Plumbing, Electrical and Mechanical repair and shut down work. Preferably these companies will have a standing contract with the district



and can provide these services immediately as needed. Preferably these are local firms that have performed well for the District in the past. We will consult with District staff in developing this list. Having this beforehand allows for all of us to respond to the need as exemplified easily and timely minimizing the cost and schedule impact to the District. Our PM will be on site to ensure the smooth completion of this work.

### **21. how will you handle a situation where OSHA is on-site to address odor complaints from roofing project?**

JGM/CBMG company policy is for their construction managers to be in regular contact with the site officials, informing them of the progress of the work and any issues that might arise during the construction process. JGM/CBMG will coordinate with the site officials regarding the best times to conduct the work to avoid any possible issues with staff during the regular school day. With that being said, in this situation the construction manager will be on site with the OSHA representative, the principal, and the teacher to address the concerns regarding the odor and the roofing project. We will provide solutions that will be acceptable for the teacher, the school, OSHA, and the District to avoid slowing the project, while at the same time mitigating the issue. For projects like the example being a possible safety concern, we generally schedule the construction work to occur during the summer months while school is out of session. If work has to be done during the school year, the work will be scheduled after school hours and on the weekends to avoid this exact situation.

### **22. HVAC project over budget. investigation shows proprietary system bid at double the budget. what steps are taken?**

Controls are the most expensive part of an HVAC project. Controls are a specialized field where most mechanical contractors will subcontract the controls scope of work to a specialized controls contractor thereby adding additional costs as there are not a lot of controls contractors available. The controls subcontractor adds their mark-up on the costs of equipment and labor and the prime mechanical contractor adds their mark-up on top of that. With this being a proprietary controls system there are even less controls contractors that can install the controls, thereby increasing the costs even more due to a limited pool of available controls contractors that can install it.

In a situation such as this there are about four approaches the District can take;

1. Remove the controls portion from the scope, make it an HVAC Mechanical project only. Create a separate project for the controls installation where by the District goes out to the public for a competitive bid just for the controls and seeing as though controls are a completely separate scope of work that doesn't involve a mechanical contractor it won't be considered bid splitting. This adds additional time to an already time sensitive project, time is always of the essence.
2. Value engineer the controls so that they are not a District proprietary system but a more available system, such as Johnson Controls, from more distributors there by decreasing the cost.
3. Because it is a proprietary controls system specifically for the District, the District can get better pricing from their vendor that worked with the District to set up the system. The District has their vendor provide the pricing for the controls and force the contractor to purchase from their vendor at the District's set negotiated pricing (including the contractors mark-up) and install the equipment.
4. The District purchases the equipment itself and has the contractor install (OFCI) only paying the contractor for the labor with the contractor's mark-up on said labor.



If the District wants to stick with their proprietary controls system and does not want to go back out to bid, Option #1 and Option #2 are out. Option #3 has a higher cost associated with it than Option #4 because you are still paying the contractor's mark-up on the equipment and the labor. Option #4, the District gets a better cost from their vendor and is only paying the cost of labor from the contractor. But the subtle differences between Option #3 and Option #4 comes down to warranties. Option #3 you get the manufacturer warranty as well as the contractor's warranty on the equipment and the installation whereas Option #4 the District gets the warranty from the manufacturer but only gets a warranty on the installation from the contractor because the District purchased the equipment separately and the contractor isn't responsible for the equipment and does not have to provide a warranty for it. The JGM/CBMG team will work with the District to establish a standard for the controls system and work toward making this system proprietary for ease of maintenance. All the controls systems need to talk to each other to ensure consistency and ease of service. This will reduce costs in the long run to the District and a better warranty can be negotiated with the controls group.

### **23. requested "Recovery Schedule" for a project that may not be ready for start of school. what steps to analyze it?**

If the contractor's recovery schedule does not provide an acceptable completion date the following process will be followed:

- The recovery schedule will be status revise and resubmit. Providing comments on why the schedule is unacceptable.
- Perform a sequence analysis with the CM staff and architect for recommendations to the contractor.
- The CM may schedule a meeting every week until Contractor is deemed by the CM to be back on schedule.
- Contractor Pay Applications may not be processed until CM accepts the Proposed Recovery Schedule.

Once the above items have been completed and appropriate baseline vs. Update analysis can be performed.

### **24. project architect specifies products outside of the budget. response?**

We will manage the Architect to design scope to budget and District standards. We will work with the District to confirm and or establish district standards for major systems, flooring, lighting and finishes. We will reject items that are not standard and that are over budget with District input and final decisions.

The project will not be bid without approval from the District.

### **25. conflict between contractor and project inspector. intervention?**

The JGM/CBMG team will intervene by reviewing roles and responsibilities and directing the GC to follow the direction of the IOR. From the beginning of the project these roles will be defined and delineated. The process to ensure compliance will be for JGM/CBMG to issue a Field Directive to

ensure compliance if not successful

we will have another party come in and perform the requested work as directed by the IOR and back charge the GC, as a final result we will have the IOR issue a deficiency notice. Compliance with IOR directives will be enforced without delaying the construction schedule.

## **26. how firm conducts constructability reviews.**

During design, we implement a rigorous constructability review program to reduce change orders and mitigate time delays and claims, leading to higher quality and more cost effective projects. The constructability review process brings to light conflicts or challenges not recognized by the design team during the development of the design documents including availability of materials, site logistics, code elements and equipment space restrictions. A back-check will be performed prior to bid to insure that the comments have been properly addressed.

A review of the documents, prior to bid, can protect the District from potentially costly delays and unnecessary change orders that are caused by errors, inconsistencies, or inadequate detailing in the construction documents. Our experience across the spectrum of the construction industry (including work with owners, architects, contractors, and subcontractors) gives us an invaluable insight into possible liability exposure or the potential manipulation of contract documents.

All of our team members are experienced in providing review services for similar services, including our proposed Construction Managers. Our in-house expertise in the fields of MEP and structural design will also bring tremendous value to this effort.

The constructability review includes an independent examination of all project documentation that will become a part of the construction contract documents, including drawings and specifications. Our reviews will ensure that the District standards are upheld, and that the proposed construction means and methods are feasible. Our reviews add value to a project because:

- Change orders are dramatically reduced.
- Potential conflicts and problems are identified early on.
- The exposure to potential claims against the District is minimized.

Our goal is to reduce the number of issues that generate costs and delays to the project, assure that materials specified meet District standards, and value engineer to keep the project on budget. A back-check will be performed prior to bid to insure that the comments have been properly addressed.

## **27. project bid twice and is over budget both times. what are next steps?**

We will consult with the District to determine their needs. We will either descope the project and rebid the project or we will accept the bids and augment the budget as directed by the District. Coordination with the District will be key to resolving this issue.





# state and local agencies

## DSA coordination

The JGM/CBMG team has extensive experience working with DSA and key personnel in Southern and Northern CA regional offices. We have grown with key administrators and directors in these offices, working with many of the department heads for Access Compliance, Fire, Life Safety, Structural, as well as Field Directors and Directors of the local DSA offices for over 25 years. Our visibility and personal relationships with these key decision makers have helped our team develop a unique approach to managing the successful, expedient approval of our clients' projects.

We have a thorough understanding of the processes and procedures required by these agencies with regards to plan review, code interpretation, permitting, testing and inspection, construction phase changes, project closeout and agency certification. We have found that the best way to lead each project through this process is to develop professional, working relationships with the agency personnel.

Our team takes a hands on approach to managing architects and design consultants to ensure timely and accurate transmittals of required Design and Construction Documents. We put your Program's projects in front of the key personnel at each district office early and often. This approach allows our team members to be a part of the "Beta" phase of DSA's new project submittal and approval process. Our team members' attendance at CASH workshops and personal relationships with the State Architect and his team allow us to be at the forefront for project delivery methodology and allow the design teams under our management to reduce DSA Bin Time, decrease Construction Change Directives, and minimize DSA review comments. All of the pre-work involved ensures that your projects will be in the front of the line and reviewed promptly at the DSA Field Offices. Our team will ensure that DSA will not be a factor to the timely, on-budget delivery of your Program's projects.

Our involvement will inform DSA of the scale, quantity and project timelines for each of the Program's projects so that they can allocate appropriate staffing resources and advise us of the

best approaches for timely review and approval of your projects. From initial project submittal to DSA box opening, our clients experience a transparent, efficient, documented "real time" assessment and management of the DSA submittal, review, and approval process.

Our team's approach has resulted in:

- Decreased DSA Bin Time
- Reduced DSA comments
- Reduced bid RFI's
- Reduced DSA Construction Change Directives
- Increased on-schedule and on-budget delivery of our clients' projects

Once a project achieves DSA approval, our efforts do not stop there. DSA continues to play a vital part throughout the construction and close out phase of each project. Because of this, we continue to collaborate with the DSA field engineer to ensure that changes to the approved design documents are adequately documented and submitted to DSA for review and approval. Our team will make certain that changes get dealt with when they happen, so that they don't end up causing delays to the closeout of the project.

The most challenging aspect of managing these projects has not been the construction phase oversight or agency pre-construction approvals, but the on-time completion of punch lists, timely receipt of DSA approved change orders, contractor close-out, and final DSA certification. We have been able to overcome these challenges through persistence and follow-up and because we are familiar with each of the required forms and documents needed to be gathered from project inception through final record of payment.

For educational programs, JGM/CBMG typically manages the District review process, including gaining input and approvals from state and local agencies such as the City or service utilities. Our team will also ensure the stated requirements of the building program are being met through the documents prepared by the design team.

**Title 24:** JGM/CBMG's project managers are well versed on and have worked extensively with Title



24 of the California Building Code. Energy savings is a key factor when it comes to life cycle costs for schools and school districts. While Architects and Inspectors of Record have the primary responsibility of ensuring code compliance during design and construction, our team's thorough knowledge of the code requirements and close working relationship with the District and A/E team help develop cost effective measures when designing energy management systems, lighting, and HVAC systems for projects, ensuring that the systems last longer and saves the District money. We can identify potential issues during design or construction and therefore resolve those issues prior to completion of the project. This knowledge is critical to our success, whether it be during plan reviews during the design phase, or resolving questions in the field with respect to the interpretation of contract requirements.

**Public Utilities:** We work on nearly every project with local public utilities, whether they are City Utilities or other entities such as PG&E, Water Districts, Comcast, etc. Our roles have been coordinating new installations both during design, via plan review and requirements, and during construction, in attaining permits and coordinating construction inspections. Knowing which utilities impact our site is always one of our first pre-construction activities. We are actively involved in locating these utilities with the locating services and ensuring protection during construction.

**Department of Toxic Substance Control & CEQA:** Our approach to working with DTSC is to coordinate with engineers, testing labs, and local and state regulators to identify and quantify hazards, and to coordinate the abatement and remediation of hazardous materials and the completion of environmental remediation plans. Our team will ensure that an EPA number be assigned prior to removal or we will seek a negative declaration for projects when possible. Our team will develop work plans and specifications to mitigate identified hazards. The work plan includes off haul and manifested disposal of all materials.

We have also been involved in the EIR process for several projects where we are performing pre-

construction services. This includes coordinating environmental planning with the Campus and Design Team including, but not limited to: equipment emission control, dust control measures, storm water permit, noise control and fire suppression agencies. Review of CEQA requirements to make sure they are complaint with our clients' interests and environmental mitigation efforts (Measuring and Monitoring Program) is a key component in managing the site costs during programming and budgeting, as well as monitoring Contractor activities during construction.

**ADA:** As many of our team members come from an architectural background and/or are architectural licensed professionals where accessibility training and continuing education is a requirement, our team has a strong working knowledge and thorough understanding of ADA and accessibility requirements of DSA. We will work with the architects and engineers to ensure that accessibility requirements are met within the design as well as in construction. Our quality control begins with a review of the design to assure compliance with ADA standards and guidelines. Throughout all phases of construction, our construction manager will also work with the Inspector and various regulatory officials to ensure that compliance with all codes has been met.



# certificates of insurance

**ACORD** CBMANAG-01 **SUMMARY**  
DATE (MM/DD/YYYY) 7/24/2019

**CERTIFICATE OF LIABILITY INSURANCE**

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER License # 0667768 IOA Insurance Services 3875 Hopyard Road Suite 200 Pleasanton, CA 94588	CONTACT David Sifuentes PHONE (A/C No. Ext.) 50027 FAX (A/C No.) (925) 416-7869 E-MAIL David.Sifuentes@ioausa.com
INSURER	INSURER(S) AFFORDING COVERAGE NAIC #
CB Management Group Inc 288 3rd Street, Suite 304 Oakland, CA 94607	INSURER A: RLI Insurance Company 13056 INSURER B: Great American Insurance Company 16691 INSURER C: INSURER D: INSURER E: INSURER F:

**COVERAGES** CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSURER	TYPE OF INSURANCE	ADDITIONAL INSURER	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> GENERAL AGGREGATE LIMIT APPLIES PER: POLICY <input checked="" type="checkbox"/> PER <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	X	PSB0006450	7/20/2019	7/20/2020	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMPOD AGG \$ 4,000,000
A	AUTOMOBILE LIABILITY ANY AUTO OWNED <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> X NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$	X	PSB0006450	7/20/2019	7/20/2020	COMBINED SINGLE LIMIT (Per accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ EACH OCCURRENCE \$ AGGREGATE \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY WORKER'S COMPENSATION EXCLUSIVE (Mandatory in NJ) Y/N <input type="checkbox"/> N/A <input checked="" type="checkbox"/> if yes, describe under DESCRIPTION OF OPERATIONS below		PSW0003647	7/20/2019	7/20/2020	X PER <input type="checkbox"/> STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/> E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Professional Liab.	X	DPP4203424	7/20/2019	7/20/2021	Each Claim 2,000,000 Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Re: San Jose City College 2100 Moorpark Avenue, San Jose, CA 95128  
Toby Black & April Chu, San Jose City College and Jenkins/Gales & Martinez, Inc., are included as additional insured on Commercial General Liability and Hired and Non-Owned Auto Liability, as required by written contract. Waiver of Subrogation and Primary and Non-Contributory Provision included on Commercial General Liability Policy, as required by written contract. Waiver of Subrogation Provision included on Workers Compensation policy, as required by written contract. Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions. Professional Liability is a claims made policy and includes Waiver of Subrogation Provision as required by written contract.

**CERTIFICATE HOLDER** **CANCELLATION**

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

AUTHORIZED REPRESENTATIVE  
Toby Black & April Chu  
288 3rd Street #304  
Oakland, CA 94607  
ACORD 25 (2/16/03)

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**ACORD** JENK&MA-01 **SUMMARY**  
DATE (MM/DD/YYYY) 11/12/2019

**CERTIFICATE OF LIABILITY INSURANCE**

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER License # 0757776 Los Angeles, CA - Center Drive - HUB International Insurance Services Inc. 6701 Center Drive West, Suite 1500 Los Angeles, CA 90045	CONTACT Nicole Guadarrama PHONE (A/C No. Ext.) (310) 568-5919 FAX (A/C No.) E-MAIL nicole.guadarrama@hubinternational.com
INSURER	INSURER(S) AFFORDING COVERAGE NAIC #
Jenkins/Gales & Martinez, Inc 6033 West Century Blvd, Suite 601 Los Angeles, CA 90045	INSURER A: Associated Indemnity Corporation 21865 INSURER B: Twin City Fire Insurance Company 29459 INSURER C: Arch Insurance Company 11150 INSURER D: INSURER E: INSURER F:

**COVERAGES** CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSURER	TYPE OF INSURANCE	ADDITIONAL INSURER	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> GENERAL AGGREGATE LIMIT APPLIES PER: POLICY <input checked="" type="checkbox"/> PER <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	X	AZC80904905	08/01/2019	08/01/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$ 100,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ Included GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPOD AGG \$ Included
A	AUTOMOBILE LIABILITY ANY AUTO OWNED <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> X NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$		MZA80312533	08/01/2019	08/01/2020	COMBINED SINGLE LIMIT (Per accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY WORKER'S COMPENSATION EXCLUSIVE (Mandatory in NJ) Y/N <input type="checkbox"/> N/A <input checked="" type="checkbox"/> if yes, describe under DESCRIPTION OF OPERATIONS below		72WECDH7349	07/28/2019	07/28/2020	X PER <input type="checkbox"/> STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/> E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Retention		PAAEP00200	11/08/2019	11/08/2020	Each Claim 35,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER** **CANCELLATION**

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

AUTHORIZED REPRESENTATIVE  
ACORD 25 (2/16/03)

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# reliable outcomes, every time.

## litigation history

The JGM/CBMG team is proud to say we:

- Have no litigation, arbitration and negotiated/settled history with any previous clients;
- Have never had litigation filed either by an owner or an owner's consultant or contractor, which names the construction manager's employees, consultants or consultants employees as defendants of any tier;
- Have never been terminated for default concerning any convictions for filing false claims;
- Have never filed for bankruptcy;
- Have no current or potential conflicts to provide the anticipated work;
- Have no direct or indirect business, financial or any other connection with any official, employee, or consultant of the District.



# structure and rates

## hourly rates

Role	Hourly Rate
Principal in Charge	\$213
Project Manager	\$193
Senior Design Manager/QA/QC	\$180
Senior Construction Manager	\$180
Design Manager	\$168
Construction Manager	\$160
Senior Scheduler/Project Controls	\$150
Chief Program Estimator	\$150
Information Technology Manager	\$150
Contract Procurement/Bond Compliance	\$150
Project Engineer	\$130
Project Administrator	\$95

Hourly rates include compensation, labor burden, benefits, auto expenses, cell phone expenses, laptop computer, insurance, overhead, corporate support, insurance, taxes, profit, etc. Rates are valid through December 31, 2020 and subject to Cost of Living Adjustment (COLA) thereafter.

JGM/CBMG typically prefers to provide services on a fixed fee basis, as this approach allows for better budget control. If additional information is provided as to a specific assignment, anticipated needs or a desired level of service, we will be able to provide a fixed fee proposal.

### Cost for Repair, Renovation, or Systems Replacement Projects Fees

- Small scale (\$0-\$1,000,000.00) fee would be 8.1% of hard cost
- Medium scale (\$1,000,001.00-\$5,000,000.00) fee would be 7.3% of hard cost
- Large scale (\$5,000,001.00 - \$10,000,000.00) fee would be 6.3% of hard cost
- Major Project (\$10,000,000.00- \$35,000,000) fee would be 5.3% of hard cost

### Staffing Cost for Modernization Project:

- Small scale (\$0-\$1,000,000.00) fee would be 8.1% of hard cost
- Medium scale (\$1,000,001.00-\$5,000,000.00) fee would be 7.3% of hard cost
- Large scale (\$5,000,001.00 - \$10,000,000.00) fee would be 6.3% of hard cost
- Major Project (\$10,000,000.00 - \$35,000,000) fee would be 5.3% of hard cost

### Staffing Cost for New Construction Project:

- Small scale (\$0-\$1,000,000.00) fee would be 8.1% of hard cost
- Medium scale (\$1,000,001.00-\$5,000,000.00) fee would be 7.1% of hard cost
- Large scale (\$5,000,001.00 - \$10,000,000.00) fee would be 6.1% of hard cost
- Major Project (\$10,000,000.00- \$35,000,000) fee would be 5.1% of hard cost

### Staffing Cost for New Construction Project Multiple Prime Delivery:

- Small scale (\$0-\$1,000,000.00) fee would be 9.1% of hard cost
- Medium scale (\$1,000,001.00-\$5,000,000.00) fee would be 8.1% of hard cost
- Large scale (\$5,000,001.00 - \$10,000,000.00) fee would be 7.1% of hard cost
- Major Project (\$10,000,000.00- \$35,000,000) fee would be 6.1% of hard cost



## Ryan Gales

*Principal-in-Charge*

### Education

Construction Management  
Certification, University of  
California Los Angeles  
B.S. in Civil Engineering, University  
of California Los Angeles

### Affiliation

Construction Management  
Association of America  
UCLA Center for Excellence in  
Engineering and Diversity (CEED)  
National Society of Black Engineers  
(NSBE)  
Society of Hispanic Professional  
Engineers (SHPE)

Mr. Gales has over 15 years of managing projects and their staff, providing outreach, training and development services. For the past five years he has been responsible for project management and overall operations of the firm. His responsibilities include new business development, architectural design, contract negotiations, staffing, client liaison, subcontract administrations and other administrative duties. His experience in projects, large and small, have afforded him the ability to focus on the details and be mindful of project budgets and schedules, while his extensive work in the field has garnished him the ability to work closely with various city, county and local organizations.

### Key Qualifications

- Has successfully lead large education and transportation projects as principal-in-charge and as a project manager.
- His experience as a project manager for former Los Angeles Mayor James Hahn provided him the experience in hosting outreach and community meetings in areas of Watts and South Los Angeles in developing plans of action to address “Quality of Life” issues
- Skills in all phases of construction; including Pre-Construction, contract negotiations, contract review and subcontractor pre-qualification / monitoring.

### Representative Projects

- San Jose – Evergreen Community College District Construction Management, San Jose, CA
- LAUSD Bond Construction Management, Los Angeles, CA
- LACCD Bond Program Management Oversight, Los Angeles, CA
- LAX North In-Line Baggage Handling System
- Indianapolis International Airport Baggage Screening System O/M
- Hollywood Park Stadium Development

## Toby Black

*Project Executive*

### Education

A.A. Architecture,  
Diablo Valley College

Toby Black is a construction management professional with 20 years of industry experience where he has played a key role in the success of a variety of education projects. Working with clients including: Oakland Unified School District, Fremont Unified School District, West Contra Costa Unified School District, Sacramento City Unified School District, Mount Diablo Unified School District, and the University of Las Vegas.

Toby has been using contract management software for several years and is highly proficient with Primavera P6. He has built and managed successful teams of multi-disciplined players and utilized their individual expertise to promote the success of projects ranging from \$500k-\$60 million in construction costs. He has reduced expenses and saved valuable time by establishing standards and streamlining processes in order to maintain tight project schedules and budgets.

### Key Qualifications

- Developed IT infrastructure design standards and technical specifications combining telecommunications, internet technology infrastructure, and security into a converged network as well as installation and testing procedures to be used on all future building projects throughout the Oakland Unified and Fremont Unified school districts to ensure and maintain consistency of construction and the installation of equipment.
- Highly Personable and well versed in creating and maintaining long-term relationships between, architects, engineers, contractors, vendors, DSA, and local jurisdictions and city officials.
- Developed process of conducting constructibility reviews in conjunction with design managers during the design phase of a project in order to maintain efficiency of project schedules and stay within budget.
- Managed numerous construction projects for Bond Programs ranging from \$100k-\$60 Million, developing contract scopes of work, organized and coordinated pre-construction meetings, negotiated consultant contracts and fees, maintain SWPPP Regulations, conduct site inspections for quality control, conduct weekly owner meetings to review project progress, schedule and issues, Review cost estimates and budgets, negotiate and process change orders to maintain project costs.
- Highly skilled and knowledgeable of building codes & regulatory agencies: DSA, ADA, Title 24, IBC and CBC.

### Representative Projects

- Districtwide IT Infrastructure Upgrades, Fremont USD
- Districtwide IT Infrastructure Upgrades, Oakland USD
- Portola Middle School Modernization, West Contra Costa USD (WCCUSD)
- Quad Campus Restroom Renovation Project, WCCUSD
- King Elementary School Site Drainage & Infrastructure Project, WCCUSD
- Helms Middle School Athletic Fields, WCCUSD
- Pinole Middle School Play Field, WCCUSD
- Pinole Middle School Infrastructure Project, WCCUSD
- Helms Middle School Environmental & Recycling Center, WCCUSD

## Alaric Robinson, QSP

*Senior Project Manager*

### Education

Master of Fine Arts - Mass  
Communications Southern University  
and A&M College Baton Rouge, La  
Bachelor of Architecture  
Southern University and A&M College

### Certifications

FEMA  
QSP (Qualified Storm Water  
Prevention Specialist)

Alaric Robinson has over 30 years of experience as a Construction and Architectural Design Project Manager with proven knowledge of California Department of the State Architect (DSA) I construction management design standards and protocols. He has authored client design standards, specifications and bid documentation standards and processes, as well as, coordinated and developed client's attorney's and consultant's General and Special Condition specification section standards. His comprehensive knowledge of building codes and industry standards results in increased cost savings and construction scheduling efficiencies, providing clients with an efficient hands on management perspective.

### Key Qualifications

- Extensive practical and professional knowledge of Construction Management, Construction Contract, Costs and Change Order Controls Management, Program and Project Management, Facility Design Management, building construction means and methods, and Architectural Design, gained from over 30 years in the field and in the design studio.
- Has taught construction management and design courses at California State Universities and Community Colleges.
- Possess strong leadership, management, programming, planning, communication, interpersonal and computer skills.
- FEMA and QSP Certified, Proficient in Primavera, Primavera Contract Manager, MS Project, Excel, PowerPoint, and Auto Cad.
- Excellent leadership and communication skills; with a team first approach to the essentials of the disciplines of site acquisition, environmental impact reports (EIR's), negative declarations, manage environmental monitoring and work plans, zoning approvals and permit security, right of away security, encroachment permits and local building department permit security, construction, project programming, program and design management; delivering projects and tasks on time and within budget.

### Representative Projects

- Azeveda Elementary School, Fremont USD
- Mattos Elementary School, Fremont USD
- Walters Junior High School, Fremont USD
- Districtwide Design & Bid Management, West Contra Costa USD
- King Elementary School Modernization, West Contra Costa USD
- Laney College Athletic Fields, Peralta CCD
- Rehabilitation of 3 Schools, Redding USD
- Rehabilitation of 3 Schools, Sacramento City USD
- Rehabilitation of 9 Schools, Oakland USD
- New Elementary School, Clovis USD
- East High School, Clovis USD
- New High School, Madera USD



## Christopher Wade, CCM

*Construction Manager*

### Education

M.S. Engineering Management,  
minor in Cost Estimating,  
University of Alaska  
B.S. Mechanical Engineering,  
minor in Mathematics,  
University of Alaska

### Certification

Certified Construction  
Manager, CMAA  
General Building Contractor,  
CA License No. 853263  
Certified Engineer-in-Training,  
State of Alaska

Chris Wade has more than 25 years of managing construction programs for community college and K-12 clients, as well as other federal and state-funded building projects. He ensures that plans, specifications, and construction will comply with California codes requirements (including Title 24 of the CCR) and has extensive experience obtaining DSA and jurisdiction approval before construction start. In addition to his education experience, Chris provided construction management services for federal training and maintenance buildings for the US Coast Guard and USACE. He also managed military dormitory and commissary projects as design-bid-build. His MEP expertise is key to building HVAC, plumbing and fire protection design, construction and commissioning. His great communication and interpersonal skills allow him to interact with contractors, A/E, owners and representatives with ease, allowing him to be a trusted advisor to his clients.

### Key Qualifications

- Highly Personable and well versed in creating and maintaining long-term relationships between, architects, engineers, contractors, vendors, DSA, and local jurisdictions and city officials.
- Extensive practical and professional knowledge of Construction Management, Construction Contract, Costs and Change Order Controls Management, Program and Project Management, Facility Design Management, building construction means and methods
- Provided oversight of all consulting firms including architects, engineers, inspector of record, material testing, and other similar professional services.
- Skills in all phases of construction; including Pre-Construction, contract negotiations, contract review and subcontractor pre-qualification / monitoring.

### Representative Projects

- El Camino High School Campus-wide Modernizations, South San Francisco USD
- UC Davis, On Campus Student Dormitory Renovations
- New FBI Field Office, US Department of Justice, San Francisco, CA
- Various Projects, US Army Corps of Engineers, Baltimore, MD
- New US Army Operations/Mission Building, Fort Belvoir, VA
- USACE, New Training and Maintenance Logistics Building, Sector Miami, FL
- US Coast Guard, New Headquarters Administration Building Addition, Washington, DC
- USACE, New Commissary Building Renovations - Moody AFB, Georgia

# Amy Headt

Construction Manager

## Education

Construction Management  
Certification, Sonoma State  
University

## Certification

General Contractors License,  
CA State License Board

Licensed Real Estate Agent

## Availability

100%

Amy Headt is a LEED accredited, project management professional with more than 26 years of experience in construction management, scheduling, and cost estimating. Her focus is to assist clients in meeting their facility requirements by managing the planning, design and construction of their building programs. Amy provides an array of project planning and management consulting services ranging from feasibility studies through construction management. She has managed districtwide construction projects for clients such as Oakland USD, and for private schools including Presentation School, Napa Tech High School, Sonoma Charter School, Credo Public School, and Blue Oak School. Additionally, she has managed campuswide projects for healthcare and infrastructure clients including Kaiser, BART, Oakland City Center, and Highland Hospital.

## Key Qualifications

- Managed cost estimates, pre-construction, and construction management for \$130M schoolwide construction, including 44,000 SF new classroom building, 30,000 SF gymnasium, and football stadium.
- Provided oversight of all consulting firms including architects, engineers, inspector of record, material testing, and other similar professional services.
- Proven success of receiving site and plan approvals from the California Department of Education and plan approval from the Division of State Architect.
- Skills in all phases of construction; including Pre-Construction, contract negotiations, contract review and subcontractor pre-qualification / monitoring.

## Representative Projects

- Fremont High School Modernization & New Construction – Oakland Unified School District
- Napa Tech High School Modernization – Napa Valley Unified School District
- Sonoma Charter School Modernization – Charter School
- Credo Public Charter High School Modernization – Charter School
- Blue Oak School Modernization – Private School

## Carlos Zavala

*Project Engineer*

### Education

BS, Construction Management  
California Polytechnic State University,  
San Luis Obispo, CA

AA, Liberal Arts and Sciences  
Las Positas College, Livermore, CA

Carlos Zavala has been able to contribute to multiple DSA programs and projects worth more than \$30 million in construction cost. His beginning experience in document control and office engineering built a solid base of cost understanding, budgeting efficiency, and the DSA approval process. His area of expertise includes project controls functions, cost estimating, contract support, site QA/QC, change order negotiation, pay application review, and project turnover.

### Key Qualifications

- Performed all aspects of assistant project management including assisting managing budgets, design management, construction administration, scheduling, project control, contract administration, Request for Proposals, and contractor selection.
- Assisted solving on-site technical problems and coordination of documentation of Submittal Approval, RFI's, CCD request.
- Represented our client's best interest by making value engineering decisions at all times.
- Responsible for mobilization and demobilization of IT equipment at jobsites. Identified, analyzed and coordinated the repair of computer failures, orders and parts as needed. Involved in the recording, tracking, and auditing of equipment, including asset recovery at jobsites.

### Representative Projects

- Physical Education Complex & Team Room, San Jose Evergreen CCD
- Azeveda Elementary School, Fremont USD
- Mattos Elementary School, Fremont USD
- Walters Junior High School, Fremont USD
- Districtwide IT Infrastructure Upgrades, Fremont USD



## Danny Harris

*Project Engineer*

### Education

Associate in Science, Contra  
Costa Community College  
Bachelor of Arts, St. Mary's  
College of California  
Master of Arts, St. Mary's  
College of California

### Certification

General Contractors License

Danny Harris has more than 12 years of experience in the construction industry. His responsibilities have included construction management, project management, project administration and analysis, team coordination, and quality control. He has extensive experience managing complex projects, delivering quality projects within budget and meeting schedule targets. He has been involved in all aspects of business administration and project coordination, and his experience includes everything from real estate sales to on-site management. He has expertise in establishing and maintaining safety measures, subcontractor management and coordination, and change order development. He also has experience developing pay applications and providing peer reviews for quality management.

### Key Qualifications

- Provided oversight of all consulting firms including architects, engineers, inspector of record, material testing, and other similar professional services.
- Skills in all phases of construction; including Pre-Construction, contract negotiations, contract review and subcontractor pre-qualification / monitoring.

### Professional Experience

- Project Manager – Inviro Solutions Group CA : Responsible for oversight of all aspects of multiple, concurrent construction assignments, each worth more than \$5M worth of construction. Developed contracts and coordinated consultant teams to provide crews for management of both short- and long-term projects.
- Project Manager – Marea Alta Real Estate Development: Responsible for coordination of review and approval of places for the control of planned project outputs based on established budget guidelines. Provided on-site safety management, developed pay applications, and provided quality control reviews. Also responsible for developing and managing change orders.
- Construction Manager – Oakland Zoo Hospital Commercial Construction: Delivered on-site construction management, ensuring projects stayed with budget and met established schedule targets. Managed all key aspects of projects, including safety, cost, schedule, quality, and sustainability targets. Coordinated subcontractor safety programs, ensuring compliance. Developed pay applications, and reviewed work in place for quality control. Also responsible for developing and managing change orders.

## Nilesh Panchal, PMP

*Senior Estimator*

### Education

M.S. Construction Management,  
Texas A&M University  
B.S. Civil Engineering,  
Mumbai University, India

### Certifications

Certified Estimating Professional  
(Candidate) – AACE International  
Project Management Professional  
(PMP) – Project Management Institute  
Graduate Course in Project Finance –  
Harvard University Extension School  
Certificate in Business, Mays Business  
School – Texas A&M University

Nilesh Panchal is an experienced Project Controls Professional and PMI certified Project Management Professional (PMP) with more than 12 years of Project and Program Controls experience. He has gained expertise in various domains including estimating, scheduling, cost control, financial and budget management, risk management, construction management, business analytics, and process improvements in various Engineering, Procurement & Construction programs. He is passionate about working on challenging programs and lead project controls to successful completion of projects on time and under budget.

### Key Qualifications

- Developed and managed conceptual ROM and detailed construction estimate in Onscreen Takeoff to support long range financial plans and initiation phase of new projects ranging from \$20M to \$135M.
- Participated in value engineering and constructibility reviews to save cost in the range of 5%-8%.
- Analyzed change orders for scope, cost, schedule impacts and successfully negotiated with general contractors to manage contingency.
- Created and managed estimating knowledge database in RS Means including but not limited to take off templates, WBS structure, accounting codes, and compliance with regional prevailing wage.
- Hands on experience with Project Management tools like SAP Project Financials, SAP Business Warehouse, PG&E Project Controls Database Management, and Project Portfolio Management.
- Ability to analyze and manage financial accounting and budgeting in SAP Business Financials.
- Preparing and managing schedule in P6 and MS Project.
- Ability to successfully implement On Screen Take off and Timberline to manage estimates.
- Working knowledge of project management tools like Unifier, COBRA, and ARM.
- Strong analytical skills to analyze performance variance and recommend corrective action and forecast long term trends.

### Professional Experience

- Korematsu Middle School ROM, Budget, and Detailed Estimating and Change Order Estimate Preparation, Management & Negotiation, West Contra Costa USD
- Nystrom Elementary School ROM, Budget, and Detailed Estimating and Change Order Estimate Preparation, Management & Negotiation, West Contra Costa USD
- Sylvester Greenwood Academy High School ROM, Budget, and Detailed Estimating and Change Order Estimate Preparation, Management & Negotiation, West Contra Costa USD

## David Page

Senior Scheduler

### Education

Construction Estimating & Scheduling,  
Cal State, Long Beach  
BS, Aeronautical Engineering,  
University of California

David Page has more than 35 years of experience in the construction industry and 17 years of experience in programs/projects control systems implementations, project management, project engineering, estimating, and scheduling. His knowledge of centralized control systems has resulted in the successful implementation of such systems for many organizations.

### Certifications

Certified Primavera Trainer

David has a strong background in program controls development and quality assurance with an outstanding history of managing projects from initial conception through development, to implementation. He also has a proven record of bringing mission-critical projects in on schedule and within budget. David is skilled in strategic planning, budget controls and problem resolution with outstanding communication talents and a proven ability to build and lead highly efficient teams, to train non-construction personnel, and to convey complex concepts in understandable terms.

### Key Qualifications

- Certified Primavera Trainer
- Responsible for working with management in creation of the program master schedule, evaluating program performance, production schedules, enhancing project performance, developing project controls, and creating and supporting the P6 master schedule and cost control implementation with Primavera Contract Management (Expedition) at West Contra Costa Unified School District.
- The primary driving force at LA Unified School District behind the districtwide consolidation of multiple applications to a centralized enterprise system for both Expedition and P3. Designed and implemented a work plan for the upgrades of both Oracle Primavera application P6.1 from P3.1, and Contract Manager 12.1 from Expedition 7.0. Provided authorized certified training for school district staff within facilities and application and technical support for both P6.1 and Contract Manager 12.1.
- Launched the design, implementation, and rollout of Expedition 7.0, Contract Management and P3 3.1 Software and subsequent upgrade to Expedition 8.5.9. and P3ec 4.0, for the construction phase at LA Unified School District.

### Professional Experience

- Pinole Valley High School Phase 5 New Campus, West Contra Costa USD
- De Anza High School Phase 1 & 2 Replacement Campus, West Contra Costa USD
- Korematsu Middle School New Building, West Contra Costa USD
- Downer Elementary School Phase 1B, West Contra Costa USD
- Richard E. Byrd Middle School New Campus, Los Angeles Unified School District
- East Valley High School New Campus, Los Angeles Unified School District
- Maurice Sendak Elementary School New Campus, Los Angeles Unified School District
- Rosa Parks Learning Center, Los Angeles Unified School District



# required forms

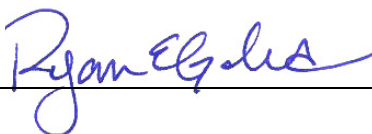
## **EXHIBIT B**

### **QUALIFICATION CERTIFICATION**

I, the undersigned, certify and declare, with specific reference to the California False Claims Act, Government Code sections 12650, *et seq.*, that I have reviewed all of the information presented in this submittal and know its contents. The matters stated in the submittal are true of my own knowledge and belief, except as to those matters stated on information and belief, and as to those matters I believe them to be true.

I declare under penalty of perjury that the foregoing is true and correct.

Name: Ryan Gales

Signature: 

Title: Chief Executive Officer

Date: June 12, 2020

**EXHIBIT C**

**NON-COLLUSION AFFIDAVIT**

(Public Contract Code Section 7106)

Ryan Gales

\_\_\_\_\_, deposes and says that

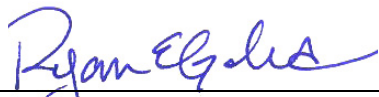
*Authorized Representative*

he/she is Chief Executive Officer of Jenkins/ Gales & Martinez, Inc.

*Title*

*Company Name,*

the party providing the foregoing proposal; that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the respondent has not directly or indirectly colluded, conspired, connived, or agreed with anyone else to put in a sham proposal; that the respondent has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other respondent, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the proposal are true; and, further, that the respondent has not, directly or indirectly, submitted his or her price or any breakdown thereof, or the contents thereof, or divulged information of date relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member of agent thereof to effectuate a collusive or sham proposal.



*Signature*

Ryan Gales

*Typed or Printed Name*

# required forms


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### **QUALIFICATION CERTIFICATION**

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I declare under penalty of perjury that the foregoing is true and correct.

Name: Toby Black

Signature: 

Title: President

Date: June 12, 2020

## EXHIBIT C

# NON-COLLUSION AFFIDAVIT

(Public Contract Code Section 7106)

Toby Black

*Authorized Representative*

he/she is President of CB Management Group, LLC  
*Title Company Name,*

the party providing the foregoing proposal; that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the respondent has not directly or indirectly colluded, conspired, connived, or agreed with anyone else to put in a sham proposal; that the respondent has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other respondent, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the proposal are true; and, further, that the respondent has not, directly or indirectly, submitted his or her price or any breakdown thereof, or the contents thereof, or divulged information of date relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member of agent thereof to effectuate a collusive or sham proposal.

**Signature**

*Signature*

# Toby Black

*Typed or Printed Name*