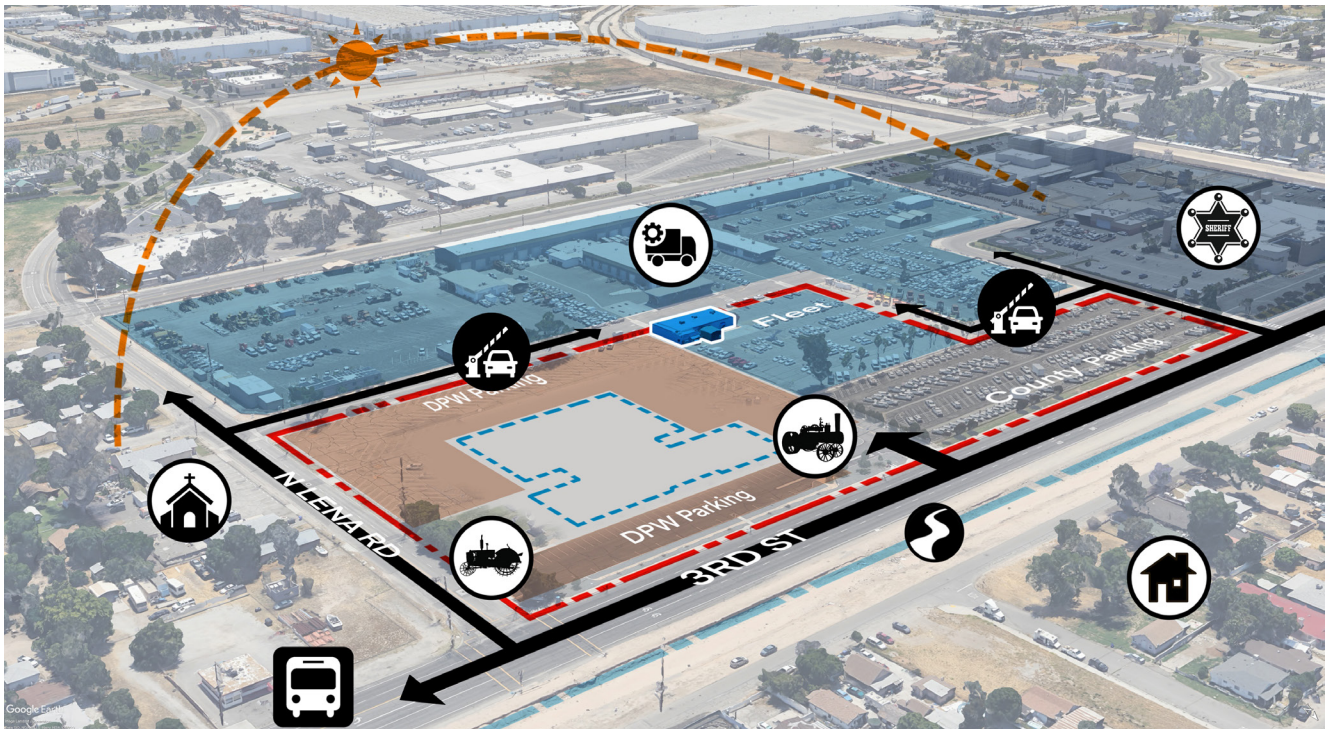
**3.1.** Submit a narrative description to demonstrate the Proposer's understanding of the Project to satisfy the criteria under Section 4.5(b)(ii) (Project understanding) of this RFQ. The narrative should briefly describe risks, challenges and opportunities of the Project and how the Proposer's experience on other projects will be utilized to efficiently address the major elements of the Project scope that will require focus and present the greatest risk to successful delivery of the Project. In each case, the Proposer should reference where equivalent risks, challenges, or opportunities have been experienced on Reference Projects, including drawing on specific examples from Reference Projects, and how that has informed the Proposer's understanding of and ability to manage this Project efficiently.

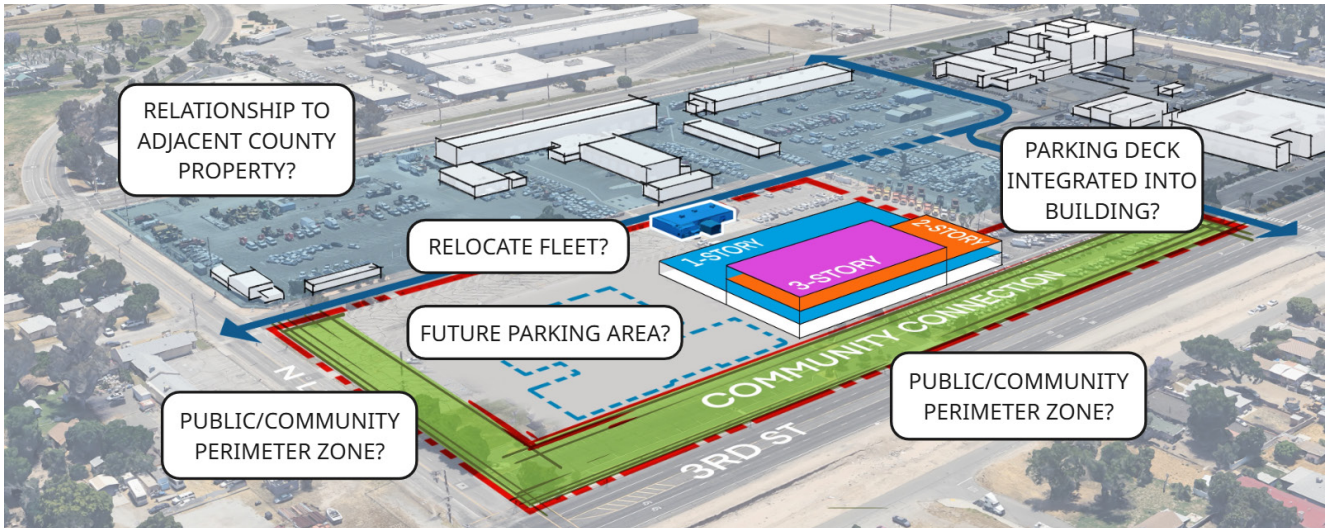
# PROJECT UNDERSTANDING

A preliminary site and building analysis identified the key risks, challenges, and opportunities of the DPW Headquarters Replacement project, shaping our experience-driven approach. Major risks include maintaining operational continuity during phased construction, managing complex site logistics, and ensuring regulatory compliance, while challenges involve planning for future growth, fostering cross-department collaboration, and designing for public engagement and accessibility. The project also presents the opportunity to create a unified, future-ready campus that enhances staff experience and strengthens the County's connection to the community. Case studies from similar projects illustrate how our experience will guide strategies to address these factors effectively.

## SITE / CAMPUS DEVELOPMENT DIAGRAMS

Understanding site organization, contextual influences, and strategic opportunities for future development.



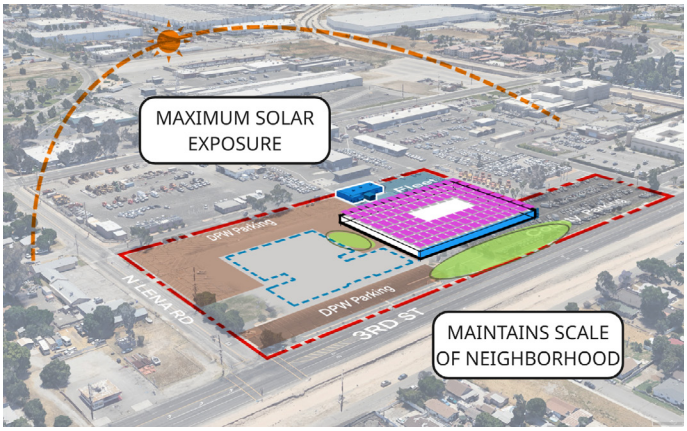



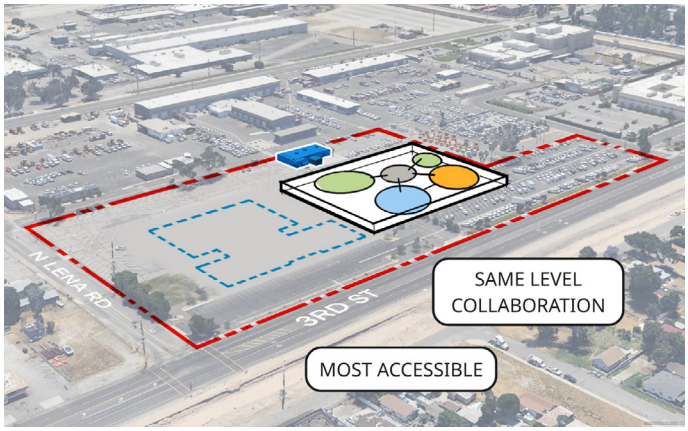
## SITE DEVELOPMENT POTENTIAL

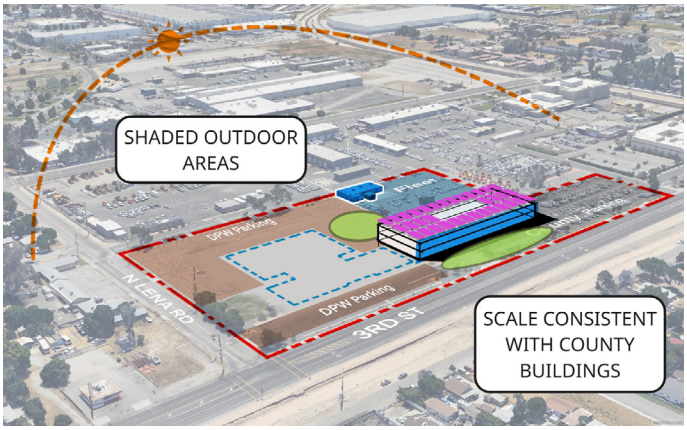
Explores how the scale and form of the building shape the overall site experience, affect environmental performance through factors like daylight, shading, and energy use, and influence the project's long-term adaptability to future needs and growth.

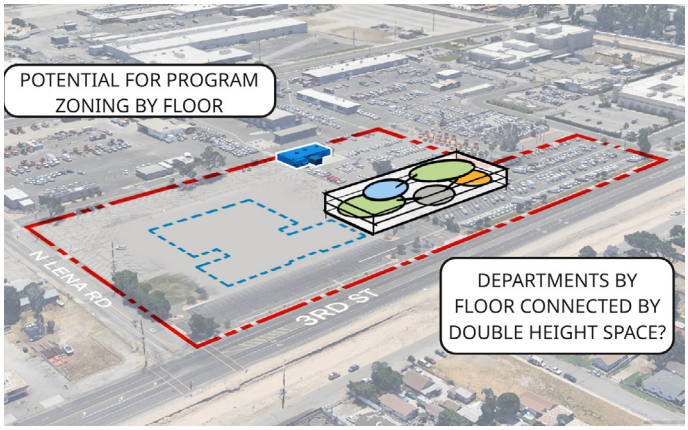
## COLLABORATION POTENTIAL

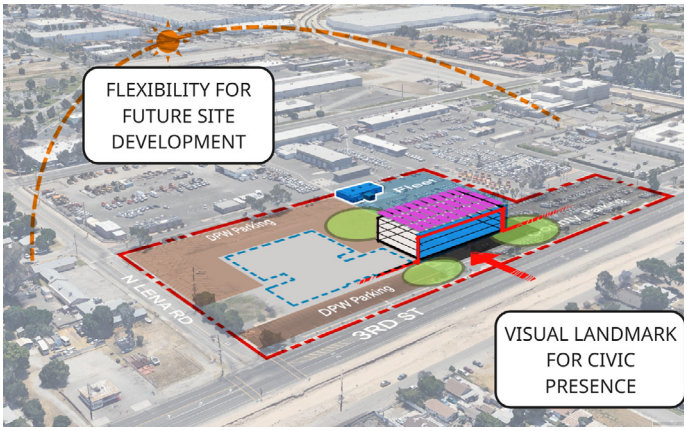
Considers how the building's scale fosters meaningful connections between departments, enhances accessibility and wayfinding across the site, and reinforces each department's identity while maintaining a cohesive overall campus character.

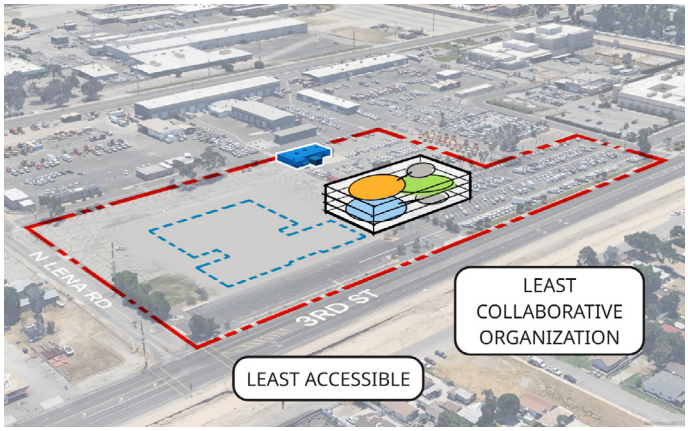


# SITE AND UTILITY PROGRAM VALIDATION AND CHARACTERISTICS

As part of the Program Validation and Conceptual Design phase, it will be critical to understand the existing utility systems within and surrounding the DPW Headquarters site, including both their locations and capacity to serve the Project demands. To address this, we selected Psomas as our Civil Engineering partner for their experience and process-driven approach to managing utility risks. Combined with McCarthy's in-house 3D utility mapping team, we are positioned to deliver an exceptional, streamlined experience. Below is a preliminary review of the major civil and utility systems, demonstrating our capability and commitment to expediting this critical portion of the project scope.

## SITE

**Jurisdiction and Location**
Site is located within City of San Bernardino limits, with water by SBMWD, sewer by Public Works, and street improvements subject to city review and maintenance.

**Existing Site Conditions**
Site appears to slope from east to west and from south to north.

Existing asphalt varies from poor to good condition with many cracks that have been sealed over time.

**Access and Circulation**
Site has multiple driveway connections and points of entry from adjacent streets.

1 Right-of-way at corner of 3rd and Lena may require curb ramp improvements. The area is constrained by a power pole, traffic signal and cabinet and fire hydrant.

Northwest corner of fleet parking lot appears to be an existing public transit bus stop (no shelter).

Site has perimeter fence and pedestrian access is limited.

There is no existing sidewalk along N. Lena Road or S. Ida Street.

1

2

## STORM DRAIN

**Existing Conditions**
Site appears to have no storm drains, either within the site or within adjacent streets for connection.

Site has a series of surface flow gutters discharging to the streets.

No existing stormwater quality systems are anticipated onsite.

**Stormwater Management**
Design to focus drainage solutions on surface-level improvements.

Stormwater quality BMPs and solutions providing multi-benefit water quality treatment and flow control management will be prioritized.

## SANITARY SEWER

**Existing Conditions**
Existing sanitary sewer connection is unclear.

Concept 4M analysis and City/SBMWD maps show no public sewer in adjacent streets.

2019 SBMWD Sewer Master Plan indicates no existing lines or planned extensions to the site.

Nearby project as-builts suggest the closest available sewer connection may be at N. Lena Road and Rialto Avenue.

**Approach**
Coordinate with the County / City of San Bernardino Public Works to verify existing site sewer conditions and determine the most appropriate connection solution.

## SANITARY SEWER

**Existing Conditions**
SBMWD 2005 as-builts for the Baseline Feeder Extension show multiple utilities in N. Lena Road. The 78" Baseline Feeder is on the project side of these utilities, likely avoiding conflicts for new connections.

2 Appears the existing site domestic, fire, and irrigation water services are connected to a 12-inch SBMWD water main on 3rd Street.

Fire hydrants were observed along Lena Road; however, not in 3rd Street or S. Ida Avenue. There was no fire hydrant in proximity to the existing FDC on 3rd Street.

**Approach**
Determine the need for new offsite connections or fire hydrants early Design with considerations for constructability, redundancy and maintenance.

## UTILIZING PAST EXPERIENCE TO INFORM OUR ABILITY TO EFFICIENTLY MANAGE THIS PROJECT

Our design-build team learned how to adapt quickly, maintain operations and deliver value under the only constant — change. This "bend not break" mindset will have a positive impact on our approach to the DPW HQ. By fostering meaningful stakeholder engagement, being disciplined about budgets and working collaboratively and creatively, we'll problem solve, pivot and make progress without losing sight of the goals and needs of all involved.

| San Bernardino County, DPW Headquarters | San Bernardino County, 323 Public Defenders Office |
|---|---|
| **PROJECT CHALLENGES** | |
| **Design for Collaboration**<br>Designing adaptable spaces that support workflow and collaboration across DPW functions. | 1 Consolidating workspaces improved flow, flexibility, and adjacencies across private, open, and collaborative zones. |
| **Public Engagement and Accessibility**<br>Designing a welcoming and accessible front-of-house for permitting and public engagement. | 2 A welcoming lobby, public spaces, secure garden-level parking, daylight, and nature-inspired interiors enhance comfort, wellness, and community connection. |
| **PROJECT RISKS** | |
| **Operational Continuity**<br>Maintaining fleet and public works operations during demolition and construction of the new headquarters. | Phased permitting and close collaboration kept County operations running and the project on schedule during the pandemic. |
| **Budget and Cost**<br>Delivering the project within the $77 million construction budget, including offsite improvements, despite market volatility. | Creative problem-solving and collaboration resolved an unexpected utility conflict, keeping the project on budget and schedule. |
| **Regulatory Compliance**<br>Compliance with diesel fleet rules, labor codes, and public works requirements. | Proactive coordination with permitting agencies enabled seismic upgrades and environmental stewardship, streamlining approvals. |
| **Stakeholder Coordination**<br>Coordinating with County departments, stakeholders, utilities, and the public. | A unified team approach built trust and enabled fast decisions through workshops and open communication. |
| **PROJECT OPPORTUNITIES** | |
| **Enhanced Quality of Experience**<br>Designing workspaces that support comfort, health, and productivity for effective service delivery. | 3 Earthy tones, daylight-filled spaces, and windowed offices inspired by San Bernardino's landscape foster wellness and productivity. |
| **Community Connection**<br>Public engagement and permitting spaces build stronger community ties and promote transparency. | 4 The building boosts downtown revitalization and civic pride, while public engagement spaces strengthen community ties. |

1

2

3

4

## UTILIZING PAST EXPERIENCE TO INFORM OUR ABILITY TO EFFICIENTLY MANAGE THIS PROJECT

Rosena Ranch is an exemplar in designing resilient, adaptable facilities that respond to site and climate challenges. And beyond that, the need for designing spaces that support well-being for users. Our expertise in integrated planning, sustainable systems and creating spaces that unite teams will ensure that DPW HQ is not simply efficient but enduring — and able to deliver experiences that foster well-being and collaboration.

### San Bernardino County, DPW Headquarters

### San Bernardino County, Rosena Ranch Fire Station

## PROJECT CHALLENGES

**Sustainability and Adaptable Growth**
Promoting adaptability and sustainable growth drives innovation and resilient infrastructure.

1 The design supports sustainability and adaptability through weathering steel, native landscaping, and stormwater features that enhance resilience and meet evolving County needs.

**Campus Master Planning**
Designing a flexible, future-ready facility inspires smart infrastructure investment.

2 Designed for resilience and low maintenance, the project uses robust materials and flexible spaces to foster unity and operational efficiency, serving as a model for master planning.

**Navigating Critical Underground Infrastructure**
Underground utility issues at the DPW site may require proactive mapping to avoid construction delays and safety risks.

A century-old penstock threatened the project, but collaboration with SCE and the County led to a solution that preserved the line and ensured fire access, saving the project.

## PROJECT RISKS

**Complex Phasing and Logistics**
Coordinating construction, access, and parking poses logistical risks, addressed through integrated planning and collaboration.

We minimized disruption and supported operations by carefully siting the building and planning circulation around site constraints.

## PROJECT OPPORTUNITIES

**Innovation Through Integration**
The campus integrates operations, flexibility, and collaboration to drive innovation and long-term value.

3 Integrated design and site planning supported efficiency and adaptability, while shared spaces strengthened team unity and community impact.

**Enhanced Quality of Experience**
Designing for well-being to boost comfort, health, and productivity in the workplace.

4 Comfortable social areas, an outdoor-connected kitchen, and a relaxing lounge create a home-like setting that supports well-being and teamwork.

1

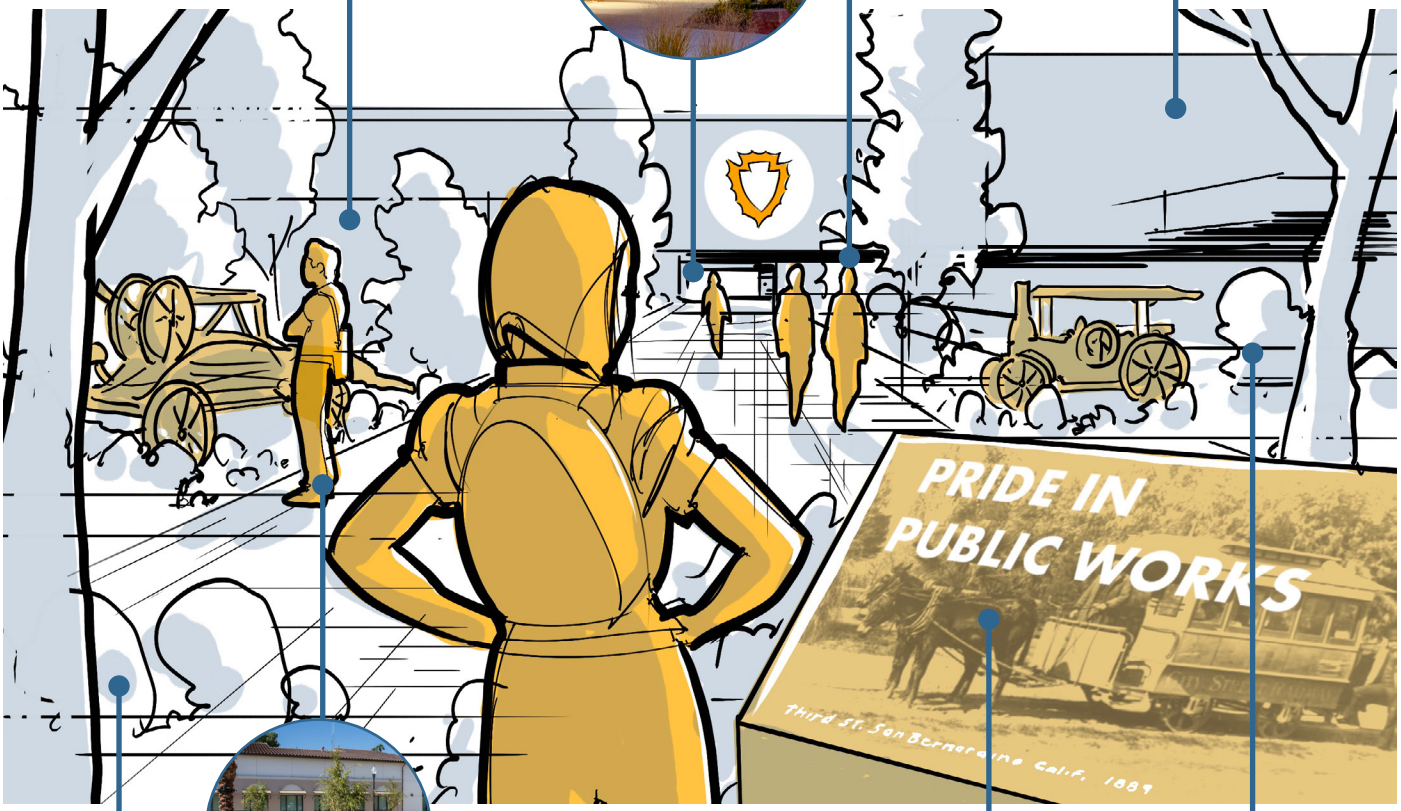
2

3

4

# PRIDE IN PUBLIC WORKS

We are designers and builders — but most of all, creative problem-solvers. We approach each challenge as an opportunity to elevate public architecture, drawing inspiration from context, history and community. Our work seeks to restore and reimagine the civic realm, creating spaces that invite engagement, reflect pride in public service and contribute lasting value. Through thoughtful design, we aim to honor the legacy of Public Works while shaping environments that support its future.





Public-facing Spaces


Resilient Materials


Collaboration Space

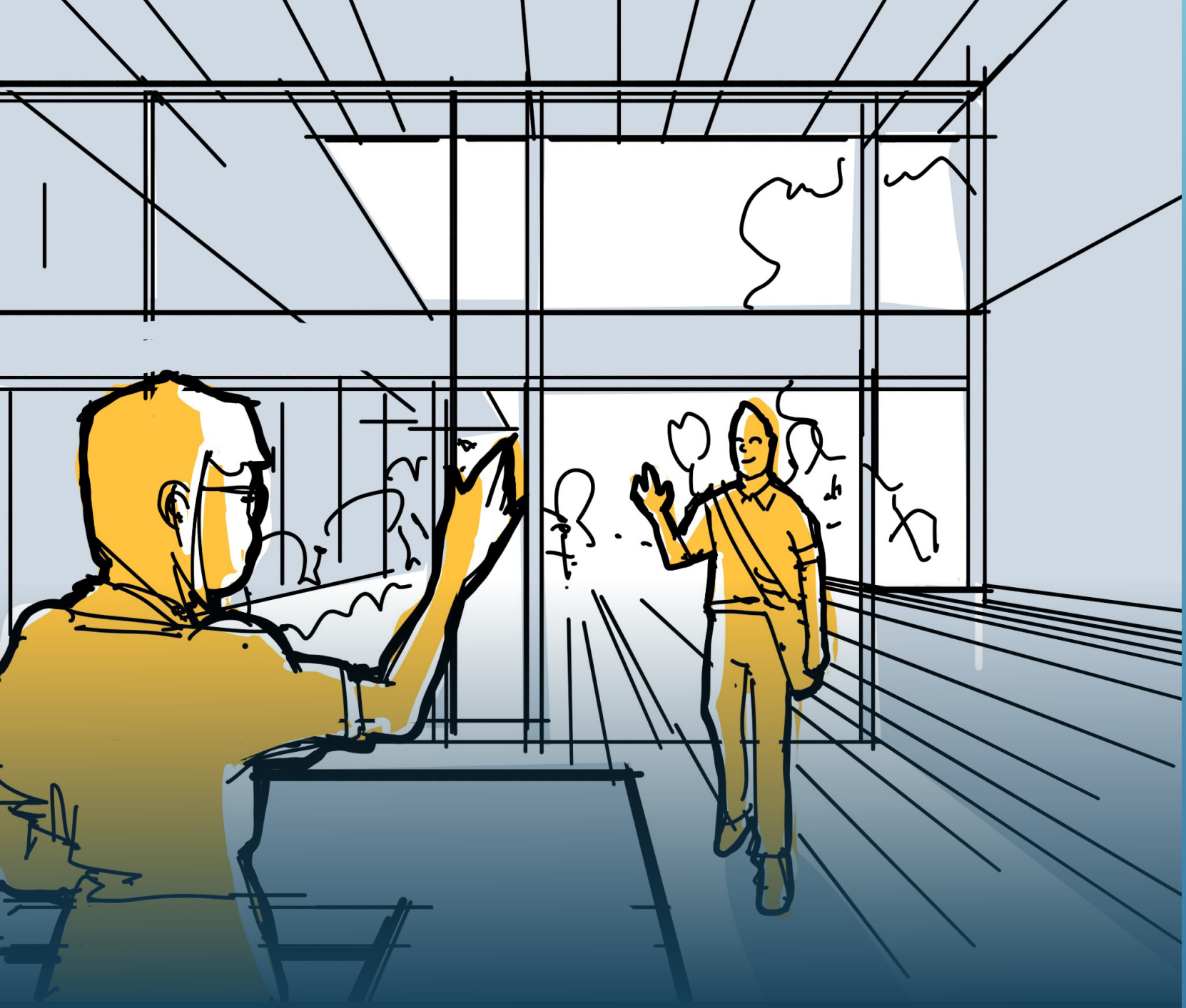

Welcoming Lobby


Public Engagement


Foster Civic Pride

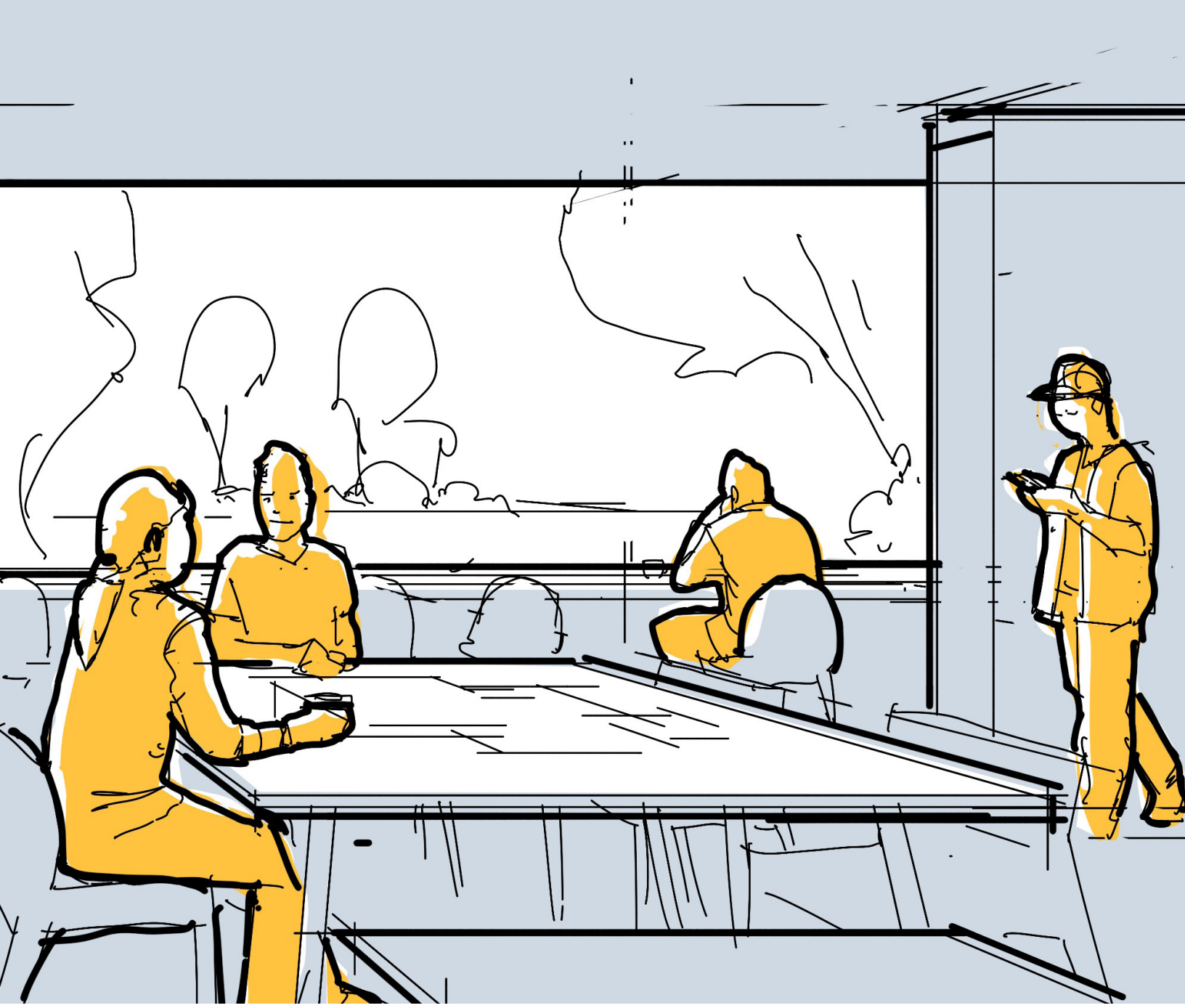

Native Landscape


Shaded Exterior Spaces



# 04

## PROJECT APPROACH



Tab 4 (A)

# Safety Approach

**4.1.** Narrative description of approach to safety. Submit a narrative description of the Proposer's and any Proposer Member's safety culture, including any policies that demonstrate how safety is a priority in the delivery of each project, and a narrative explaining how that culture will be applied successfully to this Project to ensure the safe delivery of Phase 1 and Phase 2.

# SAFETY CULTURE

McCarthy's safety culture is built on ownership, accountability, making safety personal, positive reinforcement, and execution. These principles are embedded in every project through comprehensive site-specific safety plans, daily hazard analyses, and ongoing training. For Phase 1 and Phase 2, this culture will be applied by engaging all team members and trade partners, ensuring proactive risk identification, and maintaining open communication. The result is a collaborative environment where safety is prioritized, risks are mitigated, and every individual is empowered to ensure the safe delivery of both phases.

## Key Pillars of McCarthy's Safety Program

Our comprehensive safety program goes beyond basic protocols; they form a proven, dynamic framework designed to foster a secure work environment where every individual feels protected, valued, and empowered. Below are the key pillars of McCarthy's Safety Program. These pillars do more than just comply with safety regulations; they instill confidence in our employees, enabling them to actively identify hazards, mitigate risks, and contribute to a culture where safety is everyone's responsibility.

### SAFETY TRAINING

We prioritize equipping all employees with the knowledge and skills necessary to maintain a safe and secure work environment. Every new project employee completes a detailed Site-Specific Safety Orientation, ensuring they are fully prepared before engaging in any work activities. All McCarthy supervisors are required to hold current First Aid, CPR, and AED certifications, and they must also complete specialized courses every five years.

### PROACTIVE PLANNING

Our approach prioritizes proactive strategies to foresee and mitigate potential hazards, preventing them from developing into incidents. By not only identifying risks but also eliminating or significantly reducing their impact, we ensure a safer environment. Safety is seamlessly integrated into every project phase through detailed planning, thorough Task Hazard Analysis (THA), and well-structured work plans.

### COMMUNICATION

Regular dialogue is key to identifying potential hazards and resolving safety concerns before they escalate. We actively encourage our workforce to participate in safety programs, share their feedback, and offer suggestions for improvement. Their voices are not just heard - they drive our continuous efforts to refine safety practices, making our work environments even safer.

### EMPOWERMENT AND ACCOUNTABILITY

Safety is a shared responsibility. Every worker is held accountable not only for their own safety but also for the safety of their colleagues and the protection of the property around them. This collective responsibility helps create a culture where safety is at the forefront of every action. We empower our employees to exercise their "Stop Work Authority" if they identify unsafe conditions and celebrate their commitment to safety when they act.

### UNWAVERING COMMITMENT TO CONTINUOUS IMPROVEMENT

Our safety program adapts to the evolving needs of our workforce, incorporating new technologies, insights, and strategies to keep safety at the heart of all our operations. Through the continuous enhancement of our safety initiatives, we ensure McCarthy maintains its leadership in fostering and upholding safe work environments for our team, partners, and the communities we serve.

### ROBUST AUDITING AND MONITORING

Our McCarthy Vital Processes (MVP) program goes beyond standard audits, offering valuable insights into our safety performance. This enables us to identify trends, target areas for improvement, and promote best practices across all projects. Our Safety Compliance Reporting requirements serve as a tool for tracking safety metrics and promoting transparency within our projects.

# McCarthy Safety Policy

McCarthy's safety policy integrates site-specific safety planning across both preconstruction and construction phases to ensure zero injuries and accidents. Our comprehensive approach develops detailed safety plans before construction begins, implements proactive hazard identification during all phases, and empowers every team member with safety accountability through Task Hazard Analysis programs and continuous monitoring protocols.

# Safety Culture Applied to the Project

## PHASE 1 - PRECONSTRUCTION SERVICES

During preconstruction, McCarthy establishes safety as our foundation through our "Safety is the most important thing we do" philosophy. This core value, along with "Our Employees are our most valuable asset," drives our proactive safety culture and is embraced by all employees. We develop tailored safety management plans addressing circulation, contractor activity, and risk mitigation through Task Hazard Analysis (THA), executive reviews, and trade partner engagement. Our three-pillar approach includes: core values that create the foundation for all initiatives; a structured accountability system with dedicated professionals from COO to Safety Managers ensuring clear responsibilities; and site-specific planning with comprehensive SSSP development, executive reviews, and regular updates that adapt to changing conditions. This integrated approach prioritizes safety from project inception, creating the essential groundwork for incident-free delivery.

## PHASE 2 - CONSTRUCTION SERVICES

During construction, McCarthy's safety approach emphasizes ownership, accountability, and making safety personal through comprehensive site-specific plans that integrate proactive hazard identification and workforce empowerment. Our three-tiered implementation strategy includes: key safety programs (McCarthy Vital Processes, Task Hazard Analysis, and New Employee Training) that proactively eliminate hazards and provide task-level planning; Stop Work Authority that empowers all personnel to halt unsafe work without retribution; and comprehensive training from OSHA requirements to specialized certifications that build competency at all levels. Our continuous improvement system features: robust compliance tracking through Loss Control Reports and incident investigations that maintain executive visibility; subcontractor management that extends our safety standards through SSSP requirements and competent person designations; and ongoing enhancement through regular audits, metrics analysis, and positive reinforcement programs. This integrated approach, supported by dedicated safety professionals conducting regular audits and maintaining open communication, ensures everyone returns home safely every day.

## SITE-SPECIFIC SAFETY PLAN (SSSP)

McCarthy's safety policy is built on a foundation of ownership, accountability, and making safety personal. For the Department of Public Work Headquarters Replacement project, we've developed a Site-Specific Safety Plan (SSSP) that addresses unique project risks and establishes clear safety protocols before construction begins. This plan integrates safety into every phase - from preconstruction planning through project completion.

Sample SSSP

**COUNTY OF SAN BERNARDINO DPW HEADQURTERS REPLACEMENT**
**SITE-SPECIFIC SAFETY PLAN**

**PROJECT INFORMATION**

**McCarthy Project #:** XXXX
**Address:** 210 N Lean Rd, San Bernardino, CA 92415
**Construction Start Date:** 9/30/2027
**Projected Substantial Completion:** 4/2/2029
**Print Date:** 9/12/2025
**Version:** 1
**Status:** Design Phase


**SAFETY GOALS**

| | |
|---|---|
| Zero Hero | Ensure zero incidents and zero accidents, including our workers and trade partners, employees, visitors, and the public. |
| Safe Work Environment | Establish Safety Culture as the project's top priority. Send everyone home to their family, friends, and loved ones safely every single day. |
| Recognition | Recognize and acknowledge safe work habits across all levels. Reinforce the view of incident reporting as a proactive approach. |
| Buy In | Promote active engagement in our Safety Program. Reiterate the importance of understanding and participating in our Safety Culture. |
| Awareness | Take advantage and utilize safety programs, resources, and lessons learned to produce the safest workplace possible. |

**EMERGENCY CONTACTS**

| | | |
|---|---|---|
| Project Director | Paul Clary | (949) 375-6849 |
| Project Manager | Eric Halverson | (714) 616-4221 |
| Superintendent | Kevin Sprague | (949) 527-5844 |
| Regional Safety Director | Patrick Halloran | (949) 355-5676 |
| Regional Safety Manager | Ronny Garcia | (949) 375-8667 |

**NON-EMERGENCY**

1st Aid Response: 888-630-5915

Akeso Occupational Health

3579 Arlington Ave. Suite 300, Riverside, CA 92506

**EMERGENCY ONLY: 9-1-1 For Police**

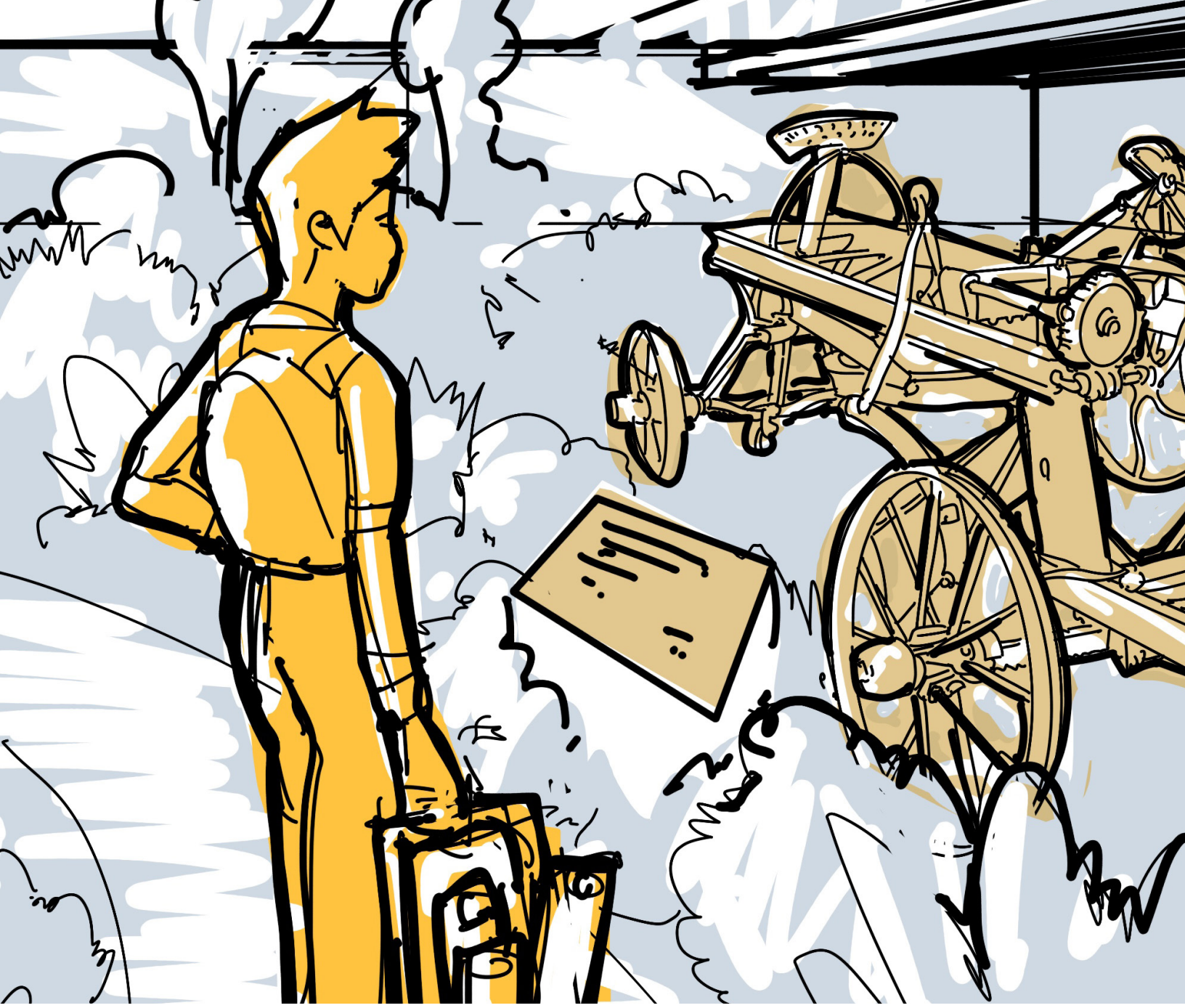
MCCARTHY
SAFETY WORKS

**McCARTHY GENUINE SAFETY CULTURE**

| | |
|---|---|
| Accountability | Everyone at every level within our organization practices Safety and holds each other accountable. Each staff member will lead an All Hands meeting once per month. |
| Execution | Continuous implementation and improvement of our Safety Procedures. Focus on proactive measures rather than reactive corrections. All staff members to participate in weekly MVP reporting. |
| Make It Personal | All project personnel understand how implementation of our safety program benefits everyone's livelihood. Take time out of our busy days to get to know the workers on a personal level. |
| Positive Reinforcement | Promote our safety approach as a proactive tool for Operational Excellence. Organize a Safety lunch for the workers as a thank you once every 6 months. |
| Ownership | All levels of supervision have an understanding of their duty and responsibility to our safety program's success. |

**SAFETY CHALLENGES**

| CHALLENGE | PROJECT-SPECIFIC MITIGATION CONSIDERATIONS | SAFETY CHAMPIONS |
|---|---|---|
| 1 Public Protection | Perform daily walk of the fence to ensure that it is secure. Delineate excavations inside fence with cones and bones CAZ barriers. Assign 2 flagman for every delivery or haul route entrance/exit. Effectively reroute pedestrian traffic to safe passage. Install trench plates when required in vehicle traffic areas. Limit work hours from 7AM-7PM to the extent possible to minimize noise impacts to adjacent facilities. No visible dust shall leave the site. | Eric Halverson |
| 2 Fall Protection | 100% tie-off for all employees when working from a height of 6' or greater. Employees are to use exclusively platform ladders unless specifically approved by McCarthy. Ensure all leading edges are appropriately secured with Safe-T-Respect railings or similar, approved perimeter guardrail. Fall Protection signage to be installed at areas with leading edge exposure and at base of ladders to roofs. | Kevin Sprague |
| 3 Falling Object Prevention | Toe boards and netting (where appropriate) shall be installed at all temp stair towers to minimize falling objects. Covered entrances shall be installed at each main entry point to the building. Barricade the perimeter of Level 1 to ensure only the covered entrance is used to enter/exit building. | Eric Halverson |
| Human Error | All employees shall be provided with the correct PPE for the task they are performing. All employees to regularly perform a 20-20-360 to identify hazards. All subcontractors to perform a daily clean. All employees to attend the weekly All Hands meeting. All employees shall complete job-specific McCarthy Safety Orientation. Subcontractors shall perform a THA every day and at every new task. | Kevin Sprague |
| 4 Demolition | Ensure no hazardous materials or chemicals are present prior to beginning demolition. Clearly define the phasing of activities to ensure that the demolished section of the building has no live utilities. Have an action plan in place for the scenario where a live line gets severed. Use water and dust control measures at all times to not have air borne particles breach our limits of work. | Eric Halverson |
| 5 Excavations | Remain within eye contact range of any employee entering an excavation. Employees shall be aware of soil type, and shall establish trench safety accordingly. Access and egress shall always be available within 25 ft for trenches deeper than 4'. Ensure employees entering an excavation are competent and that it is safe to do so. | Kevin Sprague |
| Electrical | Temporary power shall be served overhead. All extension cords should be in good condition with no frays. Cords shall be rolled up when not in use to prevent them from getting damaged. | Eric Halverson |



Tab 4 (B)

# Management and Partnering Approach

**4.2.** Narrative description of the Proposer's team structure: Submit a brief narrative description of the Proposer's team structure. The narrative must include:

i. the Proposer's and each Key Subcontractor's role and responsibilities;
ii. how the Proposer and each Key Subcontractor shall perform their roles and responsibilities; and

# TEAM STRUCTURE

McCarthy | CannonDesign have developed a highly effective proven partnership on progressive design-build projects, consistently leveraging each firm's strengths to deliver complex public facilities. Our partnership is built on transparent communication, integrated decision-making, and a track record of success meeting aggressive schedules and stakeholder expectations. For the Department of Public Works Headquarters Replacement project, our collaborative process supports seamless coordination from initial concepts through construction, drawing on shared experience together. By combining expertise in operational efficiency, security, and performance, we provide the County with a high-performing facility - setting a benchmark for teamwork, transparency, and project excellence.

## Key Subcontractor's Roles and Responsibilities

McCarthy, as the Proposer, leads overall project management, risk control, and delivery excellence. Each Key Design Partner provides specialized design expertise, integrating architectural, engineering, and technical solutions. Drawing on our successful history together, we work collaboratively, leveraging transparent communication and unified decision-making to achieve client goals efficiently and cohesively.

## Fulfillment of Responsibilities

The table on the right outlines how McCarthy and each key subcontractor will fulfill their respective roles and responsibilities throughout the project.

| FIRM | ROLE + DESCRIPTION |
|---|---|
| McCARTHY | **GENERAL CONTRACTOR**<br>Oversees all project delivery, safety, and coordination from preconstruction through completion. Manage risk, drive schedule, and ensure quality through site-specific safety plans, integrated team collaboration, and transparent communication. |
| CANNONDESIGN | **ARCHITECT OF RECORD**<br>Leads planning and design documents; ensures code compliance, quality standards, and obtains required approvals throughout the project. |
| COFFMAN ENGINEERS | **STRUCTURAL ENGINEER**<br>Designs, reviews, and approves structural systems; confirms safety, regulatory compliance, and supports construction oversight from start to finish. |
| IMEG | **MEP ENGINEER**<br>Directs the design and installation of mechanical, electrical, and plumbing systems; ensures code compliance, safety, and system integration. |
| PSOMAS | **CIVIL ENGINEER**<br>Plans and supervises civil works, site utilities, and grading; ensures design compliance with codes, safety, and project specifications. |
| MIG | **LANDSCAPE ARCHITECT**<br>Designs functional and attractive outdoor spaces, integrating sustainability and project needs while ensuring regulatory compliance. |
| JENSEN HUGHES | **CODE CONSULTANT**<br>Reviews and interprets building codes; guides the team to maintain safety, accessibility, and regulatory requirements in all documents. |
| RESONANCE ACOUSTICS | **ACOUSTIC CONSULTANT**<br>Advises on sound, noise, and privacy matters; ensures acoustic comfort, regulatory compliance, and effective space use. |
| the consulting group | **SECURITY / LOW VOLTAGE**<br>Designs and oversees security and low voltage systems; ensures integration, compliance, and operational effectiveness for the facility. |

**4.2.iii.** how the Proposer and each Key Subcontractor shall deliver the project as a team.

# PROJECT DELIVERY: ONE TEAM

## Go Slow to Go Fast: Achieving a Unified Vision

Success begins with cultivating a true one team mentality, where every participant, regardless of their organization, embraces shared values, collective goals, and mutually agreed-upon conditions for success. By focusing on the project as a united team, we foster an environment of trust, transparency, and collaboration that accelerates progress and empowers everyone to deliver on a unified vision. This holistic approach ensures all stakeholders are aligned and invested, driving outstanding outcomes together.

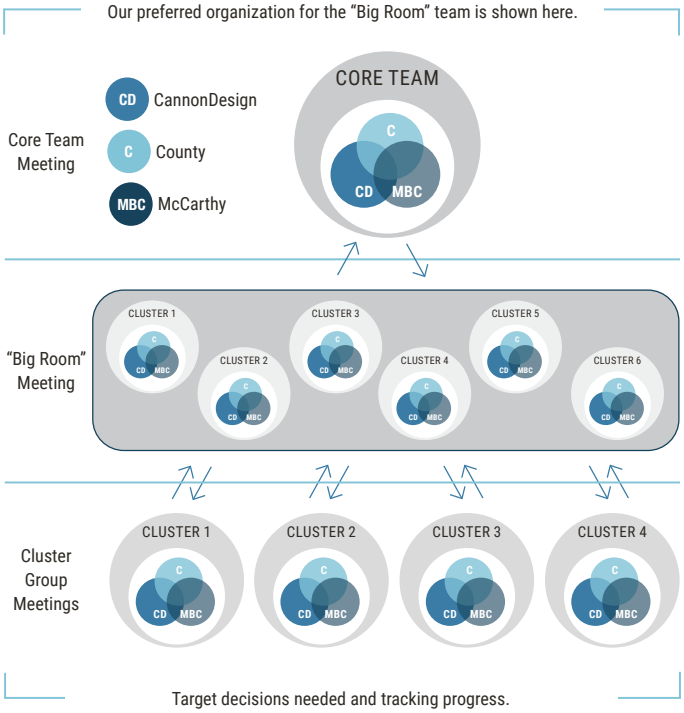
### A HIGH-PERFORMING TEAM

We will prioritize how we work together as the first activity on our schedule. It is critical to establish a genuine culture of trust, transparency, teamwork, compassion, and accountability. To build the right culture, we must go slow to go fast.

Starting off on the right foot is essential. Together, we'll establish guiding principles that set the tone for how we make decisions, manage governance, and maintain project controls.


### ORGANIZED FOR DECISION-MAKING

Working as an integrated team enhances information flow, reduces waste, and improves efficiency. By bringing the right people together in a dedicated space, we create effective work environments where communication and quick decision-making will thrive. Daily presence of leaders and resources supports team growth and success, enabling prompt progress, budget transparency, and efficient decisions to keep the project on schedule.




**BENEFIT TO COUNTY**

### CULTIVATING PROJECT EXCELLENCE

We are committed to establishing a culture of trust, transparency, teamwork, compassion, and accountability from the very beginning, laying a strong foundation for efficient and effective project execution. By leveraging a project dashboard, all stakeholders have real-time access to key project metrics, enabling them to monitor progress, track milestones, and quickly identify any challenges.

This approach fosters open communication, supports informed decision-making, and ensures alignment among all stakeholders, keeping the project on track to achieve its objectives. As a result, the County benefits from a unified, high-performing team dedicated to collaboration, transparency, and delivering exceptional project outcomes.

### UTILIZING A PROJECT DASHBOARD

A project dashboard will be used to present key information at a glance, enabling all team members to monitor progress, track milestones, and identify issues in real time. Its purpose is to foster transparency, informed decision-making, and team alignment, ensuring stakeholders stay focused and engaged in achieving project goals together.

**4.3.** Functional Organizational Chart. Submit a functional organizational chart(s) identifying the functional structure, levels of management and reporting relationships for major functions to be performed as part of the Phase 1 Work and Phase 2 Work. For the Phase 1 Work, the chart must show organization down to the Key Personnel by name. For the Phase 2 Work, the chart must show organization at a high-level for the key functions contemplated for Phase 2, including the continuity of Key Personnel between Phases. The functional organizational chart(s) should be consistent with the description of the Proposer's team structure provided under Tab 2, Section 2.1 of Volume 2, with the staffing plan described under Tab 4, Section 4.4(iii) of Volume 2, and with the labor and Key Personnel breakdown included in the Form Vol 3-2.1 (Supporting Information (Phase 1 Preconstruction Lump Sum Fee)) provided under Tab 2, Section 2.1 of Volume 3. The functional organizational chart(s) may be submitted in 11 x 17 format.

# ORGANIZATION CHART

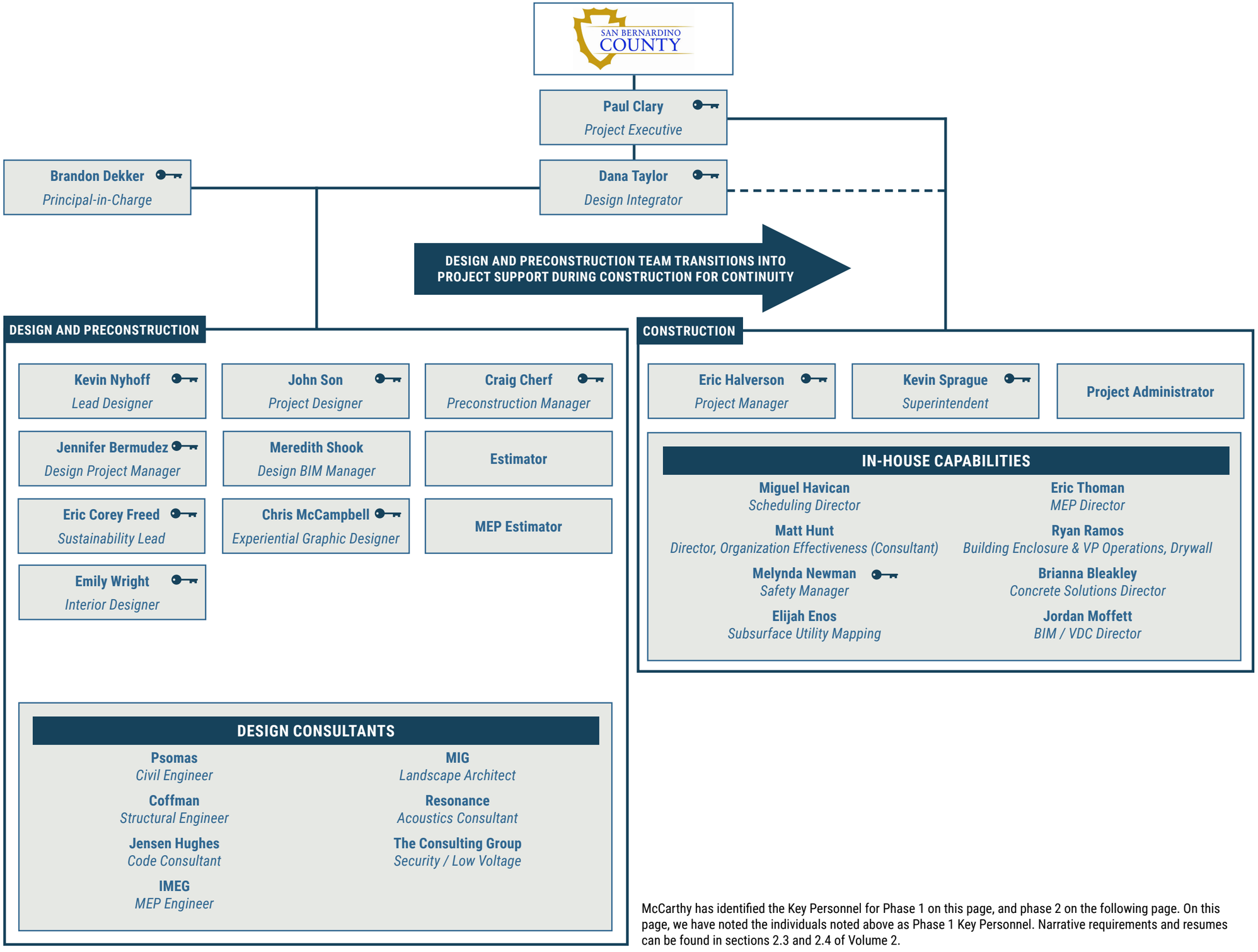
## Phase 1

The McCarthy | CannonDesign Design-Build Team's organizational structure for Phase 1 (Preconstruction services) of the Department of Public Works Headquarters Replacement project is built to provide focused leadership, deep expertise, and transparent collaboration from the earliest stages. The org chart outlines a dedicated team led by seasoned project executives, supported by specialized preconstruction managers, cost estimators, technical experts, and design partners alongside County stakeholders. This clear structure promotes open communication and agile coordination, positioning McCarthy to proactively manage challenges and guide strategic decision-making throughout preconstruction—laying a strong foundation for the project's success.

**ELEMENT LEGEND**

*Key Personnel - Phase 1 (Resume Included)*

** Support staff for Phase 1 Work resume not included*




McCarthy has identified the Key Personnel for Phase 1 on this page, and phase 2 on the following page. On this page, we have noted the individuals noted above as Phase 1 Key Personnel. Narrative requirements and resumes can be found in sections 2.3 and 2.4 of Volume 2.

# ORGANIZATION CHART

## Phase 2

The McCarthy | CannonDesign Design-Build Team's organizational structure for Phase 2 (Construction services) of the Department of Public Works Headquarters Replacement project is designed to deliver disciplined oversight, seamless communication, and accountable leadership throughout the build phase. The org chart defines a project team led by seasoned construction executives and project managers, supported by superintendents, safety professionals, field engineers, and specialized technical staff. This collaborative, well-structured team approach ensures that construction proceeds efficiently, maintains alignment with project goals, and consistently upholds the County's expectations for safety, quality, and operational excellence.

**ELEMENT LEGEND**

- *Key Personnel - Phase 2(Resume Included)*
- *New Phase Two Personnel*

** Contractor compliance for Phase 2 Work*

*McCarthy has identified the Key Personal for for Phase 1 (on the previous page) and Phase 2 on this page. We have identified individuals that will be responsible for Phase 2 per item 15 of the Cost Allocation Matrix "Contractor's compliance with the specifications for the Phase 2 Work in Exhibit 3, Part B (Phase 2 Work Specifications) and the terms of the Contract applicable to Phase 2 Work, except as otherwise specified in this matrix" which is noted as construction costs within said matrix. Therefore, on this page, we have noted the individuals noted above as Phase 2 Key Personnel, and Phase 2 Contractor Compliance. Narrative requirements and resumes can be found in sections 2.3 and 2.4 of Volume 2.*

SAN BERNARDINO COUNTY

**Paul Clary***
*Project Executive*

**Brandon Dekker***
*Principal-in-Charge*

**Dana Taylor***
*Design Integrator*

**DESIGN AND PRECONSTRUCTION TEAM TRANSITIONS INTO PROJECT SUPPORT DURING CONSTRUCTION FOR CONTINUITY**

### DESIGN AND PRECONSTRUCTION

**Kevin Nyhoff***
*Lead Designer*

**John Son***
*Project Designer*

**Craig Cherf***
*Preconstruction Manager*

**Jennifer Bermudez***
*Design Project Manager*

**Meredith Shook***
*Design BIM Manager*

**Alex Yee***
*Estimator*

**Eric Corey Freed***
*Sustainability Lead*

**Chris McCampbell***
*Experiential Graphic Designer*

**Michael Hunter***
*MEP Estimator*

**Emily Wright***
*Interior Designer*

**Michael Viveros***
*Assistant Design Manager*

#### DESIGN CONSULTANTS

**Psomas***
*Civil Engineer*

**MIG***
*Landscape Architect*

**Coffman***
*Structural Engineer*

**Resonance***
*Acoustics Consultant*

**Jensen Hughes***
*Code Consultant*

**The Consulting Group***
*Security / Low Voltage*

**IMEG***
*MEP Engineer*

**TBD***
*Design-Build MEP EOR*

### CONSTRUCTION

**Eric Halverson**
*Project Manager*

**Kevin Sprague***
*Superintendent*

**Andrea Umali***
*Assistant Project Manager*

**Carlos Rincon***
*Area Manager*

**Tom Cosgrove***
*QA/QC Manager*

**Michaela Dunn***
*Trade Manager*

**Ryan Stevenson***
*Project Scheduler*

**Melynda Newman***
*Safety Manager*

**Daniela Moya***
*Trade Manager*

**Michaela Zavala***
*Project Administrator*

#### IN-HOUSE CAPABILITIES

**Miguel Havican***
*Scheduling Director*

**Eric Thoman***
*MEP Director*

**Matt Hunt***
*Director, Organization Effectiveness (Consultant)*

**Ryan Ramos***
*Building Enclosure & VP Operations, Drywall*

**Patrick Halloran***
*Safety Director*

**Brianna Bleakley***
*Concrete Solutions Director*

**Elijah Enos***
*Subsurface Utility Mapping*

**Jordan Moffett***
*BIM / VDC Director*

**4.4.** Narrative description of approach to management and partnering. Submit a narrative description of the Proposer's approach to management and partnering for the Work, and approach to a schedule that will ensure certainty and efficiency in delivery of the Project, including with respect to ongoing collaboration and coordination with the County and Third Parties, resource and staff management (including the Proposer's capability to provide continuity of staffing through both phases of the Work), budget and schedule controls, safety, and quality assurance and control.

The narrative description should be sufficiently detailed to demonstrate a well-defined and collaborative approach to the performance of the Phase 1 Work and the Phase 2 Work, and an organizational management structure that will ensure certainty and efficiency in delivery of the Project.

The Proposer should include descriptions of specific examples and experiences from other projects demonstrating how the Proposer has successfully implemented the proposed strategies and plans outlined in the narrative before, including supporting quantitative information showing the cost and schedule impacts related to those specific examples.

# APPROACH TO MANAGEMENT AND PARTNERING

## Collaborative Management and Partnering

McCarthy | CannonDesign ensures early and continuous collaboration with the design team, County representatives, and third parties through structured partnering sessions, regular coordination meetings, and clear communication protocols. Kickoff meetings align stakeholders on project goals and expectations, fostering trust and accountability. The team leverages collaborative platforms such as Procore, BIM 360, and JOIN to provide real-time access to project documents, cost data, and schedules, enhancing transparency and streamlining decision-making for all parties.

**On the County's Building 323 project, we leveraged BIM 360, our 3D collaboration platform, to drive finite coordination across the entire team. This approach reduced field conflicts and helped mitigate potential RFIs and Change Orders, delivering a smoother outcome for everyone.**

## Schedule Certainty and Efficiency

McCarthy utilizes advanced scheduling tools such as Primavera P6 and Lean construction methods, including Pull Planning and the Last Planner System. The master schedule is collaboratively developed and regularly updated to track progress, address risks, and implement recovery plans. This approach prioritizes critical path activities, secures long-lead items early, and holds all team members accountable for project milestones.

**On the Riverside Libraries project, we fast-tracked the schedule by overlapping design and construction phases, resulting in nearly three weeks of schedule savings. This was accomplished through proactive planning, early trade partner engagement, and continuous schedule monitoring.**

## Resource and Staff Management

McCarthy | CannonDesign ensures staffing continuity by assigning dedicated key personnel from preconstruction through closeout. Its organizational structure enables seamless phase transitions, with integrated knowledge transfer and lessons learned. Access to national and regional resources allows the team to allocate specialized expertise, ensuring consistent support from qualified professionals throughout the project.

**On the UCR UTLF project, the Design Manager remained on the project through Phase 2 to ensure the construction team was onboarded and provided assistance with early critical submittals.**

## Budget and Schedule Controls

Our budget management approach is characterized by open-book transparency, continuous cost modeling, and rigorous value engineering. The estimating process leverages historical cost data, real-time market analysis, and input from trade partners to provide accurate and reliable budgets. Tools such as JOIN are used to track cost trends, evaluate design alternatives, and document all budget decisions in a transparent manner. This enables our team to identify cost-saving opportunities, manage contingencies, and avoid surprises throughout the project lifecycle.

**During the CSULA project, as the team neared the GMP at the 100% Design Development milestone, McCarthy's Preconstruction team's ongoing cost estimates showed the project was trending 2% under the $170M target budget. McCarthy met with the client to discuss adding "wish list" items — such as a Public Safety office, a Wellness Room, and a wireless unified credential, vending, and notification system — while remaining within budget.**

## Safety

Safety is a core value at McCarthy, with a comprehensive program that includes site-specific safety plans, daily and weekly inspections, and mandatory orientations for all jobsite personnel. Our safety record is among the best in the industry, as evidenced by an EMR well below the industry average with recognition from the AGC of America.

## Quality Assurance and Control

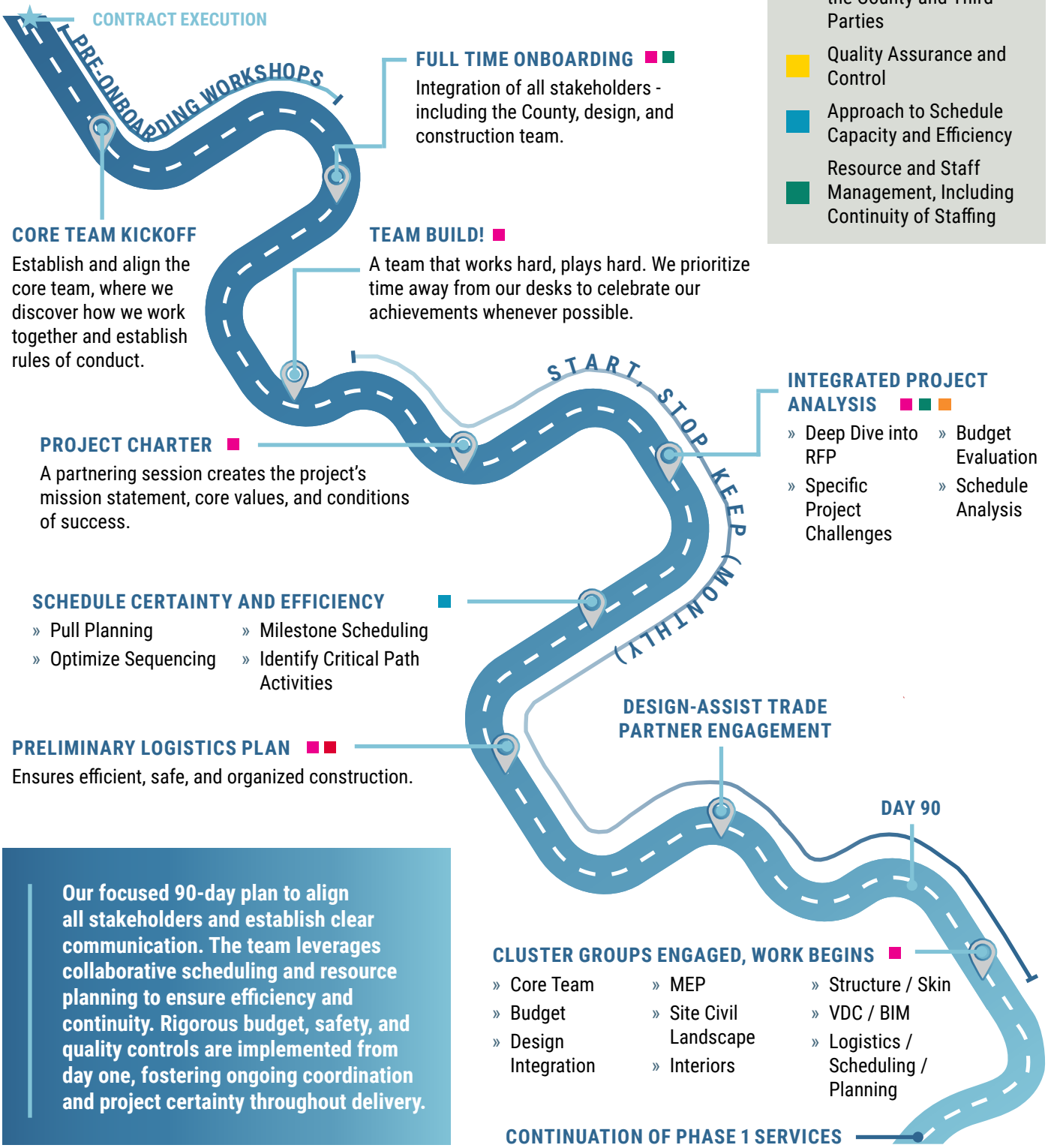
McCarthy's quality program emphasizes proactive planning, mock-ups, first-installation verifications, and ongoing inspections. Site-Specific Quality Plans (SSQP) are developed for each project, incorporating lessons learned, risk mitigation strategies, and clear roles and responsibilities. Technology such as Procore and BIM is leveraged to document quality metrics, facilitate real-time issue resolution, and ensure all work meets or exceeds expectations.

# ROADMAP TO PROJECT SUCCESS

McCarthy | CannonDesign's roadmap to project success is founded on a disciplined, collaborative project management approach that prioritizes early alignment, clear communication, and proactive planning. At project inception, we conduct a comprehensive core team kickoff, bringing together all stakeholders to define shared goals, establish "Conditions of Satisfaction," and set the guiding principles that will inform every decision. This initial alignment ensures that the project team operates with a unified vision and a clear understanding of success metrics. The first 90 days are critical for establishing the foundation upon, which the entire project will be built around. The below graphic outlines the key project management components that will be systematically addressed from project onset.

**LEGEND**

- Approach to Management and Partnering
- Budget and Schedule Controls
- Safety
- Ongoing Collaboration and Coordination with the County and Third Parties
- Quality Assurance and Control
- Approach to Schedule Capacity and Efficiency
- Resource and Staff Management, Including Continuity of Staffing




**Our focused 90-day plan to align all stakeholders and establish clear communication. The team leverages collaborative scheduling and resource planning to ensure efficiency and continuity. Rigorous budget, safety, and quality controls are implemented from day one, fostering ongoing coordination and project certainty throughout delivery.**

The following response provides a detailed, collaborative approach to both Phase 1 and Phase 2 Work, outlining our organizational management structure to ensure project certainty and efficiency. Included are specific examples from previous projects, with supporting quantitative data, to demonstrate our proven success in implementing these strategies and achieving positive cost and schedule outcomes.


### ONGOING COLLABORATION AND COORDINATION WITH COUNTY AND THIRD PARTIES

- Establish communication protocols
- Hold kickoff and regular meetings
- Align stakeholders and expectations

### SAFETY

- Develop Site-Specific Safety Plan
- Begin safety training
- Set safety protocols

### BUDGET AND SCHEDULE CONTROLS

- Estimate costs and schedule
- Use open-book cost modeling
- Review with stakeholders

### QUALITY ASSURANCE AND CONTROL

- Create quality plan
- Hold pre-installation
- Set quality standards

### RESOURCE AND STAFF MANAGEMENT

- Assign key staff
- Plan for continuity
- Cross-train team

**We are cognizant that this is the County's first series of Progressive Design-Build (PDB) projects. With you, we want to help set a high bar for management of these projects and make this a great experience for all.**

### ONGOING COLLABORATION AND COORDINATION WITH COUNTY AND THIRD PARTIES

- Continue meetings and updates
- Keep all parties informed
- Identify and rwesolve issues promptly


### SAFETY

- Implement safety plan
- Ongoing training and inspections
- Enforce protocols

### BUDGET AND SCHEDULE CONTROLS

- Monitor costs and schedule
- Report regularly
- Review and adjust as needed

### QUALITY ASSURANCE AND CONTROL

- Enforce quality plan
- Inspect work at milestones
- Track and resolve issues

### RESOURCE AND STAFF MANAGEMENT

- Assign key staff
- Plan for continuity
- Cross-train team

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**4.5.** Summary schedule. Submit a summary Schedule for the Phase 1 Work (Level 1) that is consistent with the applicable terms of the Contract. The summary Schedule for the Phase 1 Work must highlight any opportunities for schedule efficiencies or early identification of Early Works Packages. The summary Schedule may be submitted in 11 x 17 format.

# SUMMARY SCHEDULE - PHASE 1

Our team has explored a range of design concepts, each demonstrating the team's dedication, enthusiasm, and deep investment in the success of this landmark project. In pursuit of delivering maximum value to San Bernardino County, the team is actively analyzing different structural systems to enhance the project's schedule, cost efficiency, and long-term performance. By considering several alternatives, McCarthy is able to identify opportunities for competitive pricing and facilitate earlier project delivery through a collaborative, phased design strategy with the County. A comprehensive Primavera P6 schedule has been included on the following pages for Phase 1 Work. In addition, we have provided four schedules for Phase 2 work to illustrate each structure option as outlined below.

## Schedule 1: Cast-in-Place Concrete

Traditional cast-in-place method where concrete is poured into the formwork.


| SYSTEM BENEFITS | | | | |
|---|---|---|---|---|
| Cost Stability | Schedule | System Simplicity | Performance | Sustainability |
| $$$ | | | | |

Delivers unmatched structural integrity, design flexibility, and durability. Minimizes maintenance, maximizes fire resistance, and supports complex architectural needs.

## Schedule 2: Structural Steel

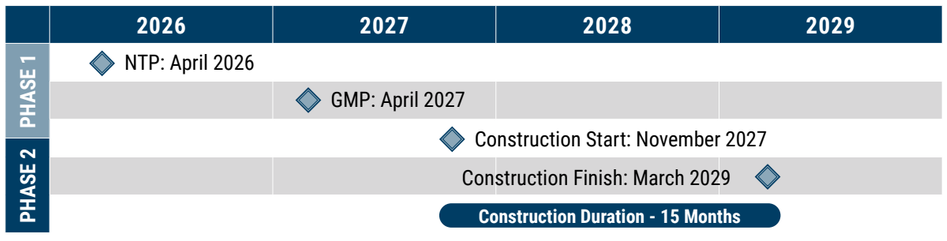
Custom fabrication of steel members followed by onsite assembly.


| SYSTEM BENEFITS | | | | |
|---|---|---|---|---|
| Cost Stability | Schedule | System Simplicity | Performance | Sustainability |
| $$$ | | | | |

Enables rapid erection and large open spans, supporting adaptable layouts. Well-suited for projects prioritizing speed, future flexibility, and expansive interior spaces.

## Schedule 3: Tilt-Up

Construction method where concrete panels are cast horizontally and tilted into a vertical position by crane.

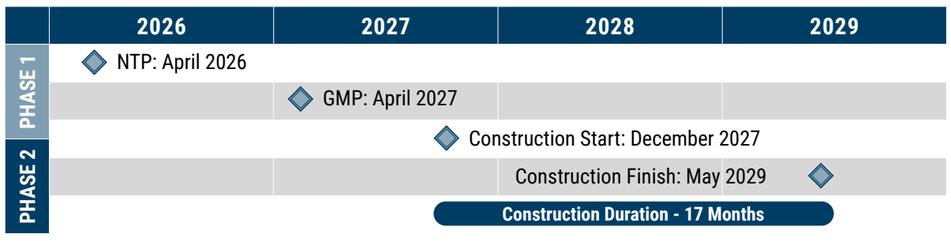



| SYSTEM BENEFITS | | | | |
|---|---|---|---|---|
| Cost Stability | Schedule | System Simplicity | Performance | Sustainability |
| $$$ | | | | |

Provides efficient construction and consistent quality through off-site fabrication. Suitable for projects requiring accelerated schedules and reliable finishes, with the benefit of reduced on-site labor.

## Schedule 4: Pre-Engineered Metal Building

A steel-framed structure clad with prefabricated components including roof and wall panels.

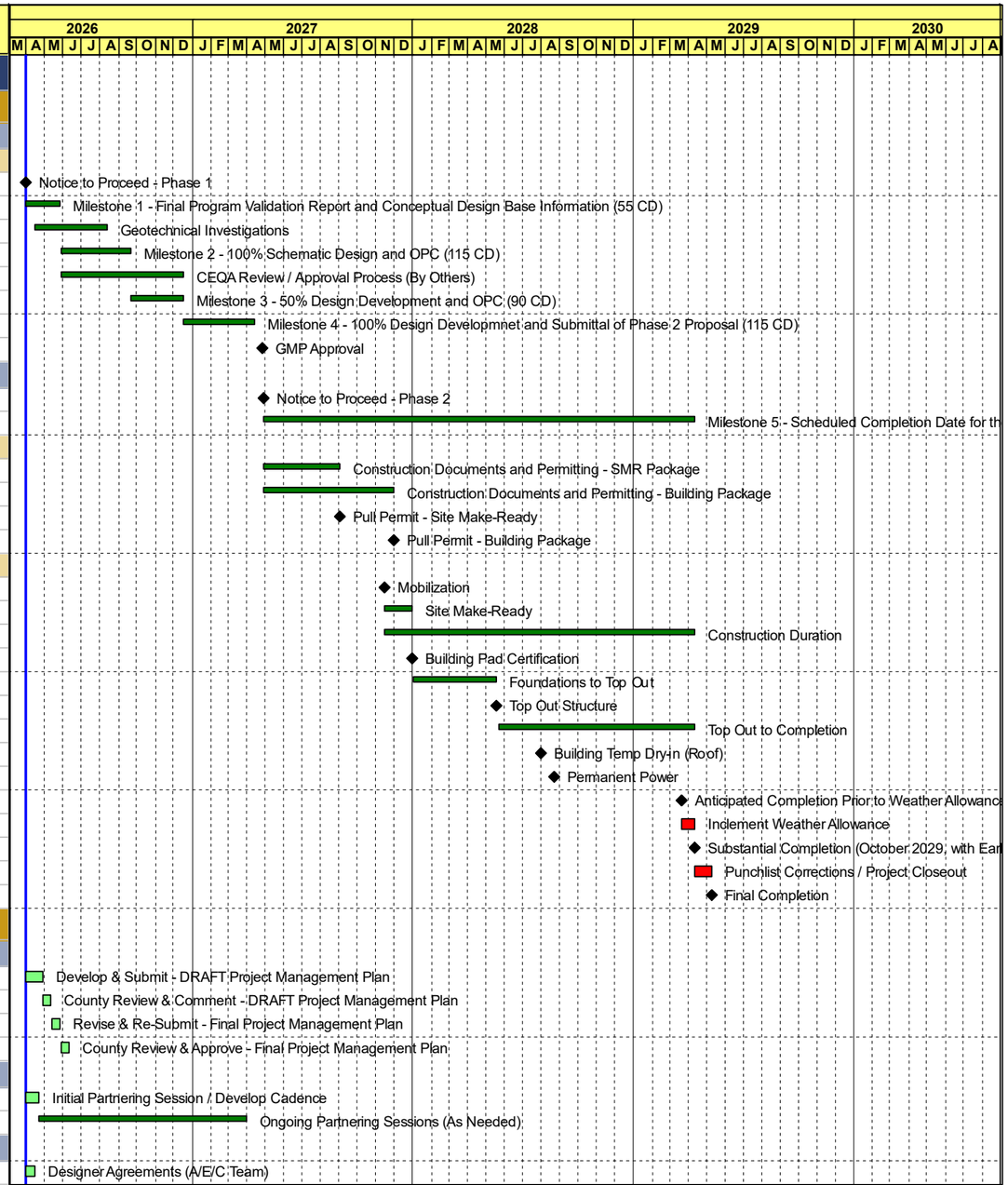



| SYSTEM BENEFITS | | | | |
|---|---|---|---|---|
| Cost Stability | Schedule | System Simplicity | Performance | Sustainability |
| $$ | | | | |

Delivers cost-effective, quick solutions for straightforward structures. Prefabrication streamlines construction, making it a practical choice for projects with simple requirements and tight timelines.

**Each substantial completion date is Oct/Nov 2029 - up to six (6) months earlier than the County's proposed completion date.**

| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **San Bernardino County DPW Headquarters Replacement - Cast-In-Place Concrete** | | | | |
| **Summary and Milestones** | | | | |
| **Phase 1** | | | | |
| **Preconstruction** | | | | |
| MILE-115 | Notice to Proceed - Phase 1 | 0 | 01-Apr-26 | |
| SUM-115 | Milestone 1 - Final Program Validation Report and Conceptual Design Base Information (55 CD) | 57 | 01-Apr-26 | 27-May-26 |
| SUM-255 | Geotechnical Investigations | 85 | 15-Apr-26 | 13-Aug-26 |
| SUM-125 | Milestone 2 - 100% Schematic Design and OPC (115 CD) | 117 | 28-May-26 | 21-Sep-26 |
| SUM-165 | CEQA Review / Approval Process (By Others) | 141 | 28-May-26 | 17-Dec-26 |
| SUM-135 | Milestone 3 - 50% Design Development and OPC (90 CD) | 87 | 22-Sep-26 | 17-Dec-26 |
| SUM-145 | Milestone 4 - 100% Design Developmnet and Submittal of Phase 2 Proposal (115 CD) | 117 | 18-Dec-26 | 13-Apr-27 |
| MILE-135 | GMP Approval | 0 | | 27-Apr-27 |
| **Phase 2** | | | | |
| MILE-125 | Notice to Proceed - Phase 2 | 0 | 28-Apr-27 | |
| SUM-155 | Milestone 5 - Scheduled Completion Date for the Phase 2 Work | 495 | 28-Apr-27 | 11-Apr-29 |
| **Preconstruction** | | | | |
| SUM-185 | Construction Documents and Permitting - SMR Package | 90 | 28-Apr-27 | 02-Sep-27 |
| SUM-205 | Construction Documents and Permitting - Building Package | 150 | 28-Apr-27 | 01-Dec-27 |
| MILE-225 | Pull Permit - Site Make-Ready | 0 | | 02-Sep-27 |
| MILE-235 | Pull Permit - Building Package | 0 | | 01-Dec-27 |
| **Construction** | | | | |
| MILE-215 | Mobilization | 0 | 16-Nov-27 | |
| SUM-195 | Site Make-Ready | 30 | 16-Nov-27 | 30-Dec-27 |
| SUM-175 | Construction Duration | 355 | 16-Nov-27 | 11-Apr-29 |
| MILE-175 | Building Pad Certification | 0 | | 30-Dec-27 |
| SUM-235 | Foundations to Top Out | 100 | 03-Jan-28 | 19-May-28 |
| MILE-185 | Top Out Structure | 0 | | 19-May-28 |
| SUM-245 | Top Out to Completion | 225 | 22-May-28 | 11-Apr-29 |
| MILE-195 | Building Temp Dry-in (Roof) | 0 | | 01-Aug-28 |
| MILE-205 | Permanent Power | 0 | | 22-Aug-28 |
| MILE-145 | Anticipated Completion Prior to Weather Allowance | 0 | | 21-Mar-29 |
| SUM-215 | Inclement Weather Allowance | 15 | 22-Mar-29 | 11-Apr-29 |
| MILE-155 | Substantial Completion (October 2029, with Earlier Delivery Preferred) | 0 | | 11-Apr-29 |
| SUM-225 | Punchlist Corrections / Project Closeout | 20 | 12-Apr-29 | 09-May-29 |
| MILE-165 | Final Completion | 0 | | 09-May-29 |
| **Preconstrcution - Phase 1** | | | | |
| **Project Management Plan** | | | | |
| PMP-115 | Develop & Submit - DRAFT Project Management Plan | 20 | 01-Apr-26 | 28-Apr-26 |
| PMP-125 | County Review & Comment - DRAFT Project Management Plan | 10 | 29-Apr-26 | 12-May-26 |
| PMP-135 | Revise & Re-Submit - Final Project Management Plan | 10 | 13-May-26 | 27-May-26 |
| PMP-145 | County Review & Approve - Final Project Management Plan | 10 | 28-May-26 | 10-Jun-26 |
| **Partnering Sessions** | | | | |
| PARTNER-115 | Initial Partnering Session / Develop Cadence | 15 | 01-Apr-26 | 21-Apr-26 |
| PARTNER-125 | Ongoing Partnering Sessions (As Needed) | 239 | 22-Apr-26 | 01-Apr-27 |
| **Design Partner On-Boarding** | | | | |
| DPOB-115 | Designer Agreements (A/E/C Team) | 10 | 01-Apr-26 | 14-Apr-26 |

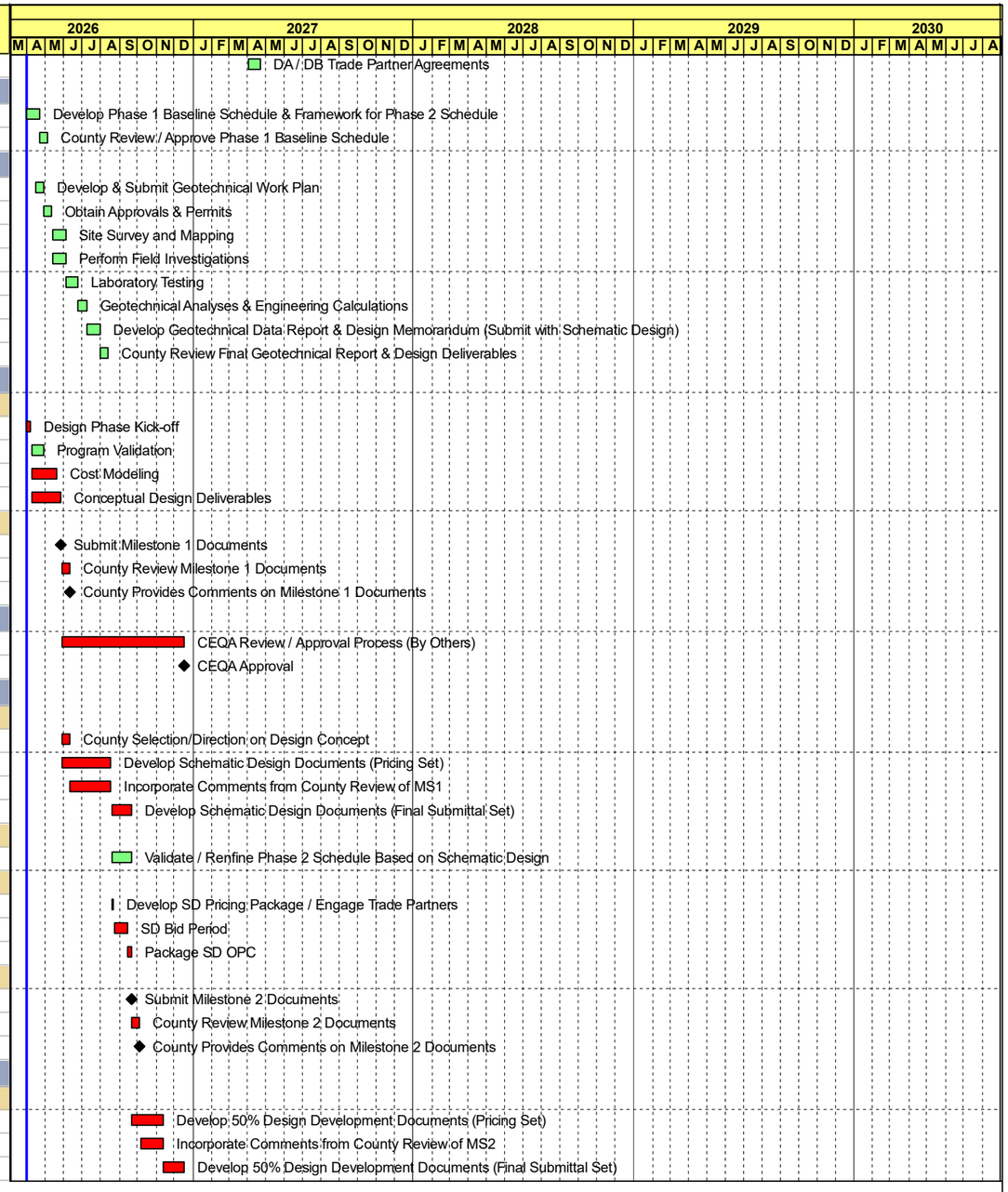



Run Date - 23-Oct-25
Start Date - 01-Apr-26
Finish Date - 09-May-29
Data Date - 01-Apr-26

**San Bernardino County DPW Headquarters Replacement - Cast-In-Place Concrete**
Design and Construction Schedule
RFP Schedule

COM2025-07A
Page: 1 of 5
Data Date: 01-Apr-26

| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| DPOB-125 | DA / DB Trade Partner Agreements | 15 | 02-Apr-27 | 22-Apr-27 |
| **Schedule Development** | | | | |
| SCHED-115 | Develop Phase 1 Baseline Schedule & Framework for Phase 2 Schedule | 15 | 01-Apr-26 | 21-Apr-26 |
| SCHED-125 | County Review / Approve Phase 1 Baseline Schedule | 10 | 22-Apr-26 | 05-May-26 |
| **Site Survey & Geotechnical Investigations** | | | | |
| GEOTECH-125 | Develop & Submit Geotechnical Work Plan | 10 | 15-Apr-26 | 28-Apr-26 |
| GEOTECH-135 | Obtain Approvals & Permits | 10 | 29-Apr-26 | 12-May-26 |
| GEOTECH-115 | Site Survey and Mapping | 15 | 13-May-26 | 03-Jun-26 |
| GEOTECH-155 | Perform Field Investigations | 15 | 13-May-26 | 03-Jun-26 |
| GEOTECH-165 | Laboratory Testing | 15 | 04-Jun-26 | 24-Jun-26 |
| GEOTECH-175 | Geotechnical Analyses & Engineering Calculations | 10 | 25-Jun-26 | 09-Jul-26 |
| GEOTECH-185 | Develop Geotechnical Data Report & Design Memorandum (Submit with Schematic Design) | 15 | 10-Jul-26 | 30-Jul-26 |
| GEOTECH-195 | County Review Final Geotechnical Report & Design Deliverables | 10 | 31-Jul-26 | 13-Aug-26 |
| **Milestone 1 - Program Validation & Conceptual Design** | | | | |
| **Design Validation & Concept Design Deliverables** | | | | |
| D-DV-115 | Design Phase Kick-off | 5 | 01-Apr-26 | 07-Apr-26 |
| D-DV-135 | Program Validation | 15 | 08-Apr-26 | 28-Apr-26 |
| D-DV-145 | Cost Modeling | 30 | 08-Apr-26 | 19-May-26 |
| D-DV-125 | Conceptual Design Deliverables | 35 | 08-Apr-26 | 27-May-26 |
| **County Review - Milestone 1 Documents** | | | | |
| MS1-115 | Submit Milestone 1 Documents | 0 | | 27-May-26 |
| MS1-125 | County Review Milestone 1 Documents | 10 | 28-May-26 | 10-Jun-26 |
| MS1-135 | County Provides Comments on Milestone 1 Documents | 0 | | 10-Jun-26 |
| **California Environmental Quality Act (CEQA)** | | | | |
| CEQA-115 | CEQA Review / Approval Process (By Others) | 141 | 28-May-26 | 17-Dec-26 |
| CEQA-125 | CEQA Approval | 0 | | 17-Dec-26 |
| **Milestone 2 - Schematic Design & OPC** | | | | |
| **Schematic Design** | | | | |
| D-SD-135 | County Selection/Direction on Design Concept | 10 | 28-May-26 | 10-Jun-26 |
| D-SD-115 | Develop Schematic Design Documents (Pricing Set) | 58 | 28-May-26 | 18-Aug-26 |
| D-SD-145 | Incorporate Comments from County Review of MS1 | 48 | 11-Jun-26 | 18-Aug-26 |
| D-SD-125 | Develop Schematic Design Documents (Final Submittal Set) | 23 | 19-Aug-26 | 21-Sep-26 |
| **Schedule Development** | | | | |
| SCHED-135 | Validate / Renfine Phase 2 Schedule Based on Schematic Design | 23 | 19-Aug-26 | 21-Sep-26 |
| **Opinion of Probable Cost (SD)** | | | | |
| EST-SD-145 | Develop SD Pricing Package / Engage Trade Partners | 3 | 19-Aug-26 | 21-Aug-26 |
| EST-SD-115 | SD Bid Period | 15 | 24-Aug-26 | 14-Sep-26 |
| EST-SD-155 | Package SD OPC | 5 | 15-Sep-26 | 21-Sep-26 |
| **County Review - Milestone 2 Documents** | | | | |
| MS2-115 | Submit Milestone 2 Documents | 0 | | 21-Sep-26 |
| MS2-125 | County Review Milestone 2 Documents | 10 | 22-Sep-26 | 05-Oct-26 |
| MS2-135 | County Provides Comments on Milestone 2 Documents | 0 | | 05-Oct-26 |
| **Milestone 3 - 50% DD & OPC** | | | | |
| **50% Design Development** | | | | |
| D-DD-115 | Develop 50% Design Development Documents (Pricing Set) | 37 | 22-Sep-26 | 12-Nov-26 |
| D-DD-165 | Incorporate Comments from County Review of MS2 | 27 | 06-Oct-26 | 12-Nov-26 |
| D-DD-125 | Develop 50% Design Development Documents (Final Submittal Set) | 23 | 13-Nov-26 | 17-Dec-26 |

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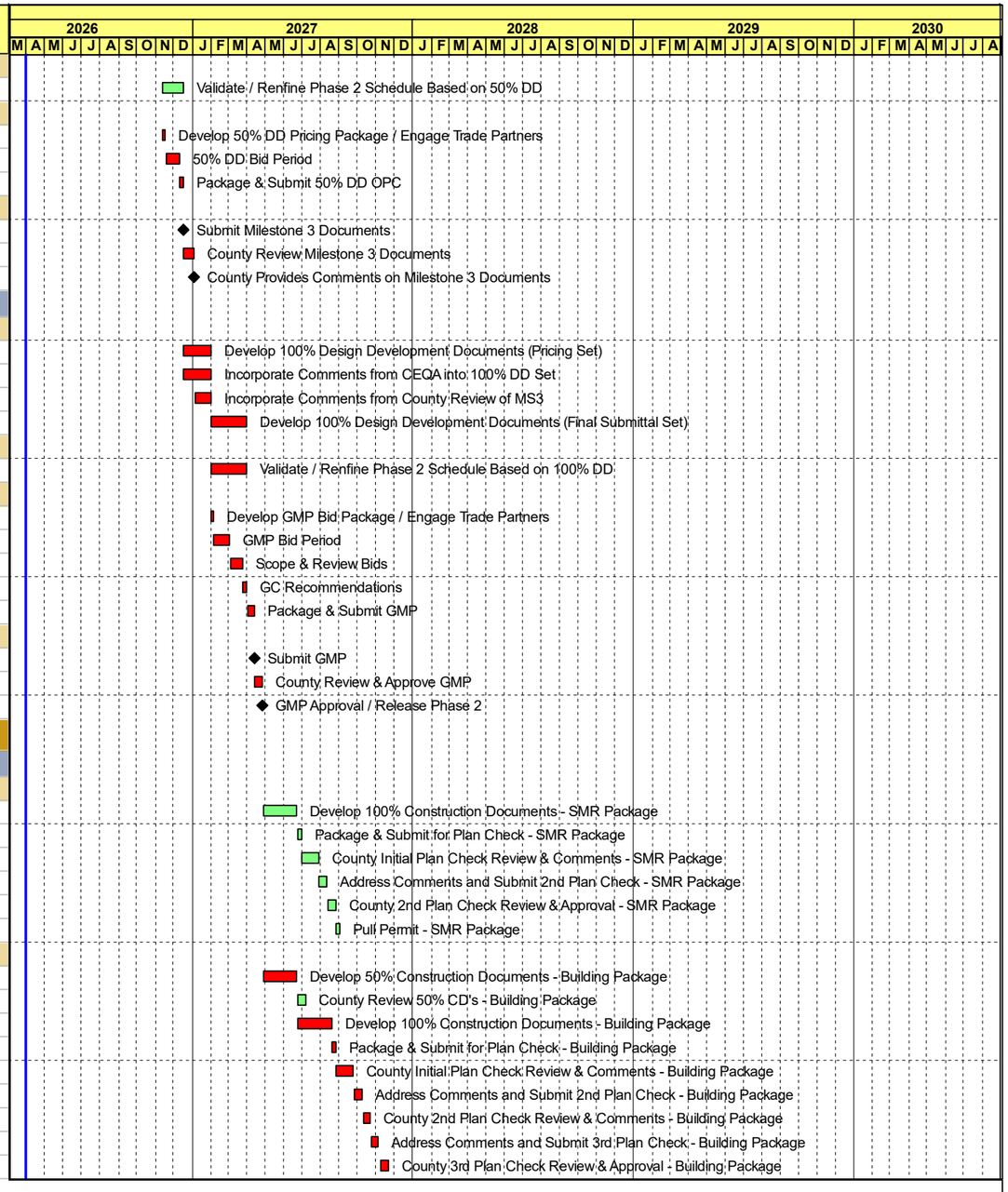
Start Date - 01-Apr-26
Finish Date - 09-May-29
Data Date - 01-Apr-26

**San Bernardino County DPW Headquarters Replacement - Cast-In-Place Concrete**
Design and Construction Schedule
RFP Schedule

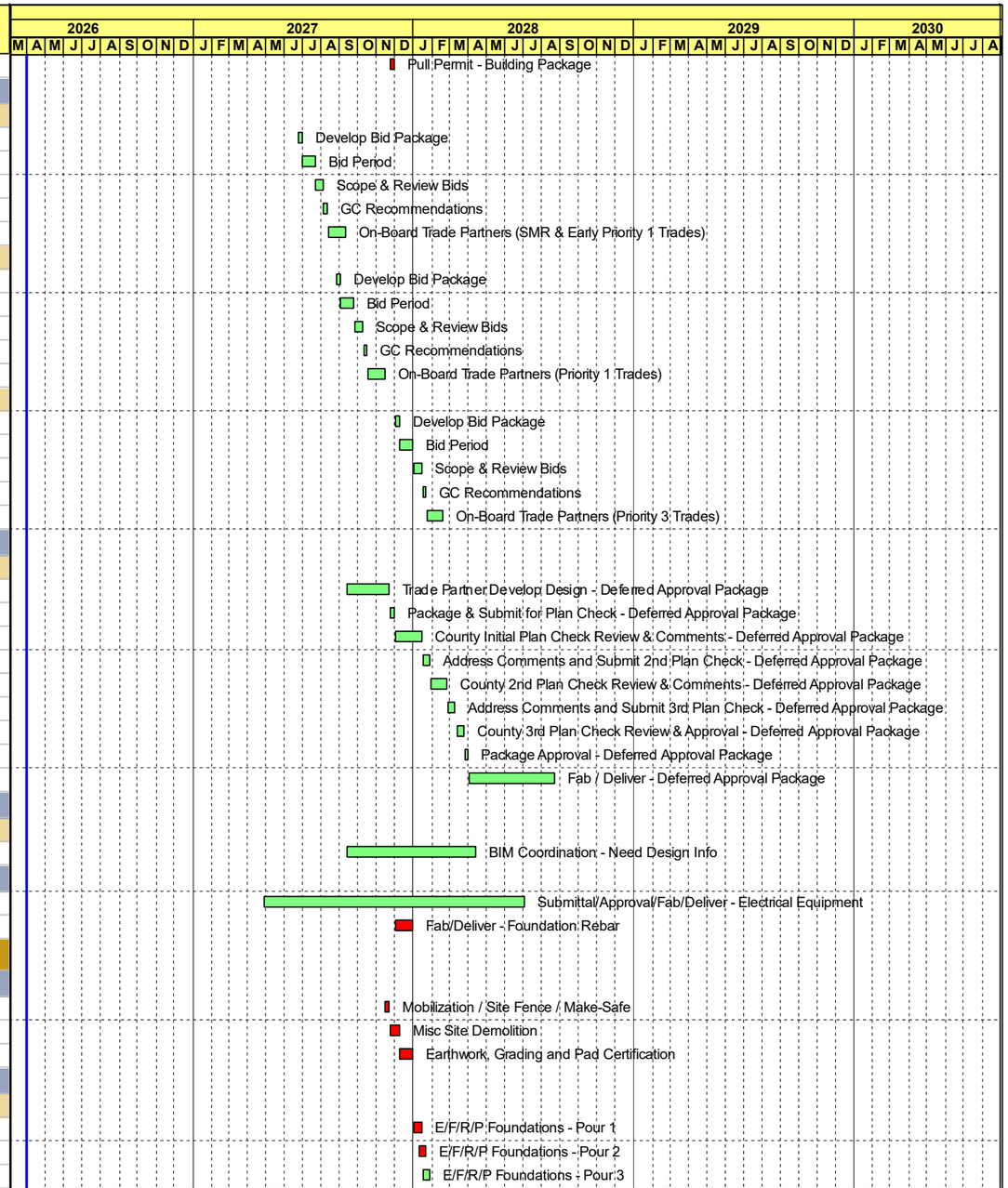
COM2025-07A

Data Date: 01-Apr-26

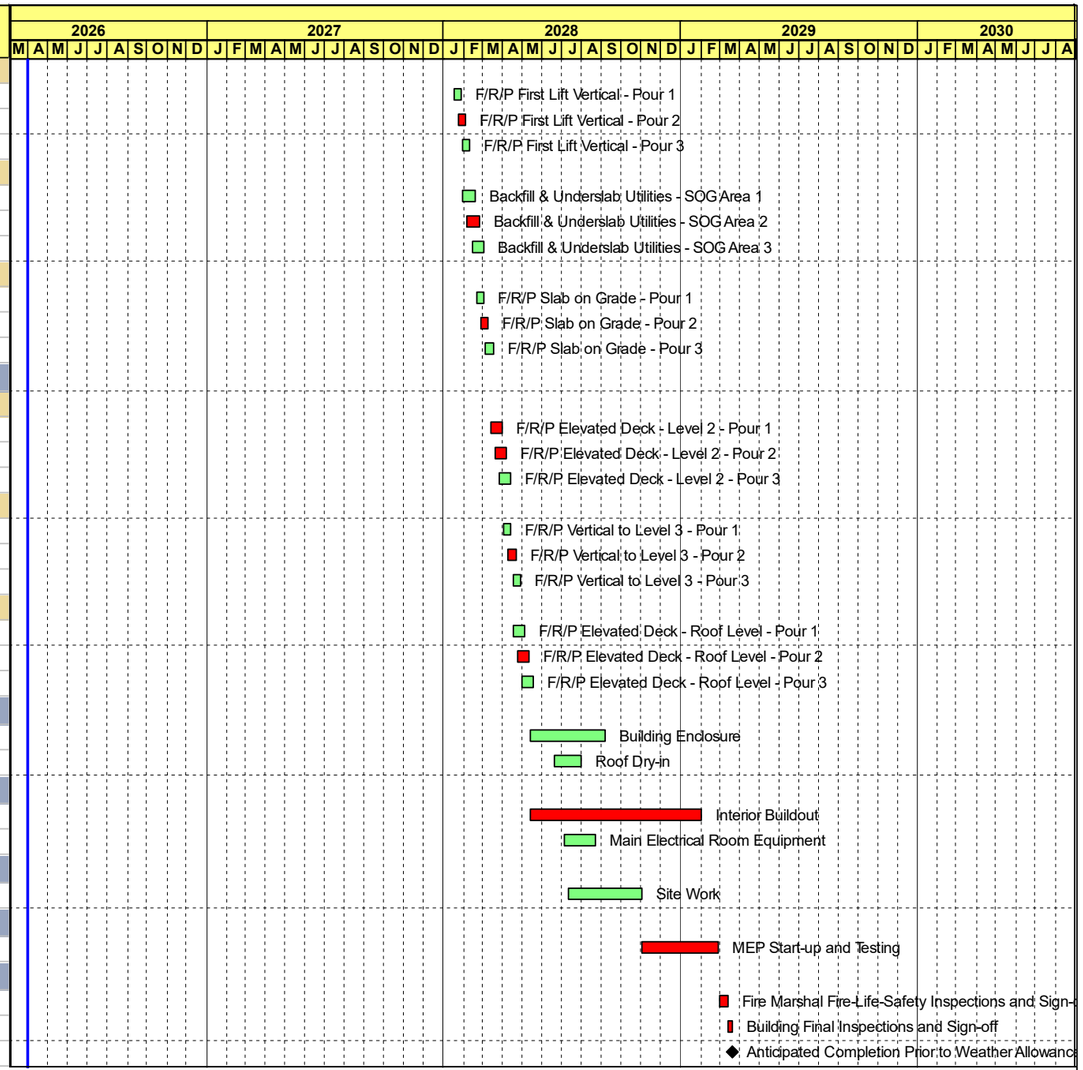
| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **Schedule Development** | | | | |
| SCHED-145 | Validate / Renfine Phase 2 Schedule Based on 50% DD | 23 | 13-Nov-26 | 17-Dec-26 |
| **Opinion of Probable Cost (50% DD)** | | | | |
| EST-DD-145 | Develop 50% DD Pricing Package / Engage Trade Partners | 3 | 13-Nov-26 | 17-Nov-26 |
| EST-DD-115 | 50% DD Bid Period | 15 | 18-Nov-26 | 10-Dec-26 |
| EST-DD-155 | Package & Submit 50% DD OPC | 5 | 11-Dec-26 | 17-Dec-26 |
| **County Review - Milestone 3 Documents** | | | | |
| MS3-115 | Submit Milestone 3 Documents | 0 | | 17-Dec-26 |
| MS3-125 | County Review Milestone 3 Documents | 10 | 18-Dec-26 | 04-Jan-27 |
| MS3-135 | County Provides Comments on Milestone 3 Documents | 0 | | 04-Jan-27 |
| **Milestone 4 - 100% DD & GMP** | | | | |
| **100% Design Development** | | | | |
| D-DD-135 | Develop 100% Design Development Documents (Pricing Set) | 30 | 18-Dec-26 | 01-Feb-27 |
| D-DD-155 | Incorporate Comments from CEQA into 100% DD Set | 30 | 18-Dec-26 | 01-Feb-27 |
| D-DD-175 | Incorporate Comments from County Review of MS3 | 20 | 05-Jan-27 | 01-Feb-27 |
| D-DD-145 | Develop 100% Design Development Documents (Final Submittal Set) | 43 | 02-Feb-27 | 01-Apr-27 |
| **Schedule Development** | | | | |
| SCHED-155 | Validate / Renfine Phase 2 Schedule Based on 100% DD | 43 | 02-Feb-27 | 01-Apr-27 |
| **GMP** | | | | |
| GMP-115 | Develop GMP Bid Package / Engage Trade Partners | 3 | 02-Feb-27 | 04-Feb-27 |
| GMP-125 | GMP Bid Period | 20 | 05-Feb-27 | 04-Mar-27 |
| GMP-135 | Scope & Review Bids | 15 | 05-Mar-27 | 25-Mar-27 |
| GMP-145 | GC Recommendations | 5 | 26-Mar-27 | 01-Apr-27 |
| GMP-155 | Package & Submit GMP | 8 | 02-Apr-27 | 13-Apr-27 |
| **County Review - Milestone 4 Documents** | | | | |
| GMP-185 | Submit GMP | 0 | | 13-Apr-27 |
| GMP-165 | County Review & Approve GMP | 10 | 14-Apr-27 | 27-Apr-27 |
| GMP-175 | GMP Approval / Release Phase 2 | 0 | | 27-Apr-27 |
| **Preconstruction - Phase 2** | | | | |
| **Design and Permitting** | | | | |
| **Site Make-Ready Package** | | | | |
| D-CD-SMR-135 | Develop 100% Construction Documents - SMR Package | 40 | 28-Apr-27 | 23-Jun-27 |
| D-CD-SMR-145 | Package & Submit for Plan Check - SMR Package | 5 | 24-Jun-27 | 30-Jun-27 |
| D-CD-SMR-155 | County Initial Plan Check Review & Comments - SMR Package | 20 | 01-Jul-27 | 29-Jul-27 |
| D-CD-SMR-165 | Address Comments and Submit 2nd Plan Check - SMR Package | 10 | 30-Jul-27 | 12-Aug-27 |
| D-CD-SMR-175 | County 2nd Plan Check Review & Approval - SMR Package | 10 | 13-Aug-27 | 26-Aug-27 |
| D-CD-SMR-205 | Pull Permit - SMR Package | 5 | 27-Aug-27 | 02-Sep-27 |
| **Building Package** | | | | |
| D-CD-SMR-215 | Develop 50% Construction Documents - Building Package | 40 | 28-Apr-27 | 23-Jun-27 |
| D-CD-SMR-225 | County Review 50% CD's - Building Package | 10 | 24-Jun-27 | 08-Jul-27 |
| D-CD-SMR-235 | Develop 100% Construction Documents - Building Package | 40 | 24-Jun-27 | 19-Aug-27 |
| D-CD-SMR-245 | Package & Submit for Plan Check - Building Package | 5 | 20-Aug-27 | 26-Aug-27 |
| D-CD-SMR-255 | County Initial Plan Check Review & Comments - Building Package | 20 | 27-Aug-27 | 24-Sep-27 |
| D-CD-SMR-265 | Address Comments and Submit 2nd Plan Check - Building Package | 10 | 27-Sep-27 | 08-Oct-27 |
| D-CD-SMR-275 | County 2nd Plan Check Review & Comments - Building Package | 10 | 11-Oct-27 | 22-Oct-27 |
| D-CD-SMR-285 | Address Comments and Submit 3rd Plan Check - Building Package | 10 | 25-Oct-27 | 05-Nov-27 |
| D-CD-SMR-295 | County 3rd Plan Check Review & Approval - Building Package | 10 | 08-Nov-27 | 22-Nov-27 |



| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| D-CD-SMR-305 | Pull Permit - Building Package | 5 | 23-Nov-27 | 01-Dec-27 |
| **Trade Partner On-Boarding** | | | | |
| **Priority 1 On-Boarding (SMR Plan Check / 50% CD Set)** | | | | |
| TPOB-115 | Develop Bid Package | 5 | 24-Jun-27 | 30-Jun-27 |
| TPOB-125 | Bid Period | 15 | 01-Jul-27 | 22-Jul-27 |
| TPOB-135 | Scope & Review Bids | 10 | 23-Jul-27 | 05-Aug-27 |
| TPOB-145 | GC Recommendations | 5 | 06-Aug-27 | 12-Aug-27 |
| TPOB-155 | On-Board Trade Partners (SMR & Early Priority 1 Trades) | 20 | 13-Aug-27 | 10-Sep-27 |
| **Priority 2 On-Boarding (Plan Check Set)** | | | | |
| TPOB-215 | Develop Bid Package | 5 | 27-Aug-27 | 02-Sep-27 |
| TPOB-225 | Bid Period | 15 | 03-Sep-27 | 24-Sep-27 |
| TPOB-235 | Scope & Review Bids | 10 | 27-Sep-27 | 08-Oct-27 |
| TPOB-245 | GC Recommendations | 5 | 11-Oct-27 | 15-Oct-27 |
| TPOB-255 | On-Board Trade Partners (Priority 1 Trades) | 20 | 18-Oct-27 | 15-Nov-27 |
| **Priority 3 On-Boarding (Permit Set)** | | | | |
| TPOB-315 | Develop Bid Package | 5 | 02-Dec-27 | 08-Dec-27 |
| TPOB-325 | Bid Period | 15 | 09-Dec-27 | 30-Dec-27 |
| TPOB-335 | Scope & Review Bids | 10 | 03-Jan-28 | 14-Jan-28 |
| TPOB-345 | GC Recommendations | 5 | 17-Jan-28 | 21-Jan-28 |
| TPOB-355 | On-Board Trade Partners (Priority 3 Trades) | 20 | 24-Jan-28 | 18-Feb-28 |
| **Delegated Design / Deferred Approvals** | | | | |
| **Need More Info** | | | | |
| DA1-115 | Trade Partner Develop Design - Deferred Approval Package | 50 | 13-Sep-27 | 22-Nov-27 |
| DA1-125 | Package & Submit for Plan Check - Deferred Approval Package | 5 | 23-Nov-27 | 01-Dec-27 |
| DA1-135 | County Initial Plan Check Review & Comments - Deferred Approval Package | 30 | 02-Dec-27 | 14-Jan-28 |
| DA1-145 | Address Comments and Submit 2nd Plan Check - Deferred Approval Package | 10 | 17-Jan-28 | 28-Jan-28 |
| DA1-155 | County 2nd Plan Check Review & Comments - Deferred Approval Package | 20 | 31-Jan-28 | 25-Feb-28 |
| DA1-165 | Address Comments and Submit 3rd Plan Check - Deferred Approval Package | 10 | 28-Feb-28 | 10-Mar-28 |
| DA1-175 | County 3rd Plan Check Review & Approval - Deferred Approval Package | 10 | 13-Mar-28 | 24-Mar-28 |
| DA1-185 | Package Approval - Deferred Approval Package | 5 | 27-Mar-28 | 31-Mar-28 |
| DA1-195 | Fab / Deliver - Deferred Approval Package | 100 | 03-Apr-28 | 22-Aug-28 |
| **BIM Coordination** | | | | |
| **Need More Info** | | | | |
| BIM-115 | BIM Coordination - Need Design Info | 150 | 13-Sep-27 | 14-Apr-28 |
| **Submittals and Long Lead Procurement** | | | | |
| A1140 | Submittal/Approval/Fab/Deliver - Electrical Equipment | 300 | 28-Apr-27 | 03-Jul-28 |
| A1130 | Fab/Deliver - Foundation Rebar | 20 | 02-Dec-27 | 30-Dec-27 |
| **Constrcution - Phase 2** | | | | |
| **Site Make-Ready** | | | | |
| A1000 | Mobilization / Site Fence / Make-Safe | 5 | 16-Nov-27* | 22-Nov-27 |
| A1110 | Misc Site Demolition | 10 | 23-Nov-27 | 08-Dec-27 |
| A1120 | Earthwork, Grading and Pad Certification | 15 | 09-Dec-27 | 30-Dec-27 |
| **Substructure** | | | | |
| **Foundations** | | | | |
| A1150 | E/F/R/P Foundations - Pour 1 | 10 | 03-Jan-28 | 14-Jan-28 |
| A1160 | E/F/R/P Foundations - Pour 2 | 10 | 10-Jan-28 | 21-Jan-28 |
| A1290 | E/F/R/P Foundations - Pour 3 | 10 | 17-Jan-28 | 28-Jan-28 |



| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **First Lift Vertical** | | | | |
| A1170 | F/R/P First Lift Vertical - Pour 1 | 10 | 17-Jan-28 | 28-Jan-28 |
| A1180 | F/R/P First Lift Vertical - Pour 2 | 10 | 24-Jan-28 | 04-Feb-28 |
| A1300 | F/R/P First Lift Vertical - Pour 3 | 10 | 31-Jan-28 | 11-Feb-28 |
| **Underslab Utilities** | | | | |
| A1190 | Backfill & Underslab Utilities - SOG Area 1 | 15 | 31-Jan-28 | 18-Feb-28 |
| A1200 | Backfill & Underslab Utilities - SOG Area 2 | 15 | 07-Feb-28 | 25-Feb-28 |
| A1310 | Backfill & Underslab Utilities - SOG Area 3 | 15 | 14-Feb-28 | 03-Mar-28 |
| **Slab on Grade** | | | | |
| A1210 | F/R/P Slab on Grade - Pour 1 | 10 | 21-Feb-28 | 03-Mar-28 |
| A1220 | F/R/P Slab on Grade - Pour 2 | 10 | 28-Feb-28 | 10-Mar-28 |
| A1320 | F/R/P Slab on Grade - Pour 3 | 10 | 06-Mar-28 | 17-Mar-28 |
| **Superstructure** | | | | |
| **Level 2 Decks** | | | | |
| A1230 | F/R/P Elevated Deck - Level 2 - Pour 1 | 15 | 13-Mar-28 | 31-Mar-28 |
| A1240 | F/R/P Elevated Deck - Level 2 - Pour 2 | 15 | 20-Mar-28 | 07-Apr-28 |
| A1330 | F/R/P Elevated Deck - Level 2 - Pour 3 | 15 | 27-Mar-28 | 14-Apr-28 |
| **Level 2 to Roof Vertical** | | | | |
| A1250 | F/R/P Vertical to Level 3 - Pour 1 | 10 | 03-Apr-28 | 14-Apr-28 |
| A1260 | F/R/P Vertical to Level 3 - Pour 2 | 10 | 10-Apr-28 | 21-Apr-28 |
| A1340 | F/R/P Vertical to Level 3 - Pour 3 | 10 | 17-Apr-28 | 28-Apr-28 |
| **Roof Level Decks** | | | | |
| A1270 | F/R/P Elevated Deck - Roof Level - Pour 1 | 15 | 17-Apr-28 | 05-May-28 |
| A1280 | F/R/P Elevated Deck - Roof Level - Pour 2 | 15 | 24-Apr-28 | 12-May-28 |
| A1350 | F/R/P Elevated Deck - Roof Level - Pour 3 | 15 | 01-May-28 | 19-May-28 |
| **Building Enclosure** | | | | |
| A1020 | Building Enclosure | 80 | 15-May-28 | 06-Sep-28 |
| A1090 | Roof Dry-in | 30 | 20-Jun-28 | 01-Aug-28 |
| **Interior Buildout** | | | | |
| A1030 | Interior Buildout | 180 | 15-May-28 | 31-Jan-29 |
| A1100 | Main Electrical Room Equipment | 35 | 05-Jul-28 | 22-Aug-28 |
| **Site Work** | | | | |
| A1040 | Site Work | 80 | 12-Jul-28 | 01-Nov-28 |
| **MEP Start-up and Testing** | | | | |
| A1050 | MEP Start-up and Testing | 80 | 02-Nov-28 | 28-Feb-29 |
| **Project Completion** | | | | |
| A1060 | Fire Marshal Fire-Life-Safety Inspections and Sign-off | 10 | 01-Mar-29 | 14-Mar-29 |
| A1070 | Building Final Inspections and Sign-off | 5 | 15-Mar-29 | 21-Mar-29 |
| A1080 | Anticipated Completion Prior to Weather Allowance | 0 | | 21-Mar-29 |




Run Date - 23-Oct-25
Start Date - 01-Apr-26
Finish Date - 09-May-29
Data Date - 01-Apr-26

**San Bernardino County DPW Headquarters Replacement - Cast-In-Place Concrete**
Design and Construction Schedule
RFP Schedule

COM2025-07A

Data Date: 01-Apr-26

| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **San Bernardino County DPW Headquarters Replacement - Steel Structure** | | | | |
| **Summary and Milestones** | | | | |
| **Phase 1** | | | | |
| **Preconstruction** | | | | |
| MILE-115 | Notice to Proceed - Phase 1 | 0 | 01-Apr-26 | |
| SUM-115 | Milestone 1 - Final Program Validation Report and Conceptual Design Base Information (55 CD) | 57 | 01-Apr-26 | 27-May-26 |
| SUM-255 | Geotechnical Investigations | 85 | 15-Apr-26 | 13-Aug-26 |
| SUM-125 | Milestone 2 - 100% Schematic Design and OPC (115 CD) | 117 | 28-May-26 | 21-Sep-26 |
| SUM-165 | CEQA Review / Approval Process (By Others) | 141 | 28-May-26 | 17-Dec-26 |
| SUM-135 | Milestone 3 - 50% Design Development and OPC (90 CD) | 87 | 22-Sep-26 | 17-Dec-26 |
| SUM-145 | Milestone 4 - 100% Design Developmnet and Submittal of Phase 2 Proposal (115 CD) | 117 | 18-Dec-26 | 13-Apr-27 |
| MILE-135 | GMP Approval | 0 | | 27-Apr-27 |
| **Phase 2** | | | | |
| MILE-125 | Notice to Proceed - Phase 2 | 0 | 28-Apr-27 | |
| SUM-155 | Milestone 5 - Scheduled Completion Date for the Phase 2 Work | 490 | 28-Apr-27 | 04-Apr-29 |
| **Preconstruction** | | | | |
| SUM-185 | Construction Documents and Permitting - SMR Package | 90 | 28-Apr-27 | 02-Sep-27 |
| SUM-205 | Construction Documents and Permitting - Building Package | 150 | 28-Apr-27 | 01-Dec-27 |
| MILE-225 | Pull Permit - Site Make-Ready | 0 | | 02-Sep-27 |
| MILE-235 | Pull Permit - Building Package | 0 | | 01-Dec-27 |
| **Construction** | | | | |
| MILE-215 | Mobilization | 0 | 16-Nov-27 | |
| SUM-195 | Site Make-Ready | 30 | 16-Nov-27 | 30-Dec-27 |
| SUM-175 | Construction Duration | 350 | 16-Nov-27 | 04-Apr-29 |
| MILE-175 | Building Pad Certification | 0 | | 30-Dec-27 |
| SUM-235 | Foundations to Top Out | 90 | 03-Jan-28 | 05-May-28 |
| MILE-185 | Top Out Structure | 0 | | 05-May-28 |
| SUM-245 | Top Out to Completion | 230 | 08-May-28 | 04-Apr-29 |
| MILE-195 | Building Temp Dry-in (Roof) | 0 | | 25-Jul-28 |
| MILE-205 | Permanent Power | 0 | | 22-Aug-28 |
| MILE-145 | Anticipated Completion Prior to Weather Allowance | 0 | | 14-Mar-29 |
| SUM-215 | Inclement Weather Allowance | 15 | 15-Mar-29 | 04-Apr-29 |
| MILE-155 | Substantial Completion (October 2029, with Earlier Delivery Preferred) | 0 | | 04-Apr-29 |
| SUM-225 | Punchlist Corrections / Project Closeout | 20 | 05-Apr-29 | 02-May-29 |
| MILE-165 | Final Completion | 0 | | 02-May-29 |
| **Preconstrcution - Phase 1** | | | | |
| **Project Management Plan** | | | | |
| PMP-115 | Develop & Submit - DRAFT Project Management Plan | 20 | 01-Apr-26 | 28-Apr-26 |
| PMP-125 | County Review & Comment - DRAFT Project Management Plan | 10 | 29-Apr-26 | 12-May-26 |
| PMP-135 | Revise & Re-Submit - Final Project Management Plan | 10 | 13-May-26 | 27-May-26 |
| PMP-145 | County Review & Approve - Final Project Management Plan | 10 | 28-May-26 | 10-Jun-26 |
| **Partnering Sessions** | | | | |
| PARTNER-115 | Initial Partnering Session / Develop Cadence | 15 | 01-Apr-26 | 21-Apr-26 |
| PARTNER-125 | Ongoing Partnering Sessions (As Needed) | 239 | 22-Apr-26 | 01-Apr-27 |
| **Design Partner On-Boarding** | | | | |
| DPOB-115 | Designer Agreements (A/E/C Team) | 10 | 01-Apr-26 | 14-Apr-26 |

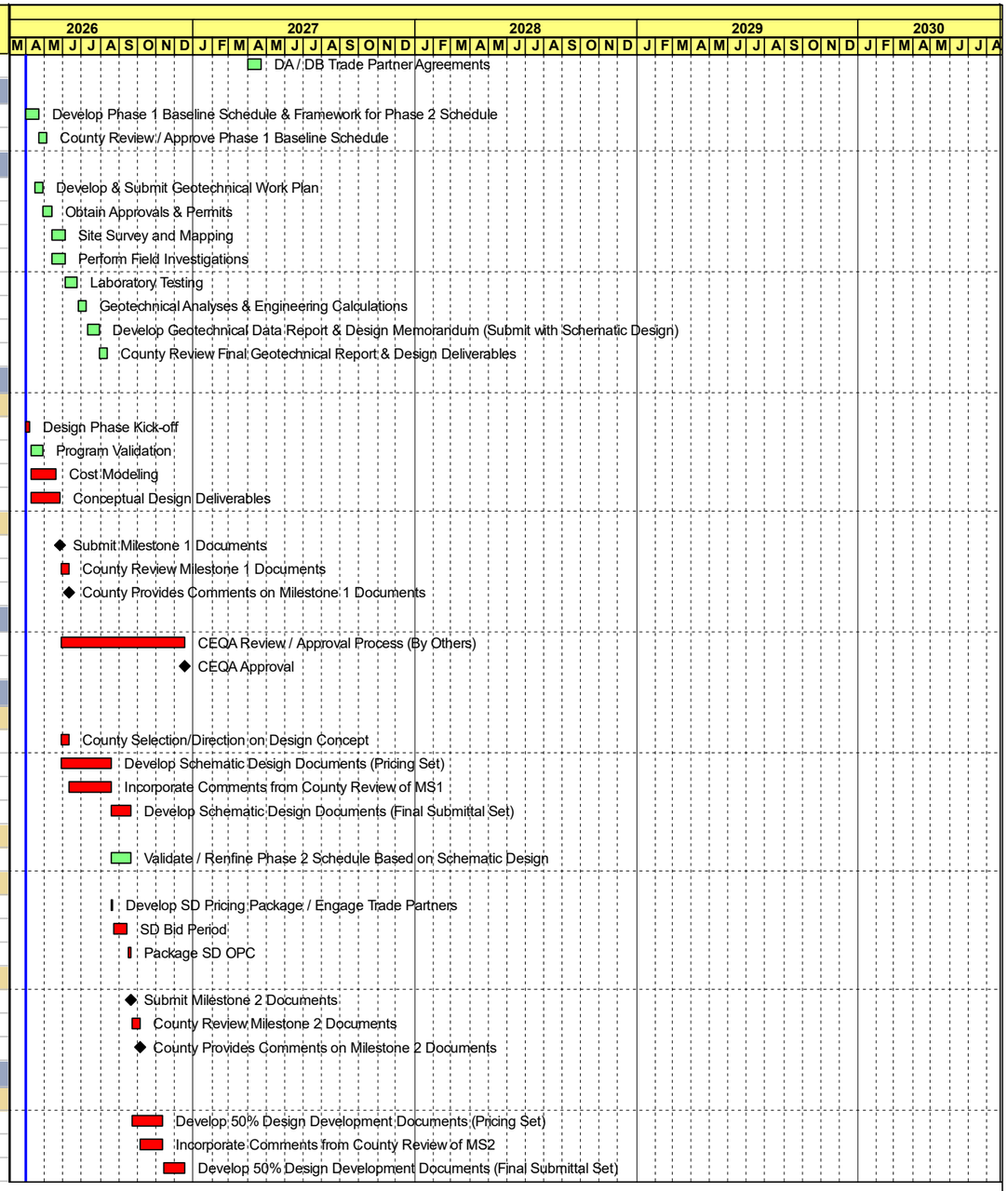

Run Date - 23-Oct-25
Start Date - 01-Apr-26
Finish Date - 02-May-29
Data Date - 01-Apr-26

**San Bernardino County DPW Headquarters Replacement - Steel Structure**
Design and Construction Schedule
RFP Schedule

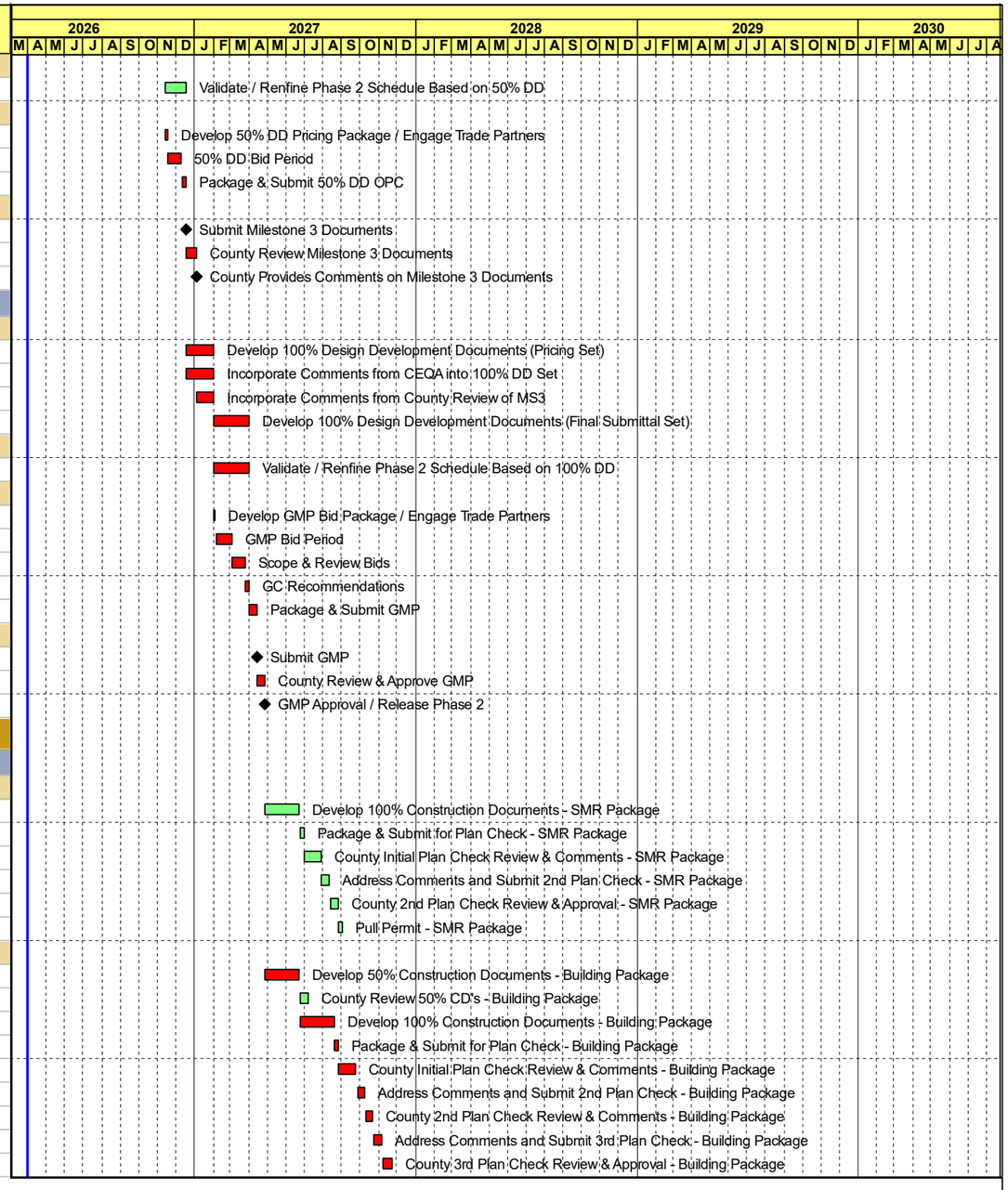
COM2025-07B

Data Date: 01-Apr-26

| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| DPOB-125 | DA / DB Trade Partner Agreements | 15 | 02-Apr-27 | 22-Apr-27 |
| **Schedule Development** | | | | |
| SCHED-115 | Develop Phase 1 Baseline Schedule & Framework for Phase 2 Schedule | 15 | 01-Apr-26 | 21-Apr-26 |
| SCHED-125 | County Review / Approve Phase 1 Baseline Schedule | 10 | 22-Apr-26 | 05-May-26 |
| **Site Survey & Geotechnical Investigations** | | | | |
| GEOTECH-125 | Develop & Submit Geotechnical Work Plan | 10 | 15-Apr-26 | 28-Apr-26 |
| GEOTECH-135 | Obtain Approvals & Permits | 10 | 29-Apr-26 | 12-May-26 |
| GEOTECH-115 | Site Survey and Mapping | 15 | 13-May-26 | 03-Jun-26 |
| GEOTECH-155 | Perform Field Investigations | 15 | 13-May-26 | 03-Jun-26 |
| GEOTECH-165 | Laboratory Testing | 15 | 04-Jun-26 | 24-Jun-26 |
| GEOTECH-175 | Geotechnical Analyses & Engineering Calculations | 10 | 25-Jun-26 | 09-Jul-26 |
| GEOTECH-185 | Develop Geotechnical Data Report & Design Memorandum (Submit with Schematic Design) | 15 | 10-Jul-26 | 30-Jul-26 |
| GEOTECH-195 | County Review Final Geotechnical Report & Design Deliverables | 10 | 31-Jul-26 | 13-Aug-26 |
| **Milestone 1 - Program Validation & Conceptual Design** | | | | |
| **Design Validation & Concept Design Deliverables** | | | | |
| D-DV-115 | Design Phase Kick-off | 5 | 01-Apr-26 | 07-Apr-26 |
| D-DV-135 | Program Validation | 15 | 08-Apr-26 | 28-Apr-26 |
| D-DV-145 | Cost Modeling | 30 | 08-Apr-26 | 19-May-26 |
| D-DV-125 | Conceptual Design Deliverables | 35 | 08-Apr-26 | 27-May-26 |
| **County Review - Milestone 1 Documents** | | | | |
| MS1-115 | Submit Milestone 1 Documents | 0 | | 27-May-26 |
| MS1-125 | County Review Milestone 1 Documents | 10 | 28-May-26 | 10-Jun-26 |
| MS1-135 | County Provides Comments on Milestone 1 Documents | 0 | | 10-Jun-26 |
| **California Environmental Quality Act (CEQA)** | | | | |
| CEQA-115 | CEQA Review / Approval Process (By Others) | 141 | 28-May-26 | 17-Dec-26 |
| CEQA-125 | CEQA Approval | 0 | | 17-Dec-26 |
| **Milestone 2 - Schematic Design & OPC** | | | | |
| **Schematic Design** | | | | |
| D-SD-135 | County Selection/Direction on Design Concept | 10 | 28-May-26 | 10-Jun-26 |
| D-SD-115 | Develop Schematic Design Documents (Pricing Set) | 58 | 28-May-26 | 18-Aug-26 |
| D-SD-145 | Incorporate Comments from County Review of MS1 | 48 | 11-Jun-26 | 18-Aug-26 |
| D-SD-125 | Develop Schematic Design Documents (Final Submittal Set) | 23 | 19-Aug-26 | 21-Sep-26 |
| **Schedule Development** | | | | |
| SCHED-135 | Validate / Renfine Phase 2 Schedule Based on Schematic Design | 23 | 19-Aug-26 | 21-Sep-26 |
| **Opinion of Probable Cost (SD)** | | | | |
| EST-SD-145 | Develop SD Pricing Package / Engage Trade Partners | 3 | 19-Aug-26 | 21-Aug-26 |
| EST-SD-115 | SD Bid Period | 15 | 24-Aug-26 | 14-Sep-26 |
| EST-SD-155 | Package SD OPC | 5 | 15-Sep-26 | 21-Sep-26 |
| **County Review - Milestone 2 Documents** | | | | |
| MS2-115 | Submit Milestone 2 Documents | 0 | | 21-Sep-26 |
| MS2-125 | County Review Milestone 2 Documents | 10 | 22-Sep-26 | 05-Oct-26 |
| MS2-135 | County Provides Comments on Milestone 2 Documents | 0 | | 05-Oct-26 |
| **Milestone 3 - 50% DD & OPC** | | | | |
| **50% Design Development** | | | | |
| D-DD-115 | Develop 50% Design Development Documents (Pricing Set) | 37 | 22-Sep-26 | 12-Nov-26 |
| D-DD-165 | Incorporate Comments from County Review of MS2 | 27 | 06-Oct-26 | 12-Nov-26 |
| D-DD-125 | Develop 50% Design Development Documents (Final Submittal Set) | 23 | 13-Nov-26 | 17-Dec-26 |



| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **Schedule Development** | | | | |
| SCHED-145 | Validate / Renfine Phase 2 Schedule Based on 50% DD | 23 | 13-Nov-26 | 17-Dec-26 |
| **Opinion of Probable Cost (50% DD)** | | | | |
| EST-DD-145 | Develop 50% DD Pricing Package / Engage Trade Partners | 3 | 13-Nov-26 | 17-Nov-26 |
| EST-DD-115 | 50% DD Bid Period | 15 | 18-Nov-26 | 10-Dec-26 |
| EST-DD-155 | Package & Submit 50% DD OPC | 5 | 11-Dec-26 | 17-Dec-26 |
| **County Review - Milestone 3 Documents** | | | | |
| MS3-115 | Submit Milestone 3 Documents | 0 | | 17-Dec-26 |
| MS3-125 | County Review Milestone 3 Documents | 10 | 18-Dec-26 | 04-Jan-27 |
| MS3-135 | County Provides Comments on Milestone 3 Documents | 0 | | 04-Jan-27 |
| **Milestone 4 - 100% DD & GMP** | | | | |
| **100% Design Development** | | | | |
| D-DD-135 | Develop 100% Design Development Documents (Pricing Set) | 30 | 18-Dec-26 | 01-Feb-27 |
| D-DD-155 | Incorporate Comments from CEQA into 100% DD Set | 30 | 18-Dec-26 | 01-Feb-27 |
| D-DD-175 | Incorporate Comments from County Review of MS3 | 20 | 05-Jan-27 | 01-Feb-27 |
| D-DD-145 | Develop 100% Design Development Documents (Final Submittal Set) | 43 | 02-Feb-27 | 01-Apr-27 |
| **Schedule Development** | | | | |
| SCHED-155 | Validate / Renfine Phase 2 Schedule Based on 100% DD | 43 | 02-Feb-27 | 01-Apr-27 |
| **GMP** | | | | |
| GMP-115 | Develop GMP Bid Package / Engage Trade Partners | 3 | 02-Feb-27 | 04-Feb-27 |
| GMP-125 | GMP Bid Period | 20 | 05-Feb-27 | 04-Mar-27 |
| GMP-135 | Scope & Review Bids | 15 | 05-Mar-27 | 25-Mar-27 |
| GMP-145 | GC Recommendations | 5 | 26-Mar-27 | 01-Apr-27 |
| GMP-155 | Package & Submit GMP | 8 | 02-Apr-27 | 13-Apr-27 |
| **County Review - Milestone 4 Documents** | | | | |
| GMP-185 | Submit GMP | 0 | | 13-Apr-27 |
| GMP-165 | County Review & Approve GMP | 10 | 14-Apr-27 | 27-Apr-27 |
| GMP-175 | GMP Approval / Release Phase 2 | 0 | | 27-Apr-27 |
| **Preconstruction - Phase 2** | | | | |
| **Design and Permitting** | | | | |
| **Site Make-Ready Package** | | | | |
| D-CD-SMR-135 | Develop 100% Construction Documents - SMR Package | 40 | 28-Apr-27 | 23-Jun-27 |
| D-CD-SMR-145 | Package & Submit for Plan Check - SMR Package | 5 | 24-Jun-27 | 30-Jun-27 |
| D-CD-SMR-155 | County Initial Plan Check Review & Comments - SMR Package | 20 | 01-Jul-27 | 29-Jul-27 |
| D-CD-SMR-165 | Address Comments and Submit 2nd Plan Check - SMR Package | 10 | 30-Jul-27 | 12-Aug-27 |
| D-CD-SMR-175 | County 2nd Plan Check Review & Approval - SMR Package | 10 | 13-Aug-27 | 26-Aug-27 |
| D-CD-SMR-205 | Pull Permit - SMR Package | 5 | 27-Aug-27 | 02-Sep-27 |
| **Building Package** | | | | |
| D-CD-SMR-215 | Develop 50% Construction Documents - Building Package | 40 | 28-Apr-27 | 23-Jun-27 |
| D-CD-SMR-225 | County Review 50% CD's - Building Package | 10 | 24-Jun-27 | 08-Jul-27 |
| D-CD-SMR-235 | Develop 100% Construction Documents - Building Package | 40 | 24-Jun-27 | 19-Aug-27 |
| D-CD-SMR-245 | Package & Submit for Plan Check - Building Package | 5 | 20-Aug-27 | 26-Aug-27 |
| D-CD-SMR-255 | County Initial Plan Check Review & Comments - Building Package | 20 | 27-Aug-27 | 24-Sep-27 |
| D-CD-SMR-265 | Address Comments and Submit 2nd Plan Check - Building Package | 10 | 27-Sep-27 | 08-Oct-27 |
| D-CD-SMR-275 | County 2nd Plan Check Review & Comments - Building Package | 10 | 11-Oct-27 | 22-Oct-27 |
| D-CD-SMR-285 | Address Comments and Submit 3rd Plan Check - Building Package | 10 | 25-Oct-27 | 05-Nov-27 |
| D-CD-SMR-295 | County 3rd Plan Check Review & Approval - Building Package | 10 | 08-Nov-27 | 22-Nov-27 |



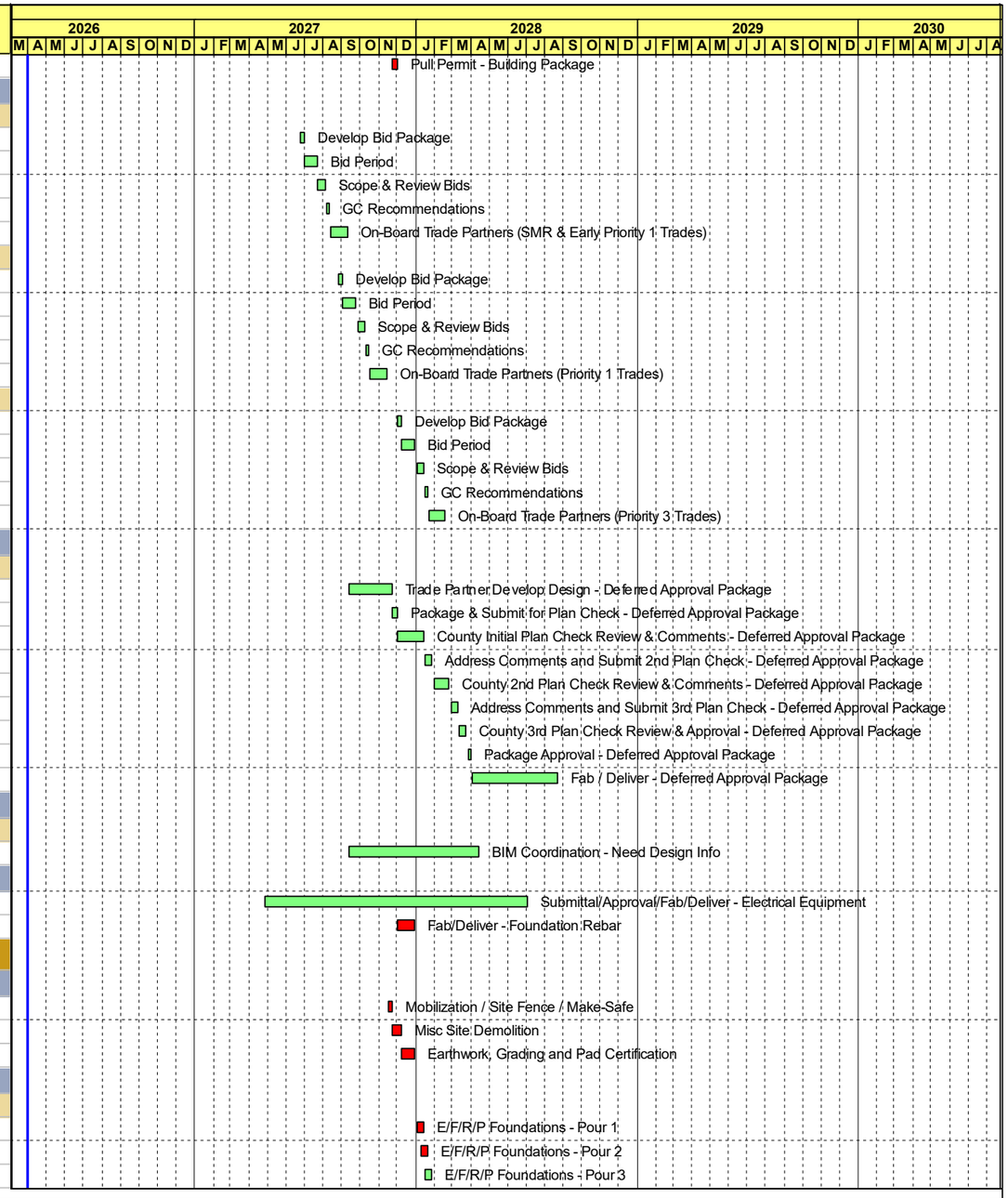

Run Date - 23-Oct-25
Start Date - 01-Apr-26
Finish Date - 02-May-29
Data Date - 01-Apr-26

**San Bernardino County DPW Headquarters Replacement - Steel Structure**
Design and Construction Schedule
RFP Schedule

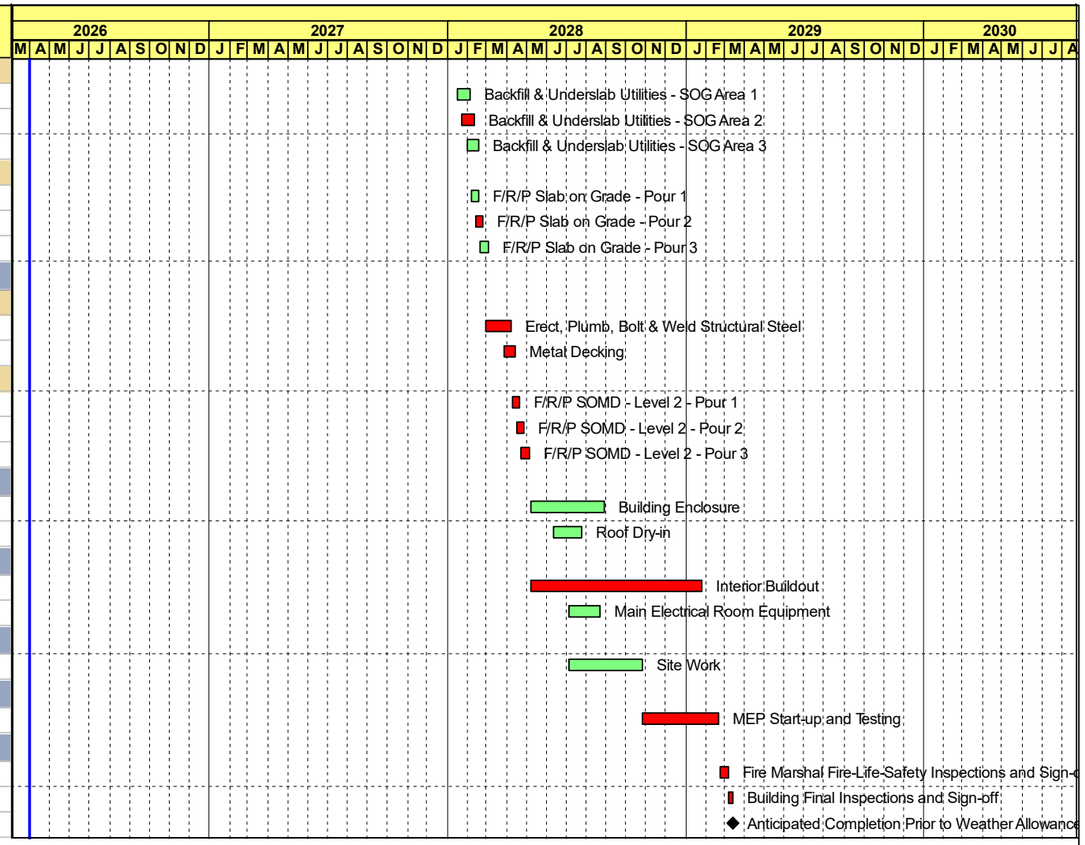
COM2025-07B

Data Date: 01-Apr-26

| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| D-CD-SMR-305 | Pull Permit - Building Package | 5 | 23-Nov-27 | 01-Dec-27 |
| **Trade Partner On-Boarding** | | | | |
| **Priority 1 On-Boarding (SMR Plan Check / 50% CD Set)** | | | | |
| TPOB-115 | Develop Bid Package | 5 | 24-Jun-27 | 30-Jun-27 |
| TPOB-125 | Bid Period | 15 | 01-Jul-27 | 22-Jul-27 |
| TPOB-135 | Scope & Review Bids | 10 | 23-Jul-27 | 05-Aug-27 |
| TPOB-145 | GC Recommendations | 5 | 06-Aug-27 | 12-Aug-27 |
| TPOB-155 | On-Board Trade Partners (SMR & Early Priority 1 Trades) | 20 | 13-Aug-27 | 10-Sep-27 |
| **Priority 2 On-Boarding (Plan Check Set)** | | | | |
| TPOB-215 | Develop Bid Package | 5 | 27-Aug-27 | 02-Sep-27 |
| TPOB-225 | Bid Period | 15 | 03-Sep-27 | 24-Sep-27 |
| TPOB-235 | Scope & Review Bids | 10 | 27-Sep-27 | 08-Oct-27 |
| TPOB-245 | GC Recommendations | 5 | 11-Oct-27 | 15-Oct-27 |
| TPOB-255 | On-Board Trade Partners (Priority 1 Trades) | 20 | 18-Oct-27 | 15-Nov-27 |
| **Priority 3 On-Boarding (Permit Set)** | | | | |
| TPOB-315 | Develop Bid Package | 5 | 02-Dec-27 | 08-Dec-27 |
| TPOB-325 | Bid Period | 15 | 09-Dec-27 | 30-Dec-27 |
| TPOB-335 | Scope & Review Bids | 10 | 03-Jan-28 | 14-Jan-28 |
| TPOB-345 | GC Recommendations | 5 | 17-Jan-28 | 21-Jan-28 |
| TPOB-355 | On-Board Trade Partners (Priority 3 Trades) | 20 | 24-Jan-28 | 18-Feb-28 |
| **Delegated Design / Deferred Approvals** | | | | |
| **Need More Info** | | | | |
| DA1-115 | Trade Partner Develop Design - Deferred Approval Package | 50 | 13-Sep-27 | 22-Nov-27 |
| DA1-125 | Package & Submit for Plan Check - Deferred Approval Package | 5 | 23-Nov-27 | 01-Dec-27 |
| DA1-135 | County Initial Plan Check Review & Comments - Deferred Approval Package | 30 | 02-Dec-27 | 14-Jan-28 |
| DA1-145 | Address Comments and Submit 2nd Plan Check - Deferred Approval Package | 10 | 17-Jan-28 | 28-Jan-28 |
| DA1-155 | County 2nd Plan Check Review & Comments - Deferred Approval Package | 20 | 31-Jan-28 | 25-Feb-28 |
| DA1-165 | Address Comments and Submit 3rd Plan Check - Deferred Approval Package | 10 | 28-Feb-28 | 10-Mar-28 |
| DA1-175 | County 3rd Plan Check Review & Approval - Deferred Approval Package | 10 | 13-Mar-28 | 24-Mar-28 |
| DA1-185 | Package Approval - Deferred Approval Package | 5 | 27-Mar-28 | 31-Mar-28 |
| DA1-195 | Fab / Deliver - Deferred Approval Package | 100 | 03-Apr-28 | 22-Aug-28 |
| **BIM Coordination** | | | | |
| **Need More Info** | | | | |
| BIM-115 | BIM Coordination - Need Design Info | 150 | 13-Sep-27 | 14-Apr-28 |
| **Submittals and Long Lead Procurement** | | | | |
| A1140 | Submittal/Approval/Fab/Deliver - Electrical Equipment | 300 | 28-Apr-27 | 03-Jul-28 |
| A1130 | Fab/Deliver - Foundation Rebar | 20 | 02-Dec-27 | 30-Dec-27 |
| **Constrcution - Phase 2** | | | | |
| **Site Make-Ready** | | | | |
| A1000 | Mobilization / Site Fence / Make-Safe | 5 | 16-Nov-27* | 22-Nov-27 |
| A1110 | Misc Site Demolition | 10 | 23-Nov-27 | 08-Dec-27 |
| A1120 | Earthwork, Grading and Pad Certification | 15 | 09-Dec-27 | 30-Dec-27 |
| **Substructure** | | | | |
| **Foundations** | | | | |
| A1150 | E/F/R/P Foundations - Pour 1 | 10 | 03-Jan-28 | 14-Jan-28 |
| A1160 | E/F/R/P Foundations - Pour 2 | 10 | 10-Jan-28 | 21-Jan-28 |
| A1290 | E/F/R/P Foundations - Pour 3 | 10 | 17-Jan-28 | 28-Jan-28 |



| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **Underslab Utilities** | | | | |
| A1190 | Backfill & Underslab Utilities - SOG Area 1 | 15 | 17-Jan-28 | 04-Feb-28 |
| A1200 | Backfill & Underslab Utilities - SOG Area 2 | 15 | 24-Jan-28 | 11-Feb-28 |
| A1310 | Backfill & Underslab Utilities - SOG Area 3 | 15 | 31-Jan-28 | 18-Feb-28 |
| **Slab on Grade** | | | | |
| A1210 | F/R/P Slab on Grade - Pour 1 | 10 | 07-Feb-28 | 18-Feb-28 |
| A1220 | F/R/P Slab on Grade - Pour 2 | 10 | 14-Feb-28 | 25-Feb-28 |
| A1320 | F/R/P Slab on Grade - Pour 3 | 10 | 21-Feb-28 | 03-Mar-28 |
| **Superstructure** | | | | |
| **Structural Steel** | | | | |
| A1230 | Erect, Plumb, Bolt & Weld Structural Steel | 30 | 28-Feb-28 | 07-Apr-28 |
| A1240 | Metal Decking | 15 | 27-Mar-28 | 14-Apr-28 |
| **Level 2 Slab on Metal Decks** | | | | |
| A1250 | F/R/P SOMD - Level 2 - Pour 1 | 10 | 10-Apr-28 | 21-Apr-28 |
| A1260 | F/R/P SOMD - Level 2 - Pour 2 | 10 | 17-Apr-28 | 28-Apr-28 |
| A1340 | F/R/P SOMD - Level 2 - Pour 3 | 10 | 24-Apr-28 | 05-May-28 |
| **Building Enclosure** | | | | |
| A1020 | Building Enclosure | 80 | 08-May-28 | 29-Aug-28 |
| A1090 | Roof Dry-in | 30 | 13-Jun-28 | 25-Jul-28 |
| **Interior Buildout** | | | | |
| A1030 | Interior Buildout | 180 | 08-May-28 | 24-Jan-29 |
| A1100 | Main Electrical Room Equipment | 35 | 05-Jul-28 | 22-Aug-28 |
| **Site Work** | | | | |
| A1040 | Site Work | 80 | 05-Jul-28 | 25-Oct-28 |
| **MEP Start-up and Testing** | | | | |
| A1050 | MEP Start-up and Testing | 80 | 26-Oct-28 | 21-Feb-29 |
| **Project Completion** | | | | |
| A1060 | Fire Marshal Fire-Life-Safety Inspections and Sign-off | 10 | 22-Feb-29 | 07-Mar-29 |
| A1070 | Building Final Inspections and Sign-off | 5 | 08-Mar-29 | 14-Mar-29 |
| A1080 | Anticipated Completion Prior to Weather Allowance | 0 | | 14-Mar-29 |



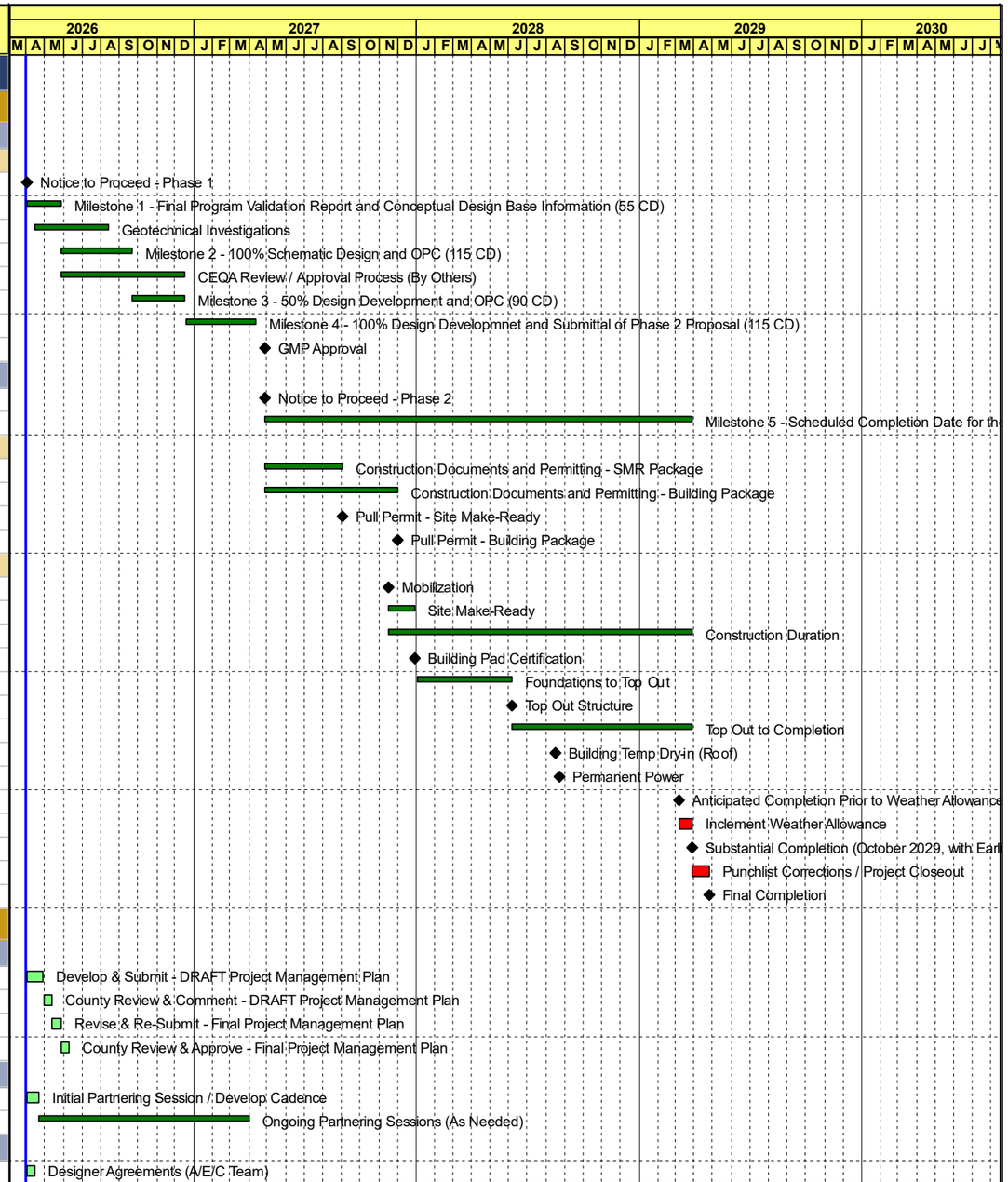

Run Date - 23-Oct-25
Start Date - 01-Apr-26
Finish Date - 02-May-29
Data Date - 01-Apr-26

**San Bernardino County DPW Headquarters Replacement - Steel Structure**
Design and Construction Schedule
RFP Schedule

COM2025-07B

Data Date: 01-Apr-26

| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **San Bernardino County DPW Headquarters Replacement - Tilt Up** | | | | |
| **Summary and Milestones** | | | | |
| **Phase 1** | | | | |
| **Preconstruction** | | | | |
| MILE-115 | Notice to Proceed - Phase 1 | 0 | 01-Apr-26 | |
| SUM-115 | Milestone 1 - Final Program Validation Report and Conceptual Design Base Information (55 CD) | 57 | 01-Apr-26 | 27-May-26 |
| SUM-255 | Geotechnical Investigations | 85 | 15-Apr-26 | 13-Aug-26 |
| SUM-125 | Milestone 2 - 100% Schematic Design and OPC (115 CD) | 117 | 28-May-26 | 21-Sep-26 |
| SUM-165 | CEQA Review / Approval Process (By Others) | 141 | 28-May-26 | 17-Dec-26 |
| SUM-135 | Milestone 3 - 50% Design Development and OPC (90 CD) | 87 | 22-Sep-26 | 17-Dec-26 |
| SUM-145 | Milestone 4 - 100% Design Developmnet and Submittal of Phase 2 Proposal (115 CD) | 117 | 18-Dec-26 | 13-Apr-27 |
| MILE-135 | GMP Approval | 0 | | 27-Apr-27 |
| **Phase 2** | | | | |
| MILE-125 | Notice to Proceed - Phase 2 | 0 | 28-Apr-27 | |
| SUM-155 | Milestone 5 - Scheduled Completion Date for the Phase 2 Work | 485 | 28-Apr-27 | 28-Mar-29 |
| **Preconstruction** | | | | |
| SUM-185 | Construction Documents and Permitting - SMR Package | 90 | 28-Apr-27 | 02-Sep-27 |
| SUM-205 | Construction Documents and Permitting - Building Package | 150 | 28-Apr-27 | 01-Dec-27 |
| MILE-225 | Pull Permit - Site Make-Ready | 0 | | 02-Sep-27 |
| MILE-235 | Pull Permit - Building Package | 0 | | 01-Dec-27 |
| **Construction** | | | | |
| MILE-215 | Mobilization | 0 | 16-Nov-27 | |
| SUM-195 | Site Make-Ready | 30 | 16-Nov-27 | 30-Dec-27 |
| SUM-175 | Construction Duration | 345 | 16-Nov-27 | 28-Mar-29 |
| MILE-175 | Building Pad Certification | 0 | | 30-Dec-27 |
| SUM-235 | Foundations to Top Out | 110 | 03-Jan-28 | 05-Jun-28 |
| MILE-185 | Top Out Structure | 0 | | 05-Jun-28 |
| SUM-245 | Top Out to Completion | 205 | 06-Jun-28 | 28-Mar-29 |
| MILE-195 | Building Temp Dry-in (Roof) | 0 | | 15-Aug-28 |
| MILE-205 | Permanent Power | 0 | | 22-Aug-28 |
| MILE-145 | Anticipated Completion Prior to Weather Allowance | 0 | | 07-Mar-29 |
| SUM-215 | Inclement Weather Allowance | 15 | 08-Mar-29 | 28-Mar-29 |
| MILE-155 | Substantial Completion (October 2029, with Earlier Delivery Preferred) | 0 | | 28-Mar-29 |
| SUM-225 | Punchlist Corrections / Project Closeout | 20 | 29-Mar-29 | 25-Apr-29 |
| MILE-165 | Final Completion | 0 | | 25-Apr-29 |
| **Preconstrcution - Phase 1** | | | | |
| **Project Management Plan** | | | | |
| PMP-115 | Develop & Submit - DRAFT Project Management Plan | 20 | 01-Apr-26 | 28-Apr-26 |
| PMP-125 | County Review & Comment - DRAFT Project Management Plan | 10 | 29-Apr-26 | 12-May-26 |
| PMP-135 | Revise & Re-Submit - Final Project Management Plan | 10 | 13-May-26 | 27-May-26 |
| PMP-145 | County Review & Approve - Final Project Management Plan | 10 | 28-May-26 | 10-Jun-26 |
| **Partnering Sessions** | | | | |
| PARTNER-115 | Initial Partnering Session / Develop Cadence | 15 | 01-Apr-26 | 21-Apr-26 |
| PARTNER-125 | Ongoing Partnering Sessions (As Needed) | 239 | 22-Apr-26 | 01-Apr-27 |
| **Design Partner On-Boarding** | | | | |
| DPOB-115 | Designer Agreements (A/E/C Team) | 10 | 01-Apr-26 | 14-Apr-26 |



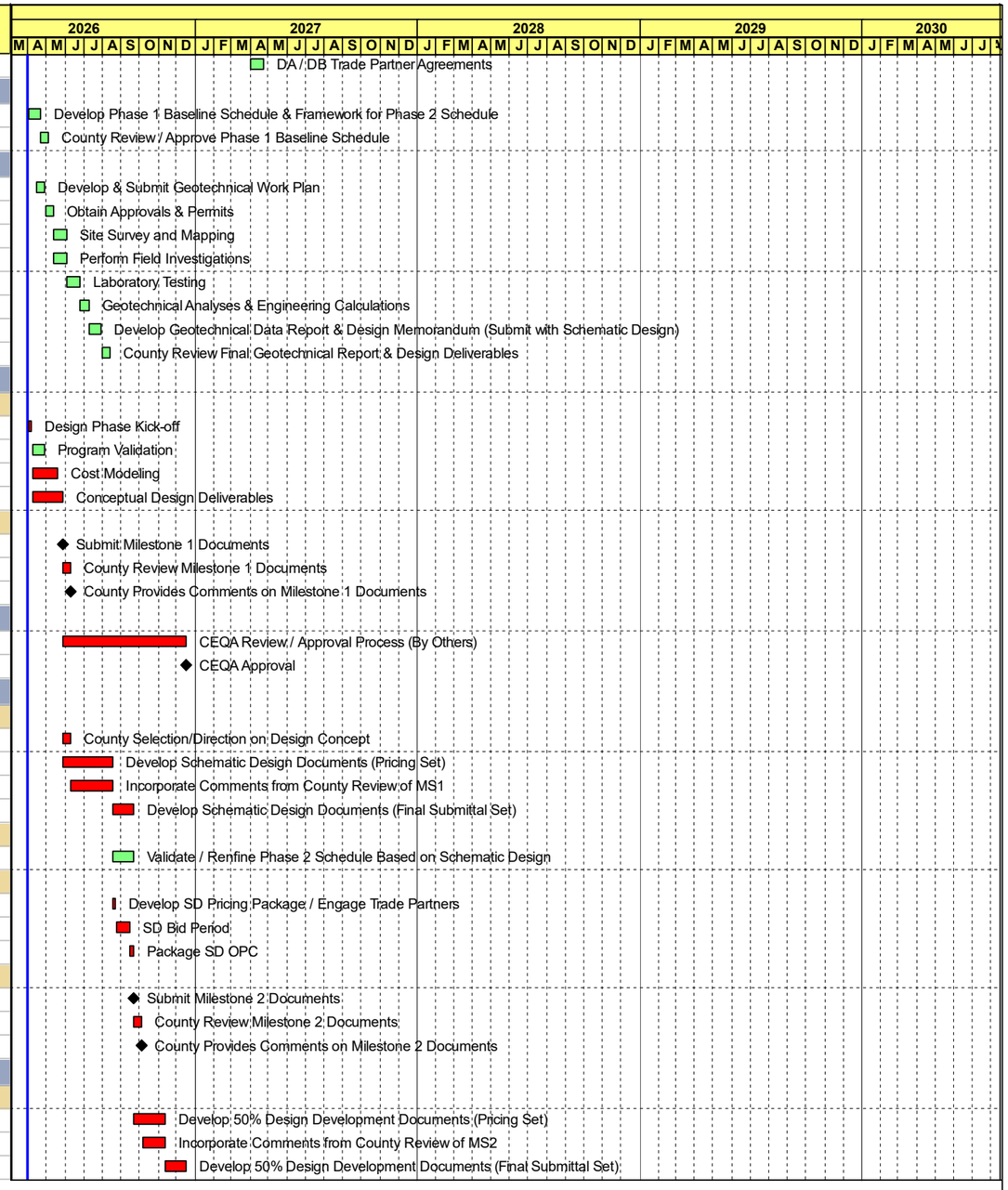

Run Date - 23-Oct-25
Start Date - 01-Apr-26
Finish Date - 25-Apr-29
Data Date - 01-Apr-26

**San Bernardino County DPW Headquarters Replacement - Tilt Up**
Design and Construction Schedule
RFP Schedule

COM2025-07C

Data Date: 01-Apr-26

| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| DPOB-125 | DA / DB Trade Partner Agreements | 15 | 02-Apr-27 | 22-Apr-27 |
| **Schedule Development** | | | | |
| SCHED-115 | Develop Phase 1 Baseline Schedule & Framework for Phase 2 Schedule | 15 | 01-Apr-26 | 21-Apr-26 |
| SCHED-125 | County Review / Approve Phase 1 Baseline Schedule | 10 | 22-Apr-26 | 05-May-26 |
| **Site Survey & Geotechnical Investigations** | | | | |
| GEOTECH-125 | Develop & Submit Geotechnical Work Plan | 10 | 15-Apr-26 | 28-Apr-26 |
| GEOTECH-135 | Obtain Approvals & Permits | 10 | 29-Apr-26 | 12-May-26 |
| GEOTECH-115 | Site Survey and Mapping | 15 | 13-May-26 | 03-Jun-26 |
| GEOTECH-155 | Perform Field Investigations | 15 | 13-May-26 | 03-Jun-26 |
| GEOTECH-165 | Laboratory Testing | 15 | 04-Jun-26 | 24-Jun-26 |
| GEOTECH-175 | Geotechnical Analyses & Engineering Calculations | 10 | 25-Jun-26 | 09-Jul-26 |
| GEOTECH-185 | Develop Geotechnical Data Report & Design Memorandum (Submit with Schematic Design) | 15 | 10-Jul-26 | 30-Jul-26 |
| GEOTECH-195 | County Review Final Geotechnical Report & Design Deliverables | 10 | 31-Jul-26 | 13-Aug-26 |
| **Milestone 1 - Program Validation & Conceptual Design** | | | | |
| **Design Validation & Concept Design Deliverables** | | | | |
| D-DV-115 | Design Phase Kick-off | 5 | 01-Apr-26 | 07-Apr-26 |
| D-DV-135 | Program Validation | 15 | 08-Apr-26 | 28-Apr-26 |
| D-DV-145 | Cost Modeling | 30 | 08-Apr-26 | 19-May-26 |
| D-DV-125 | Conceptual Design Deliverables | 35 | 08-Apr-26 | 27-May-26 |
| **County Review - Milestone 1 Documents** | | | | |
| MS1-115 | Submit Milestone 1 Documents | 0 | | 27-May-26 |
| MS1-125 | County Review Milestone 1 Documents | 10 | 28-May-26 | 10-Jun-26 |
| MS1-135 | County Provides Comments on Milestone 1 Documents | 0 | | 10-Jun-26 |
| **California Environmental Quality Act (CEQA)** | | | | |
| CEQA-115 | CEQA Review / Approval Process (By Others) | 141 | 28-May-26 | 17-Dec-26 |
| CEQA-125 | CEQA Approval | 0 | | 17-Dec-26 |
| **Milestone 2 - Schematic Design & OPC** | | | | |
| **Schematic Design** | | | | |
| D-SD-135 | County Selection/Direction on Design Concept | 10 | 28-May-26 | 10-Jun-26 |
| D-SD-115 | Develop Schematic Design Documents (Pricing Set) | 58 | 28-May-26 | 18-Aug-26 |
| D-SD-145 | Incorporate Comments from County Review of MS1 | 48 | 11-Jun-26 | 18-Aug-26 |
| D-SD-125 | Develop Schematic Design Documents (Final Submittal Set) | 23 | 19-Aug-26 | 21-Sep-26 |
| **Schedule Development** | | | | |
| SCHED-135 | Validate / Renfine Phase 2 Schedule Based on Schematic Design | 23 | 19-Aug-26 | 21-Sep-26 |
| **Opinion of Probable Cost (SD)** | | | | |
| EST-SD-145 | Develop SD Pricing Package / Engage Trade Partners | 3 | 19-Aug-26 | 21-Aug-26 |
| EST-SD-115 | SD Bid Period | 15 | 24-Aug-26 | 14-Sep-26 |
| EST-SD-155 | Package SD OPC | 5 | 15-Sep-26 | 21-Sep-26 |
| **County Review - Milestone 2 Documents** | | | | |
| MS2-115 | Submit Milestone 2 Documents | 0 | | 21-Sep-26 |
| MS2-125 | County Review Milestone 2 Documents | 10 | 22-Sep-26 | 05-Oct-26 |
| MS2-135 | County Provides Comments on Milestone 2 Documents | 0 | | 05-Oct-26 |
| **Milestone 3 - 50% DD & OPC** | | | | |
| **50% Design Development** | | | | |
| D-DD-115 | Develop 50% Design Development Documents (Pricing Set) | 37 | 22-Sep-26 | 12-Nov-26 |
| D-DD-165 | Incorporate Comments from County Review of MS2 | 27 | 06-Oct-26 | 12-Nov-26 |
| D-DD-125 | Develop 50% Design Development Documents (Final Submittal Set) | 23 | 13-Nov-26 | 17-Dec-26 |



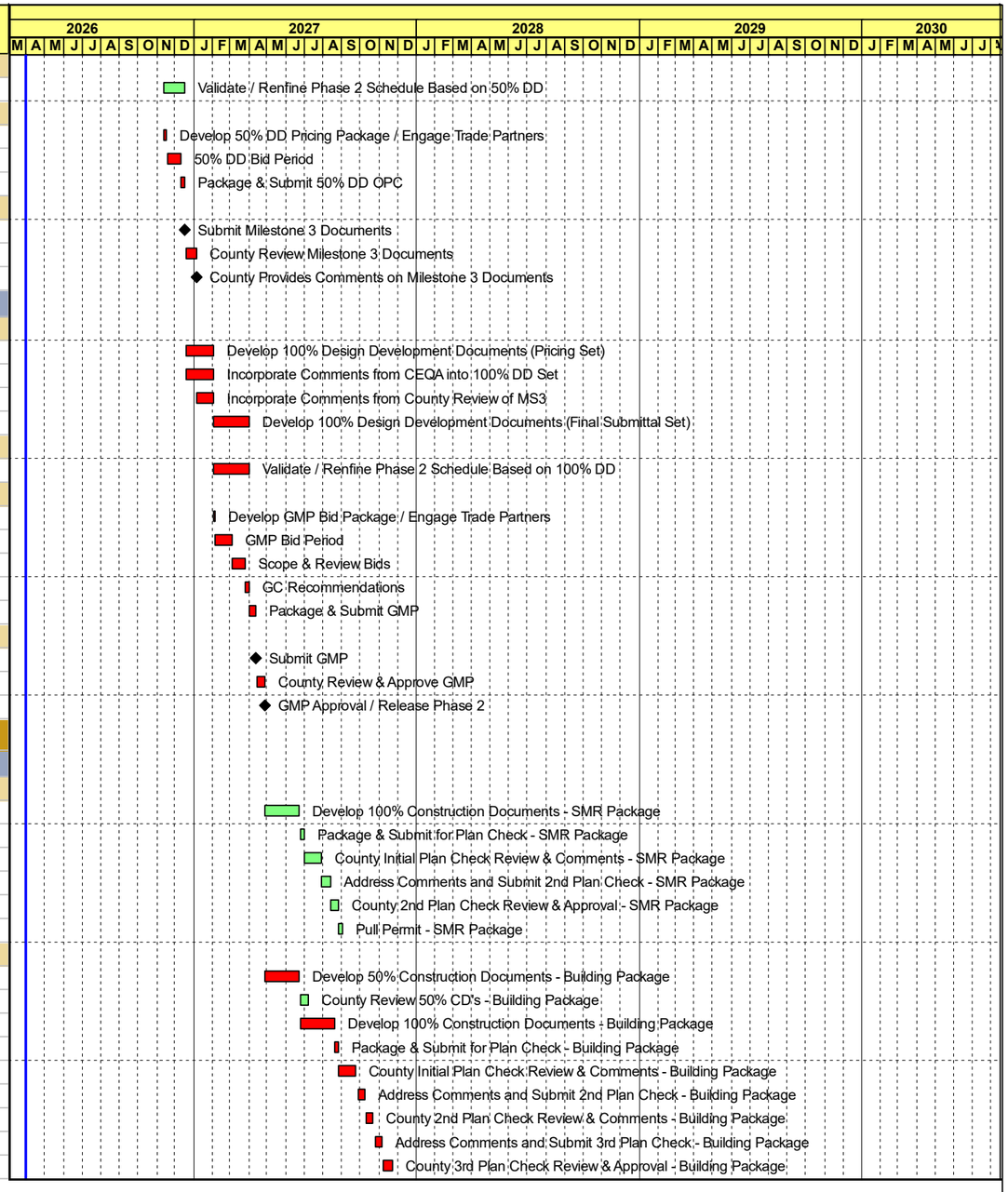

Run Date - 23-Oct-25
Start Date - 01-Apr-26
Finish Date - 25-Apr-29
Data Date - 01-Apr-26

**San Bernardino County DPW Headquarters Replacement - Tilt Up**
Design and Construction Schedule
RFP Schedule

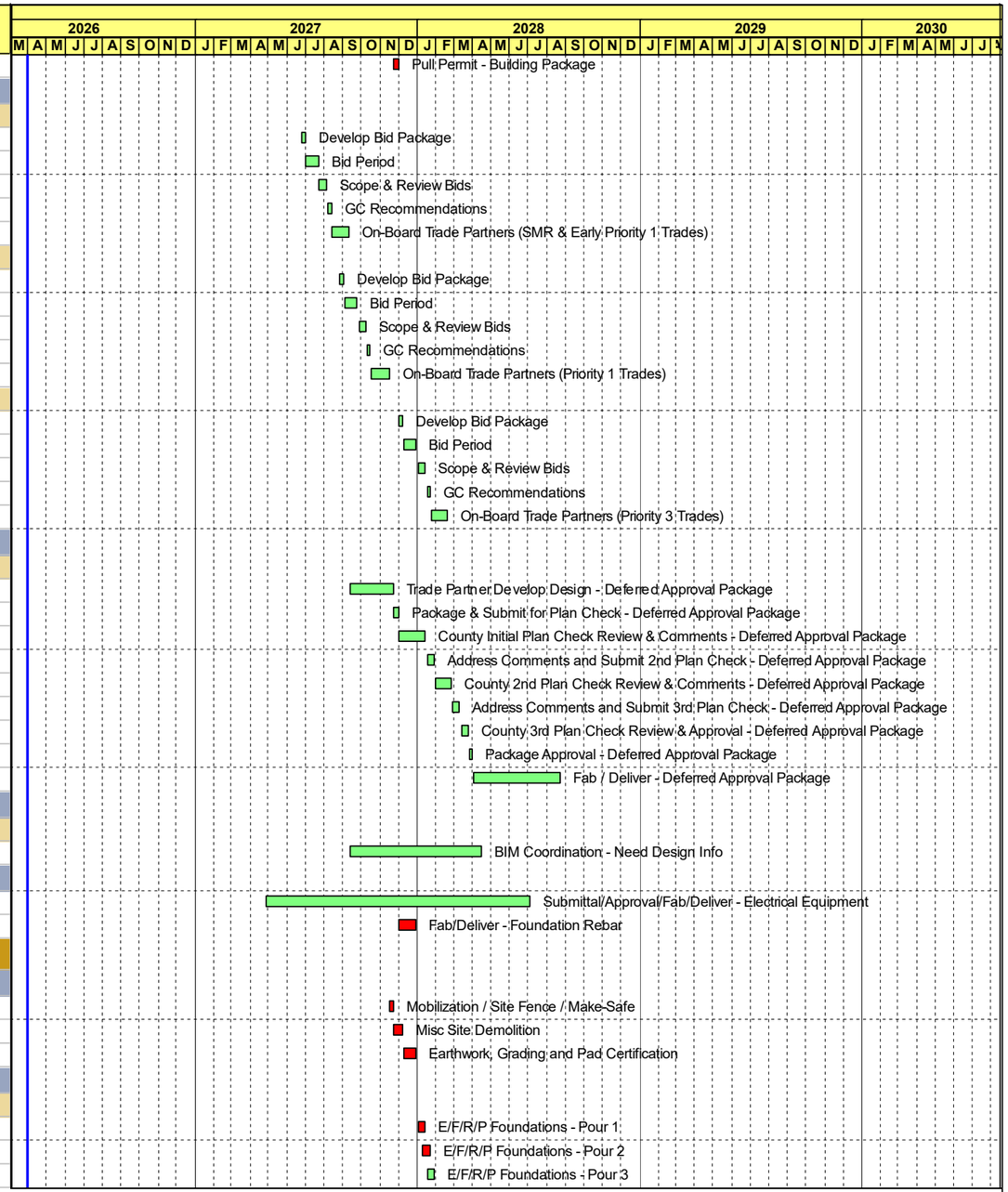
COM2025-07C

Data Date: 01-Apr-26

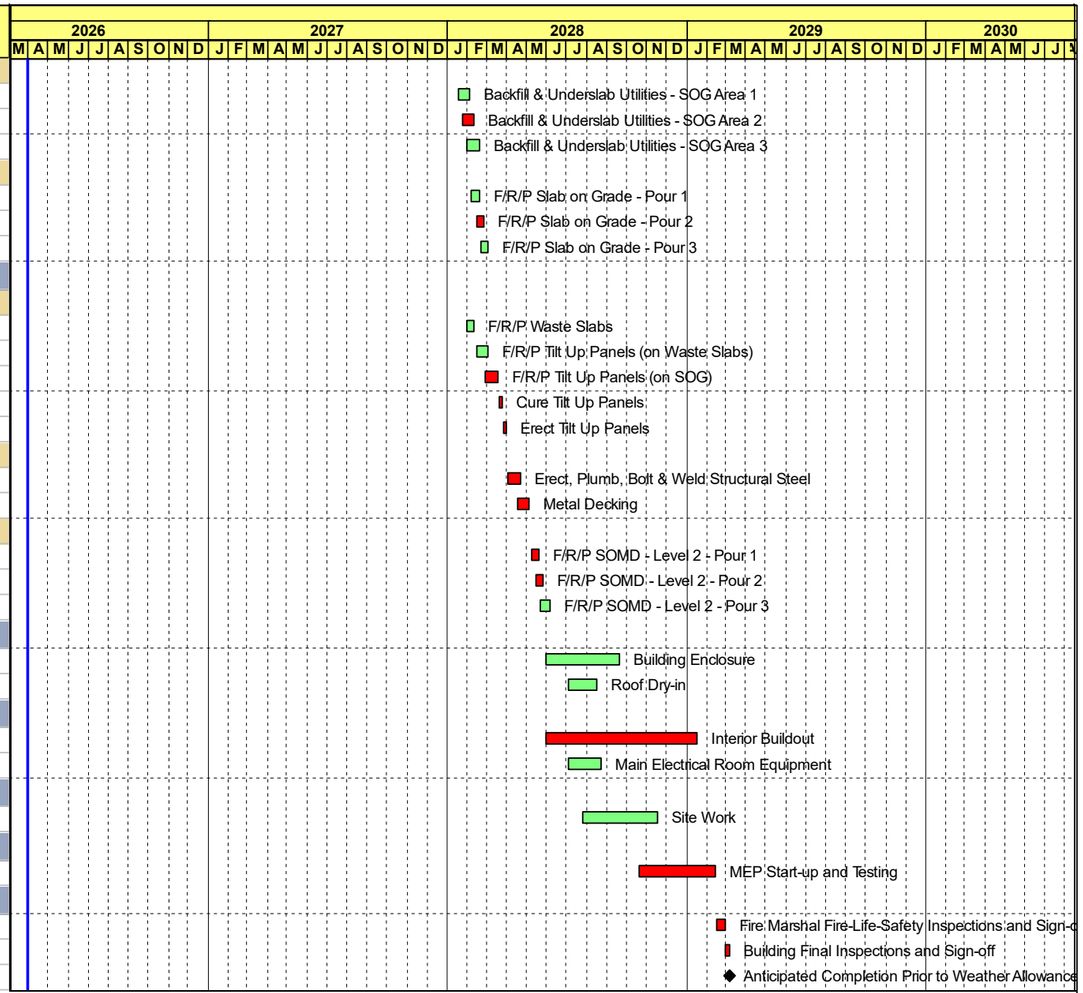
| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **Schedule Development** | | | | |
| SCHED-145 | Validate / Renfine Phase 2 Schedule Based on 50% DD | 23 | 13-Nov-26 | 17-Dec-26 |
| **Opinion of Probable Cost (50% DD)** | | | | |
| EST-DD-145 | Develop 50% DD Pricing Package / Engage Trade Partners | 3 | 13-Nov-26 | 17-Nov-26 |
| EST-DD-115 | 50% DD Bid Period | 15 | 18-Nov-26 | 10-Dec-26 |
| EST-DD-155 | Package & Submit 50% DD OPC | 5 | 11-Dec-26 | 17-Dec-26 |
| **County Review - Milestone 3 Documents** | | | | |
| MS3-115 | Submit Milestone 3 Documents | 0 | | 17-Dec-26 |
| MS3-125 | County Review Milestone 3 Documents | 10 | 18-Dec-26 | 04-Jan-27 |
| MS3-135 | County Provides Comments on Milestone 3 Documents | 0 | | 04-Jan-27 |
| **Milestone 4 - 100% DD & GMP** | | | | |
| **100% Design Development** | | | | |
| D-DD-135 | Develop 100% Design Development Documents (Pricing Set) | 30 | 18-Dec-26 | 01-Feb-27 |
| D-DD-155 | Incorporate Comments from CEQA into 100% DD Set | 30 | 18-Dec-26 | 01-Feb-27 |
| D-DD-175 | Incorporate Comments from County Review of MS3 | 20 | 05-Jan-27 | 01-Feb-27 |
| D-DD-145 | Develop 100% Design Development Documents (Final Submittal Set) | 43 | 02-Feb-27 | 01-Apr-27 |
| **Schedule Development** | | | | |
| SCHED-155 | Validate / Renfine Phase 2 Schedule Based on 100% DD | 43 | 02-Feb-27 | 01-Apr-27 |
| **GMP** | | | | |
| GMP-115 | Develop GMP Bid Package / Engage Trade Partners | 3 | 02-Feb-27 | 04-Feb-27 |
| GMP-125 | GMP Bid Period | 20 | 05-Feb-27 | 04-Mar-27 |
| GMP-135 | Scope & Review Bids | 15 | 05-Mar-27 | 25-Mar-27 |
| GMP-145 | GC Recommendations | 5 | 26-Mar-27 | 01-Apr-27 |
| GMP-155 | Package & Submit GMP | 8 | 02-Apr-27 | 13-Apr-27 |
| **County Review - Milestone 4 Documents** | | | | |
| GMP-185 | Submit GMP | 0 | | 13-Apr-27 |
| GMP-165 | County Review & Approve GMP | 10 | 14-Apr-27 | 27-Apr-27 |
| GMP-175 | GMP Approval / Release Phase 2 | 0 | | 27-Apr-27 |
| **Preconstruction - Phase 2** | | | | |
| **Design and Permitting** | | | | |
| **Site Make-Ready Package** | | | | |
| D-CD-SMR-135 | Develop 100% Construction Documents - SMR Package | 40 | 28-Apr-27 | 23-Jun-27 |
| D-CD-SMR-145 | Package & Submit for Plan Check - SMR Package | 5 | 24-Jun-27 | 30-Jun-27 |
| D-CD-SMR-155 | County Initial Plan Check Review & Comments - SMR Package | 20 | 01-Jul-27 | 29-Jul-27 |
| D-CD-SMR-165 | Address Comments and Submit 2nd Plan Check - SMR Package | 10 | 30-Jul-27 | 12-Aug-27 |
| D-CD-SMR-175 | County 2nd Plan Check Review & Approval - SMR Package | 10 | 13-Aug-27 | 26-Aug-27 |
| D-CD-SMR-205 | Pull Permit - SMR Package | 5 | 27-Aug-27 | 02-Sep-27 |
| **Building Package** | | | | |
| D-CD-SMR-215 | Develop 50% Construction Documents - Building Package | 40 | 28-Apr-27 | 23-Jun-27 |
| D-CD-SMR-225 | County Review 50% CD's - Building Package | 10 | 24-Jun-27 | 08-Jul-27 |
| D-CD-SMR-235 | Develop 100% Construction Documents - Building Package | 40 | 24-Jun-27 | 19-Aug-27 |
| D-CD-SMR-245 | Package & Submit for Plan Check - Building Package | 5 | 20-Aug-27 | 26-Aug-27 |
| D-CD-SMR-255 | County Initial Plan Check Review & Comments - Building Package | 20 | 27-Aug-27 | 24-Sep-27 |
| D-CD-SMR-265 | Address Comments and Submit 2nd Plan Check - Building Package | 10 | 27-Sep-27 | 08-Oct-27 |
| D-CD-SMR-275 | County 2nd Plan Check Review & Comments - Building Package | 10 | 11-Oct-27 | 22-Oct-27 |
| D-CD-SMR-285 | Address Comments and Submit 3rd Plan Check - Building Package | 10 | 25-Oct-27 | 05-Nov-27 |
| D-CD-SMR-295 | County 3rd Plan Check Review & Approval - Building Package | 10 | 08-Nov-27 | 22-Nov-27 |



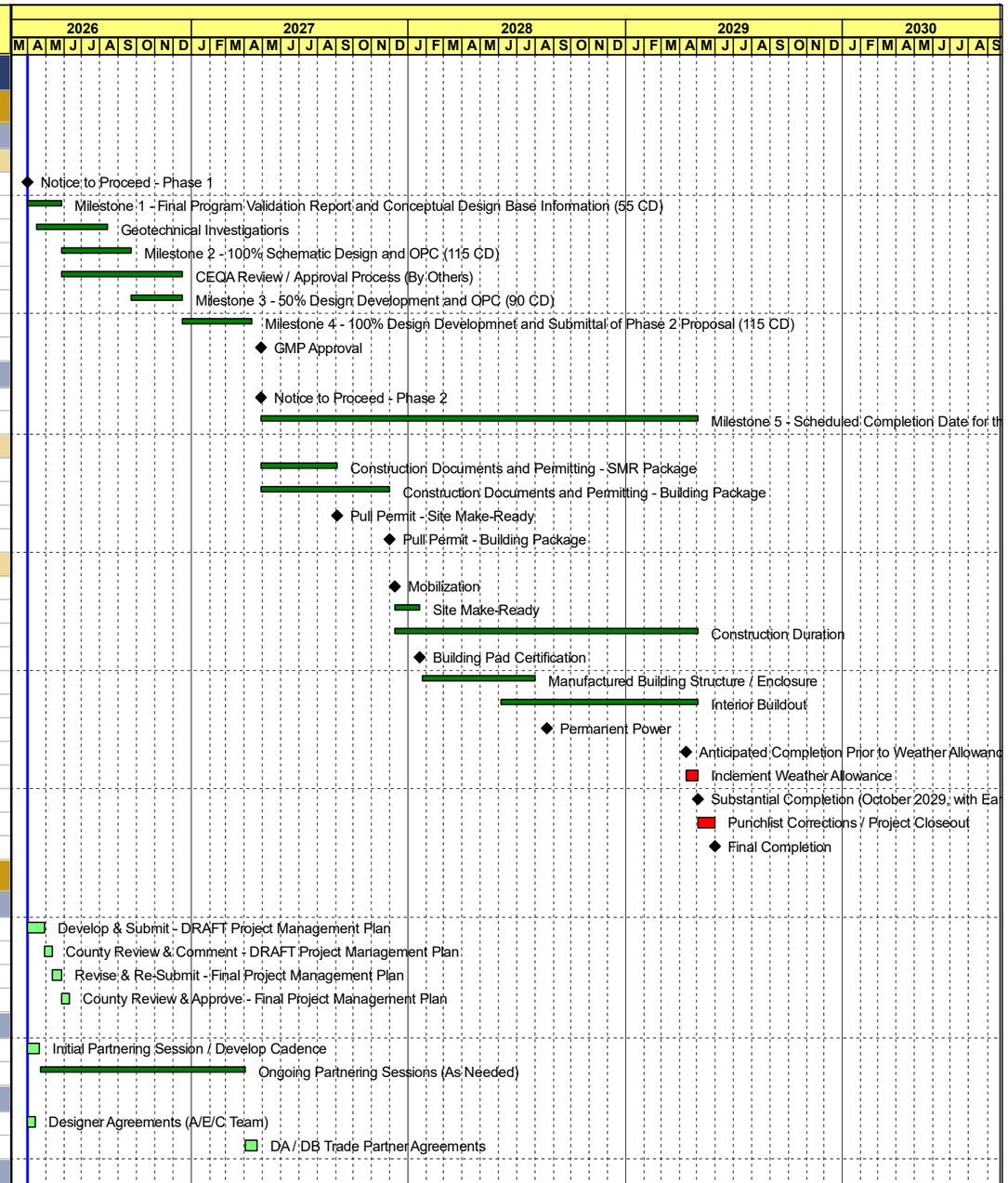
| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| D-CD-SMR-305 | Pull Permit - Building Package | 5 | 23-Nov-27 | 01-Dec-27 |
| **Trade Partner On-Boarding** | | | | |
| **Priority 1 On-Boarding (SMR Plan Check / 50% CD Set)** | | | | |
| TPOB-115 | Develop Bid Package | 5 | 24-Jun-27 | 30-Jun-27 |
| TPOB-125 | Bid Period | 15 | 01-Jul-27 | 22-Jul-27 |
| TPOB-135 | Scope & Review Bids | 10 | 23-Jul-27 | 05-Aug-27 |
| TPOB-145 | GC Recommendations | 5 | 06-Aug-27 | 12-Aug-27 |
| TPOB-155 | On-Board Trade Partners (SMR & Early Priority 1 Trades) | 20 | 13-Aug-27 | 10-Sep-27 |
| **Priority 2 On-Boarding (Plan Check Set)** | | | | |
| TPOB-215 | Develop Bid Package | 5 | 27-Aug-27 | 02-Sep-27 |
| TPOB-225 | Bid Period | 15 | 03-Sep-27 | 24-Sep-27 |
| TPOB-235 | Scope & Review Bids | 10 | 27-Sep-27 | 08-Oct-27 |
| TPOB-245 | GC Recommendations | 5 | 11-Oct-27 | 15-Oct-27 |
| TPOB-255 | On-Board Trade Partners (Priority 1 Trades) | 20 | 18-Oct-27 | 15-Nov-27 |
| **Priority 3 On-Boarding (Permit Set)** | | | | |
| TPOB-315 | Develop Bid Package | 5 | 02-Dec-27 | 08-Dec-27 |
| TPOB-325 | Bid Period | 15 | 09-Dec-27 | 30-Dec-27 |
| TPOB-335 | Scope & Review Bids | 10 | 03-Jan-28 | 14-Jan-28 |
| TPOB-345 | GC Recommendations | 5 | 17-Jan-28 | 21-Jan-28 |
| TPOB-355 | On-Board Trade Partners (Priority 3 Trades) | 20 | 24-Jan-28 | 18-Feb-28 |
| **Delegated Design / Deferred Approvals** | | | | |
| **Need More Info** | | | | |
| DA1-115 | Trade Partner Develop Design - Deferred Approval Package | 50 | 13-Sep-27 | 22-Nov-27 |
| DA1-125 | Package & Submit for Plan Check - Deferred Approval Package | 5 | 23-Nov-27 | 01-Dec-27 |
| DA1-135 | County Initial Plan Check Review & Comments - Deferred Approval Package | 30 | 02-Dec-27 | 14-Jan-28 |
| DA1-145 | Address Comments and Submit 2nd Plan Check - Deferred Approval Package | 10 | 17-Jan-28 | 28-Jan-28 |
| DA1-155 | County 2nd Plan Check Review & Comments - Deferred Approval Package | 20 | 31-Jan-28 | 25-Feb-28 |
| DA1-165 | Address Comments and Submit 3rd Plan Check - Deferred Approval Package | 10 | 28-Feb-28 | 10-Mar-28 |
| DA1-175 | County 3rd Plan Check Review & Approval - Deferred Approval Package | 10 | 13-Mar-28 | 24-Mar-28 |
| DA1-185 | Package Approval - Deferred Approval Package | 5 | 27-Mar-28 | 31-Mar-28 |
| DA1-195 | Fab / Deliver - Deferred Approval Package | 100 | 03-Apr-28 | 22-Aug-28 |
| **BIM Coordination** | | | | |
| **Need More Info** | | | | |
| BIM-115 | BIM Coordination - Need Design Info | 150 | 13-Sep-27 | 14-Apr-28 |
| **Submittals and Long Lead Procurement** | | | | |
| A1140 | Submittal/Approval/Fab/Deliver - Electrical Equipment | 300 | 28-Apr-27 | 03-Jul-28 |
| A1130 | Fab/Deliver - Foundation Rebar | 20 | 02-Dec-27 | 30-Dec-27 |
| **Constrcution - Phase 2** | | | | |
| **Site Make-Ready** | | | | |
| A1000 | Mobilization / Site Fence / Make-Safe | 5 | 16-Nov-27* | 22-Nov-27 |
| A1110 | Misc Site Demolition | 10 | 23-Nov-27 | 08-Dec-27 |
| A1120 | Earthwork, Grading and Pad Certification | 15 | 09-Dec-27 | 30-Dec-27 |
| **Substructure** | | | | |
| **Foundations** | | | | |
| A1150 | E/F/R/P Foundations - Pour 1 | 10 | 03-Jan-28 | 14-Jan-28 |
| A1160 | E/F/R/P Foundations - Pour 2 | 10 | 10-Jan-28 | 21-Jan-28 |
| A1290 | E/F/R/P Foundations - Pour 3 | 10 | 17-Jan-28 | 28-Jan-28 |



| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **Underslab Utilities** | | | | |
| A1190 | Backfill & Underslab Utilities - SOG Area 1 | 15 | 17-Jan-28 | 04-Feb-28 |
| A1200 | Backfill & Underslab Utilities - SOG Area 2 | 15 | 24-Jan-28 | 11-Feb-28 |
| A1310 | Backfill & Underslab Utilities - SOG Area 3 | 15 | 31-Jan-28 | 18-Feb-28 |
| **Slab on Grade** | | | | |
| A1210 | F/R/P Slab on Grade - Pour 1 | 10 | 07-Feb-28 | 18-Feb-28 |
| A1220 | F/R/P Slab on Grade - Pour 2 | 10 | 14-Feb-28 | 25-Feb-28 |
| A1320 | F/R/P Slab on Grade - Pour 3 | 10 | 21-Feb-28 | 03-Mar-28 |
| **Superstructure** | | | | |
| **Tilt Up Panels** | | | | |
| A1230 | F/R/P Waste Slabs | 10 | 31-Jan-28 | 11-Feb-28 |
| A1240 | F/R/P Tilt Up Panels (on Waste Slabs) | 15 | 14-Feb-28 | 03-Mar-28 |
| A1330 | F/R/P Tilt Up Panels (on SOG) | 15 | 28-Feb-28 | 17-Mar-28 |
| A1360 | Cure Tilt Up Panels | 5 | 20-Mar-28 | 24-Mar-28 |
| A1370 | Erect Tilt Up Panels | 5 | 27-Mar-28 | 31-Mar-28 |
| **Structural Steel** | | | | |
| A1250 | Erect, Plumb, Bolt & Weld Structural Steel | 15 | 03-Apr-28 | 21-Apr-28 |
| A1260 | Metal Decking | 15 | 17-Apr-28 | 05-May-28 |
| **Slab on Metal Decks** | | | | |
| A1270 | F/R/P SOMD - Level 2 - Pour 1 | 10 | 08-May-28 | 19-May-28 |
| A1280 | F/R/P SOMD - Level 2 - Pour 2 | 10 | 15-May-28 | 26-May-28 |
| A1350 | F/R/P SOMD - Level 2 - Pour 3 | 10 | 22-May-28 | 05-Jun-28 |
| **Building Enclosure** | | | | |
| A1020 | Building Enclosure | 80 | 30-May-28 | 20-Sep-28 |
| A1090 | Roof Dry-in | 30 | 05-Jul-28 | 15-Aug-28 |
| **Interior Buildout** | | | | |
| A1030 | Interior Buildout | 160 | 30-May-28 | 17-Jan-29 |
| A1100 | Main Electrical Room Equipment | 35 | 05-Jul-28 | 22-Aug-28 |
| **Site Work** | | | | |
| A1040 | Site Work | 80 | 26-Jul-28 | 16-Nov-28 |
| **MEP Start-up and Testing** | | | | |
| A1050 | MEP Start-up and Testing | 80 | 19-Oct-28 | 14-Feb-29 |
| **Project Completion** | | | | |
| A1060 | Fire Marshal Fire-Life-Safety Inspections and Sign-off | 10 | 15-Feb-29 | 28-Feb-29 |
| A1070 | Building Final Inspections and Sign-off | 5 | 01-Mar-29 | 07-Mar-29 |
| A1080 | Anticipated Completion Prior to Weather Allowance | 0 | | 07-Mar-29 |



| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **San Bernardino County DPW Headquarters Replacement - Pre-Engineered Metal Building** | | | | |
| **Summary and Milestones** | | | | |
| **Phase 1** | | | | |
| **Preconstruction** | | | | |
| MILE-115 | Notice to Proceed - Phase 1 | 0 | 01-Apr-26 | |
| SUM-115 | Milestone 1 - Final Program Validation Report and Conceptual Design Base Information (55 CD) | 57 | 01-Apr-26 | 27-May-26 |
| SUM-255 | Geotechnical Investigations | 85 | 15-Apr-26 | 13-Aug-26 |
| SUM-125 | Milestone 2 - 100% Schematic Design and OPC (115 CD) | 117 | 28-May-26 | 21-Sep-26 |
| SUM-165 | CEQA Review / Approval Process (By Others) | 141 | 28-May-26 | 17-Dec-26 |
| SUM-135 | Milestone 3 - 50% Design Development and OPC (90 CD) | 87 | 22-Sep-26 | 17-Dec-26 |
| SUM-145 | Milestone 4 - 100% Design Developmnet and Submittal of Phase 2 Proposal (115 CD) | 117 | 18-Dec-26 | 13-Apr-27 |
| MILE-135 | GMP Approval | 0 | | 27-Apr-27 |
| **Phase 2** | | | | |
| MILE-125 | Notice to Proceed - Phase 2 | 0 | 28-Apr-27 | |
| SUM-155 | Milestone 5 - Scheduled Completion Date for the Phase 2 Work | 510 | 28-Apr-27 | 02-May-29 |
| **Preconstruction** | | | | |
| SUM-185 | Construction Documents and Permitting - SMR Package | 90 | 28-Apr-27 | 02-Sep-27 |
| SUM-205 | Construction Documents and Permitting - Building Package | 150 | 28-Apr-27 | 01-Dec-27 |
| MILE-225 | Pull Permit - Site Make-Ready | 0 | | 02-Sep-27 |
| MILE-235 | Pull Permit - Building Package | 0 | | 01-Dec-27 |
| **Construction** | | | | |
| MILE-215 | Mobilization | 0 | 09-Dec-27 | |
| SUM-195 | Site Make-Ready | 30 | 09-Dec-27 | 21-Jan-28 |
| SUM-175 | Construction Duration | 355 | 09-Dec-27 | 02-May-29 |
| MILE-175 | Building Pad Certification | 0 | | 21-Jan-28 |
| SUM-235 | Manufactured Building Structure / Enclosure | 135 | 24-Jan-28 | 01-Aug-28 |
| SUM-245 | Interior Buildout | 230 | 06-Jun-28 | 02-May-29 |
| MILE-205 | Permanent Power | 0 | | 22-Aug-28 |
| MILE-145 | Anticipated Completion Prior to Weather Allowance | 0 | | 11-Apr-29 |
| SUM-215 | Inclement Weather Allowance | 15 | 12-Apr-29 | 02-May-29 |
| MILE-155 | Substantial Completion (October 2029, with Earlier Delivery Preferred) | 0 | | 02-May-29 |
| SUM-225 | Punchlist Corrections / Project Closeout | 20 | 03-May-29 | 31-May-29 |
| MILE-165 | Final Completion | 0 | | 31-May-29 |
| **Preconstrcution - Phase 1** | | | | |
| **Project Management Plan** | | | | |
| PMP-115 | Develop & Submit - DRAFT Project Management Plan | 20 | 01-Apr-26 | 28-Apr-26 |
| PMP-125 | County Review & Comment - DRAFT Project Management Plan | 10 | 29-Apr-26 | 12-May-26 |
| PMP-135 | Revise & Re-Submit - Final Project Management Plan | 10 | 13-May-26 | 27-May-26 |
| PMP-145 | County Review & Approve - Final Project Management Plan | 10 | 28-May-26 | 10-Jun-26 |
| **Partnering Sessions** | | | | |
| PARTNER-115 | Initial Partnering Session / Develop Cadence | 15 | 01-Apr-26 | 21-Apr-26 |
| PARTNER-125 | Ongoing Partnering Sessions (As Needed) | 239 | 22-Apr-26 | 01-Apr-27 |
| **Design Partner On-Boarding** | | | | |
| DPOB-115 | Designer Agreements (A/E/C Team) | 10 | 01-Apr-26 | 14-Apr-26 |
| DPOB-125 | DA / DB Trade Partner Agreements | 15 | 02-Apr-27 | 22-Apr-27 |
| **Schedule Development** | | | | |



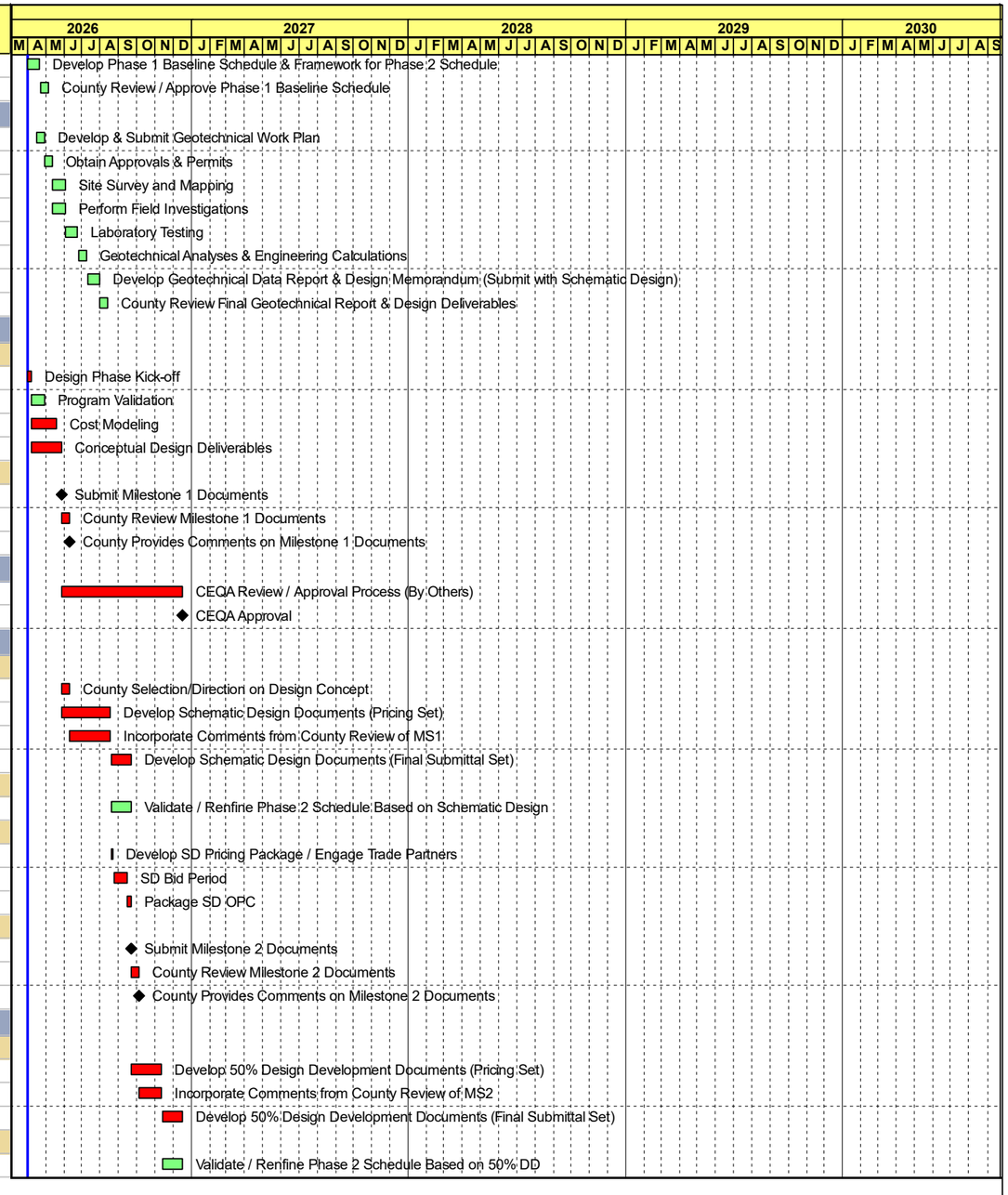

Run Date - 23-Oct-25
Start Date - 01-Apr-26
Finish Date - 31-May-29
Data Date - 01-Apr-26

**San Bernardino County DPW Headquarters Replacement - Pre-Engineered Metal Building**
Design and Construction Schedule
RFP Schedule

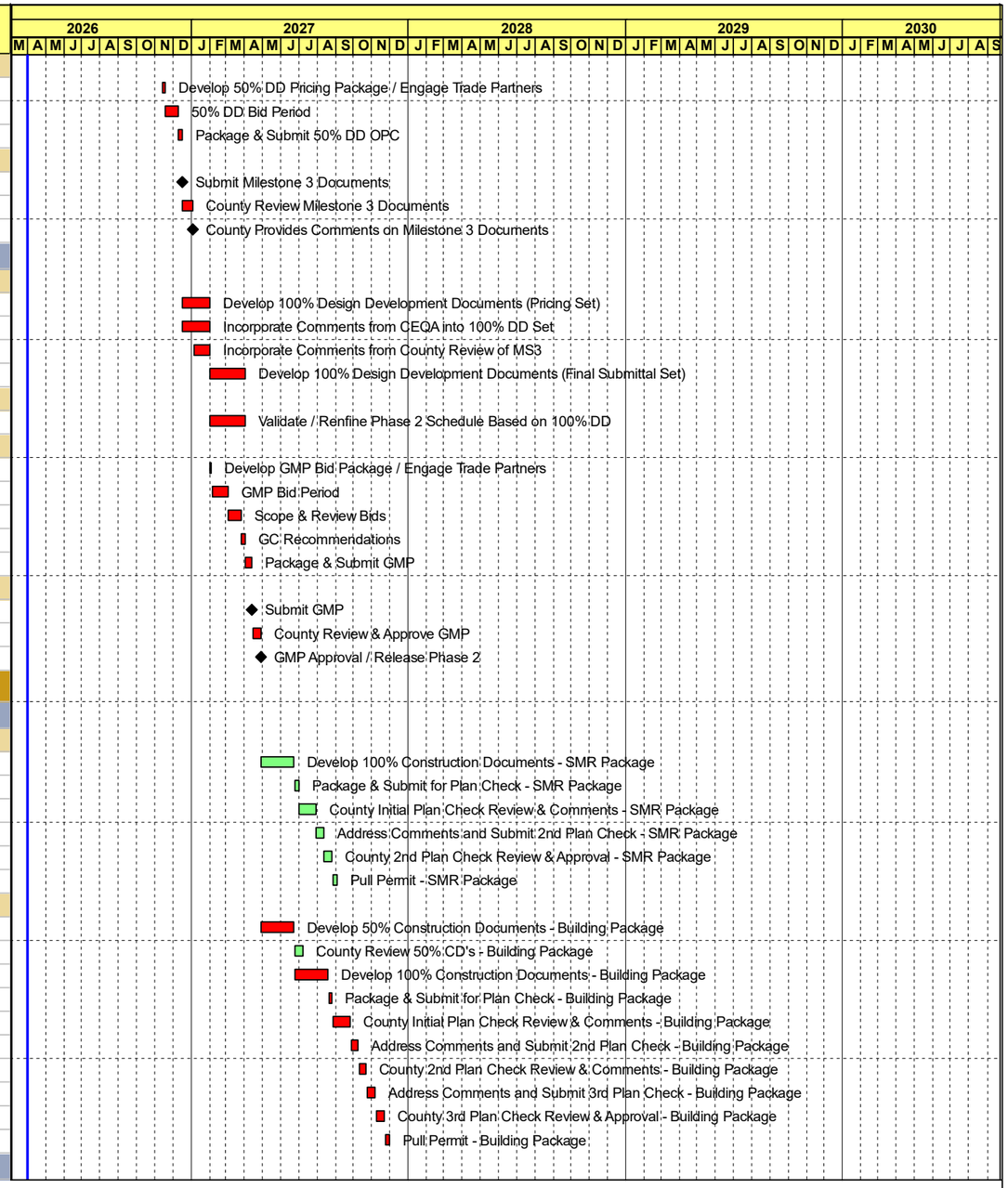
COM2025-07D

Data Date: 01-Apr-26

| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| SCHED-115 | Develop Phase 1 Baseline Schedule & Framework for Phase 2 Schedule | 15 | 01-Apr-26 | 21-Apr-26 |
| SCHED-125 | County Review / Approve Phase 1 Baseline Schedule | 10 | 22-Apr-26 | 05-May-26 |
| **Site Survey & Geotechnical Investigations** | | | | |
| GEOTECH-125 | Develop & Submit Geotechnical Work Plan | 10 | 15-Apr-26 | 28-Apr-26 |
| GEOTECH-135 | Obtain Approvals & Permits | 10 | 29-Apr-26 | 12-May-26 |
| GEOTECH-115 | Site Survey and Mapping | 15 | 13-May-26 | 03-Jun-26 |
| GEOTECH-155 | Perform Field Investigations | 15 | 13-May-26 | 03-Jun-26 |
| GEOTECH-165 | Laboratory Testing | 15 | 04-Jun-26 | 24-Jun-26 |
| GEOTECH-175 | Geotechnical Analyses & Engineering Calculations | 10 | 25-Jun-26 | 09-Jul-26 |
| GEOTECH-185 | Develop Geotechnical Data Report & Design Memorandum (Submit with Schematic Design) | 15 | 10-Jul-26 | 30-Jul-26 |
| GEOTECH-195 | County Review Final Geotechnical Report & Design Deliverables | 10 | 31-Jul-26 | 13-Aug-26 |
| **Milestone 1 - Program Validation & Conceptual Design** | | | | |
| **Design Validation & Concept Design Deliverables** | | | | |
| D-DV-115 | Design Phase Kick-off | 5 | 01-Apr-26 | 07-Apr-26 |
| D-DV-135 | Program Validation | 15 | 08-Apr-26 | 28-Apr-26 |
| D-DV-145 | Cost Modeling | 30 | 08-Apr-26 | 19-May-26 |
| D-DV-125 | Conceptual Design Deliverables | 35 | 08-Apr-26 | 27-May-26 |
| **County Review - Milestone 1 Documents** | | | | |
| MS1-115 | Submit Milestone 1 Documents | 0 | | 27-May-26 |
| MS1-125 | County Review Milestone 1 Documents | 10 | 28-May-26 | 10-Jun-26 |
| MS1-135 | County Provides Comments on Milestone 1 Documents | 0 | | 10-Jun-26 |
| **California Environmental Quality Act (CEQA)** | | | | |
| CEQA-115 | CEQA Review / Approval Process (By Others) | 141 | 28-May-26 | 17-Dec-26 |
| CEQA-125 | CEQA Approval | 0 | | 17-Dec-26 |
| **Milestone 2 - Schematic Design & OPC** | | | | |
| **Schematic Design** | | | | |
| D-SD-135 | County Selection/Direction on Design Concept | 10 | 28-May-26 | 10-Jun-26 |
| D-SD-115 | Develop Schematic Design Documents (Pricing Set) | 58 | 28-May-26 | 18-Aug-26 |
| D-SD-145 | Incorporate Comments from County Review of MS1 | 48 | 11-Jun-26 | 18-Aug-26 |
| D-SD-125 | Develop Schematic Design Documents (Final Submittal Set) | 23 | 19-Aug-26 | 21-Sep-26 |
| **Schedule Development** | | | | |
| SCHED-135 | Validate / Renfine Phase 2 Schedule Based on Schematic Design | 23 | 19-Aug-26 | 21-Sep-26 |
| **Opinion of Probable Cost (SD)** | | | | |
| EST-SD-145 | Develop SD Pricing Package / Engage Trade Partners | 3 | 19-Aug-26 | 21-Aug-26 |
| EST-SD-115 | SD Bid Period | 15 | 24-Aug-26 | 14-Sep-26 |
| EST-SD-155 | Package SD OPC | 5 | 15-Sep-26 | 21-Sep-26 |
| **County Review - Milestone 2 Documents** | | | | |
| MS2-115 | Submit Milestone 2 Documents | 0 | | 21-Sep-26 |
| MS2-125 | County Review Milestone 2 Documents | 10 | 22-Sep-26 | 05-Oct-26 |
| MS2-135 | County Provides Comments on Milestone 2 Documents | 0 | | 05-Oct-26 |
| **Milestone 3 - 50% DD & OPC** | | | | |
| **50% Design Development** | | | | |
| D-DD-115 | Develop 50% Design Development Documents (Pricing Set) | 37 | 22-Sep-26 | 12-Nov-26 |
| D-DD-165 | Incorporate Comments from County Review of MS2 | 27 | 06-Oct-26 | 12-Nov-26 |
| D-DD-125 | Develop 50% Design Development Documents (Final Submittal Set) | 23 | 13-Nov-26 | 17-Dec-26 |
| **Schedule Development** | | | | |
| SCHED-145 | Validate / Renfine Phase 2 Schedule Based on 50% DD | 23 | 13-Nov-26 | 17-Dec-26 |



| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **Opinion of Probable Cost (50% DD)** | | | | |
| EST-DD-145 | Develop 50% DD Pricing Package / Engage Trade Partners | 3 | 13-Nov-26 | 17-Nov-26 |
| EST-DD-115 | 50% DD Bid Period | 15 | 18-Nov-26 | 10-Dec-26 |
| EST-DD-155 | Package & Submit 50% DD OPC | 5 | 11-Dec-26 | 17-Dec-26 |
| **County Review - Milestone 3 Documents** | | | | |
| MS3-115 | Submit Milestone 3 Documents | 0 | | 17-Dec-26 |
| MS3-125 | County Review Milestone 3 Documents | 10 | 18-Dec-26 | 04-Jan-27 |
| MS3-135 | County Provides Comments on Milestone 3 Documents | 0 | | 04-Jan-27 |
| **Milestone 4 - 100% DD & GMP** | | | | |
| **100% Design Development** | | | | |
| D-DD-135 | Develop 100% Design Development Documents (Pricing Set) | 30 | 18-Dec-26 | 01-Feb-27 |
| D-DD-155 | Incorporate Comments from CEQA into 100% DD Set | 30 | 18-Dec-26 | 01-Feb-27 |
| D-DD-175 | Incorporate Comments from County Review of MS3 | 20 | 05-Jan-27 | 01-Feb-27 |
| D-DD-145 | Develop 100% Design Development Documents (Final Submittal Set) | 43 | 02-Feb-27 | 01-Apr-27 |
| **Schedule Development** | | | | |
| SCHED-155 | Validate / Renfine Phase 2 Schedule Based on 100% DD | 43 | 02-Feb-27 | 01-Apr-27 |
| **GMP** | | | | |
| GMP-115 | Develop GMP Bid Package / Engage Trade Partners | 3 | 02-Feb-27 | 04-Feb-27 |
| GMP-125 | GMP Bid Period | 20 | 05-Feb-27 | 04-Mar-27 |
| GMP-135 | Scope & Review Bids | 15 | 05-Mar-27 | 25-Mar-27 |
| GMP-145 | GC Recommendations | 5 | 26-Mar-27 | 01-Apr-27 |
| GMP-155 | Package & Submit GMP | 8 | 02-Apr-27 | 13-Apr-27 |
| **County Review - Milestone 4 Documents** | | | | |
| GMP-185 | Submit GMP | 0 | | 13-Apr-27 |
| GMP-165 | County Review & Approve GMP | 10 | 14-Apr-27 | 27-Apr-27 |
| GMP-175 | GMP Approval / Release Phase 2 | 0 | | 27-Apr-27 |
| **Preconstruction - Phase 2** | | | | |
| **Design and Permitting** | | | | |
| **Site Make-Ready Package** | | | | |
| D-CD-SMR-135 | Develop 100% Construction Documents - SMR Package | 40 | 28-Apr-27 | 23-Jun-27 |
| D-CD-SMR-145 | Package & Submit for Plan Check - SMR Package | 5 | 24-Jun-27 | 30-Jun-27 |
| D-CD-SMR-155 | County Initial Plan Check Review & Comments - SMR Package | 20 | 01-Jul-27 | 29-Jul-27 |
| D-CD-SMR-165 | Address Comments and Submit 2nd Plan Check - SMR Package | 10 | 30-Jul-27 | 12-Aug-27 |
| D-CD-SMR-175 | County 2nd Plan Check Review & Approval - SMR Package | 10 | 13-Aug-27 | 26-Aug-27 |
| D-CD-SMR-205 | Pull Permit - SMR Package | 5 | 27-Aug-27 | 02-Sep-27 |
| **Building Package** | | | | |
| D-CD-SMR-215 | Develop 50% Construction Documents - Building Package | 40 | 28-Apr-27 | 23-Jun-27 |
| D-CD-SMR-225 | County Review 50% CD's - Building Package | 10 | 24-Jun-27 | 08-Jul-27 |
| D-CD-SMR-235 | Develop 100% Construction Documents - Building Package | 40 | 24-Jun-27 | 19-Aug-27 |
| D-CD-SMR-245 | Package & Submit for Plan Check - Building Package | 5 | 20-Aug-27 | 26-Aug-27 |
| D-CD-SMR-255 | County Initial Plan Check Review & Comments - Building Package | 20 | 27-Aug-27 | 24-Sep-27 |
| D-CD-SMR-265 | Address Comments and Submit 2nd Plan Check - Building Package | 10 | 27-Sep-27 | 08-Oct-27 |
| D-CD-SMR-275 | County 2nd Plan Check Review & Comments - Building Package | 10 | 11-Oct-27 | 22-Oct-27 |
| D-CD-SMR-285 | Address Comments and Submit 3rd Plan Check - Building Package | 10 | 25-Oct-27 | 05-Nov-27 |
| D-CD-SMR-295 | County 3rd Plan Check Review & Approval - Building Package | 10 | 08-Nov-27 | 22-Nov-27 |
| D-CD-SMR-305 | Pull Permit - Building Package | 5 | 23-Nov-27 | 01-Dec-27 |
| **Trade Partner On-Boarding** | | | | |



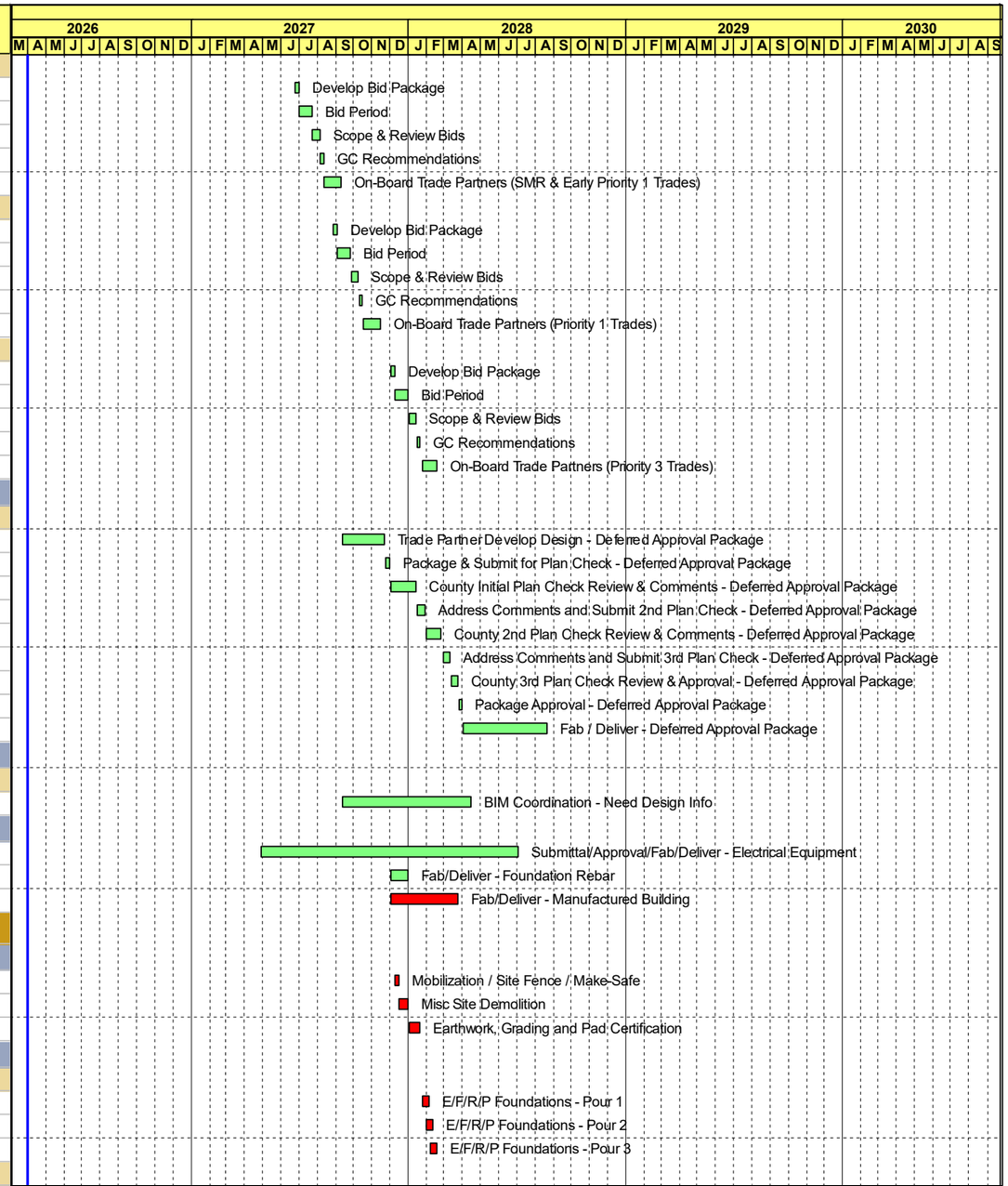

Run Date - 23-Oct-25
Start Date - 01-Apr-26
Finish Date - 31-May-29
Data Date - 01-Apr-26

**San Bernardino County DPW Headquarters Replacement - Pre-Engineered Metal Building**
Design and Construction Schedule
RFP Schedule

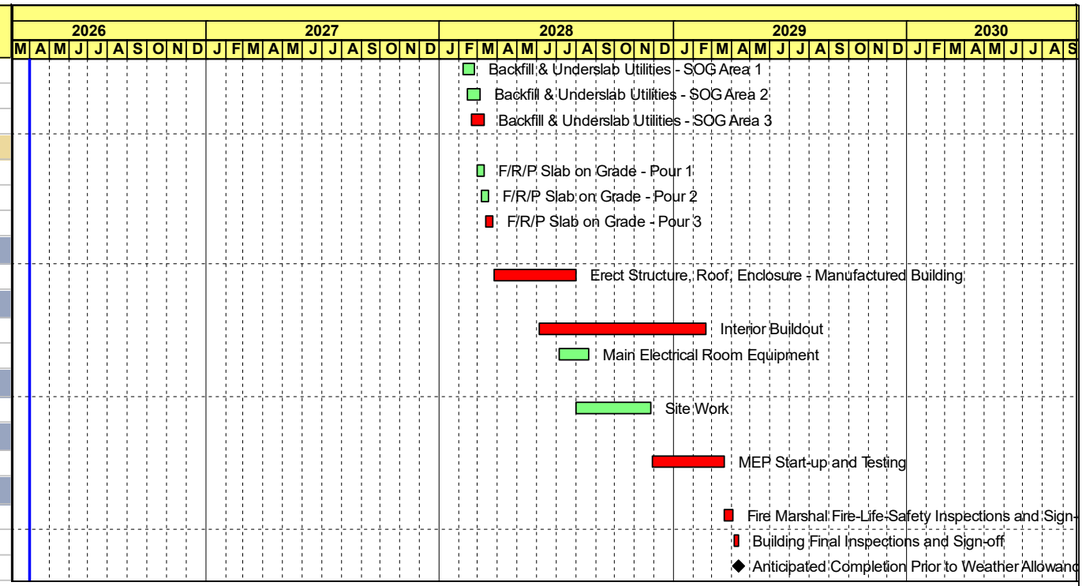
COM2025-07D

Data Date: 01-Apr-26

| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| **Priority 1 On-Boarding (SMR Plan Check / 50% CD Set)** | | | | |
| TPOB-115 | Develop Bid Package | 5 | 24-Jun-27 | 30-Jun-27 |
| TPOB-125 | Bid Period | 15 | 01-Jul-27 | 22-Jul-27 |
| TPOB-135 | Scope & Review Bids | 10 | 23-Jul-27 | 05-Aug-27 |
| TPOB-145 | GC Recommendations | 5 | 06-Aug-27 | 12-Aug-27 |
| TPOB-155 | On-Board Trade Partners (SMR & Early Priority 1 Trades) | 20 | 13-Aug-27 | 10-Sep-27 |
| **Priority 2 On-Boarding (Plan Check Set)** | | | | |
| TPOB-215 | Develop Bid Package | 5 | 27-Aug-27 | 02-Sep-27 |
| TPOB-225 | Bid Period | 15 | 03-Sep-27 | 24-Sep-27 |
| TPOB-235 | Scope & Review Bids | 10 | 27-Sep-27 | 08-Oct-27 |
| TPOB-245 | GC Recommendations | 5 | 11-Oct-27 | 15-Oct-27 |
| TPOB-255 | On-Board Trade Partners (Priority 1 Trades) | 20 | 18-Oct-27 | 15-Nov-27 |
| **Priority 3 On-Boarding (Permit Set)** | | | | |
| TPOB-315 | Develop Bid Package | 5 | 02-Dec-27 | 08-Dec-27 |
| TPOB-325 | Bid Period | 15 | 09-Dec-27 | 30-Dec-27 |
| TPOB-335 | Scope & Review Bids | 10 | 03-Jan-28 | 14-Jan-28 |
| TPOB-345 | GC Recommendations | 5 | 17-Jan-28 | 21-Jan-28 |
| TPOB-355 | On-Board Trade Partners (Priority 3 Trades) | 20 | 24-Jan-28 | 18-Feb-28 |
| **Delegated Design / Deferred Approvals** | | | | |
| **Need More Info** | | | | |
| DA1-115 | Trade Partner Develop Design - Deferred Approval Package | 50 | 13-Sep-27 | 22-Nov-27 |
| DA1-125 | Package & Submit for Plan Check - Deferred Approval Package | 5 | 23-Nov-27 | 01-Dec-27 |
| DA1-135 | County Initial Plan Check Review & Comments - Deferred Approval Package | 30 | 02-Dec-27 | 14-Jan-28 |
| DA1-145 | Address Comments and Submit 2nd Plan Check - Deferred Approval Package | 10 | 17-Jan-28 | 28-Jan-28 |
| DA1-155 | County 2nd Plan Check Review & Comments - Deferred Approval Package | 20 | 31-Jan-28 | 25-Feb-28 |
| DA1-165 | Address Comments and Submit 3rd Plan Check - Deferred Approval Package | 10 | 28-Feb-28 | 10-Mar-28 |
| DA1-175 | County 3rd Plan Check Review & Approval - Deferred Approval Package | 10 | 13-Mar-28 | 24-Mar-28 |
| DA1-185 | Package Approval - Deferred Approval Package | 5 | 27-Mar-28 | 31-Mar-28 |
| DA1-195 | Fab / Deliver - Deferred Approval Package | 100 | 03-Apr-28 | 22-Aug-28 |
| **BIM Coordination** | | | | |
| **Need More Info** | | | | |
| BIM-115 | BIM Coordination - Need Design Info | 150 | 13-Sep-27 | 14-Apr-28 |
| **Submittals and Long Lead Procurement** | | | | |
| A1140 | Submittal/Approval/Fab/Deliver - Electrical Equipment | 300 | 28-Apr-27 | 03-Jul-28 |
| A1130 | Fab/Deliver - Foundation Rebar | 20 | 02-Dec-27 | 30-Dec-27 |
| A1330 | Fab/Deliver - Manufactured Building | 80 | 02-Dec-27 | 24-Mar-28 |
| **Constrcution - Phase 2** | | | | |
| **Site Make-Ready** | | | | |
| A1000 | Mobilization / Site Fence / Make-Safe | 5 | 09-Dec-27* | 15-Dec-27 |
| A1110 | Misc Site Demolition | 10 | 16-Dec-27 | 30-Dec-27 |
| A1120 | Earthwork, Grading and Pad Certification | 15 | 03-Jan-28 | 21-Jan-28 |
| **Substructure** | | | | |
| **Foundations** | | | | |
| A1150 | E/F/R/P Foundations - Pour 1 | 10 | 24-Jan-28 | 04-Feb-28 |
| A1160 | E/F/R/P Foundations - Pour 2 | 10 | 31-Jan-28 | 11-Feb-28 |
| A1290 | E/F/R/P Foundations - Pour 3 | 10 | 07-Feb-28 | 18-Feb-28 |
| **Underslab Utilities** | | | | |



| Activity ID | Activity Name | Orig Dur | Start | Finish |
|---|---|---|---|---|
| A1190 | Backfill & Underslab Utilities - SOG Area 1 | 15 | 07-Feb-28 | 25-Feb-28 |
| A1200 | Backfill & Underslab Utilities - SOG Area 2 | 15 | 14-Feb-28 | 03-Mar-28 |
| A1310 | Backfill & Underslab Utilities - SOG Area 3 | 15 | 21-Feb-28 | 10-Mar-28 |
| **Slab on Grade** | | | | |
| A1210 | F/R/P Slab on Grade - Pour 1 | 10 | 28-Feb-28 | 10-Mar-28 |
| A1220 | F/R/P Slab on Grade - Pour 2 | 10 | 06-Mar-28 | 17-Mar-28 |
| A1320 | F/R/P Slab on Grade - Pour 3 | 10 | 13-Mar-28 | 24-Mar-28 |
| **Superstructure / Enclosure** | | | | |
| A1230 | Erect Structure, Roof, Enclosure - Manufactured Building | 90 | 27-Mar-28 | 01-Aug-28 |
| **Interior Buildout** | | | | |
| A1030 | Interior Buildout | 180 | 06-Jun-28 | 21-Feb-29 |
| A1100 | Main Electrical Room Equipment | 35 | 05-Jul-28 | 22-Aug-28 |
| **Site Work** | | | | |
| A1040 | Site Work | 80 | 02-Aug-28 | 27-Nov-28 |
| **MEP Start-up and Testing** | | | | |
| A1050 | MEP Start-up and Testing | 80 | 28-Nov-28 | 21-Mar-29 |
| **Project Completion** | | | | |
| A1060 | Fire Marshal Fire-Life-Safety Inspections and Sign-off | 10 | 22-Mar-29 | 04-Apr-29 |
| A1070 | Building Final Inspections and Sign-off | 5 | 05-Apr-29 | 11-Apr-29 |
| A1080 | Anticipated Completion Prior to Weather Allowance | 0 | | 11-Apr-29 |



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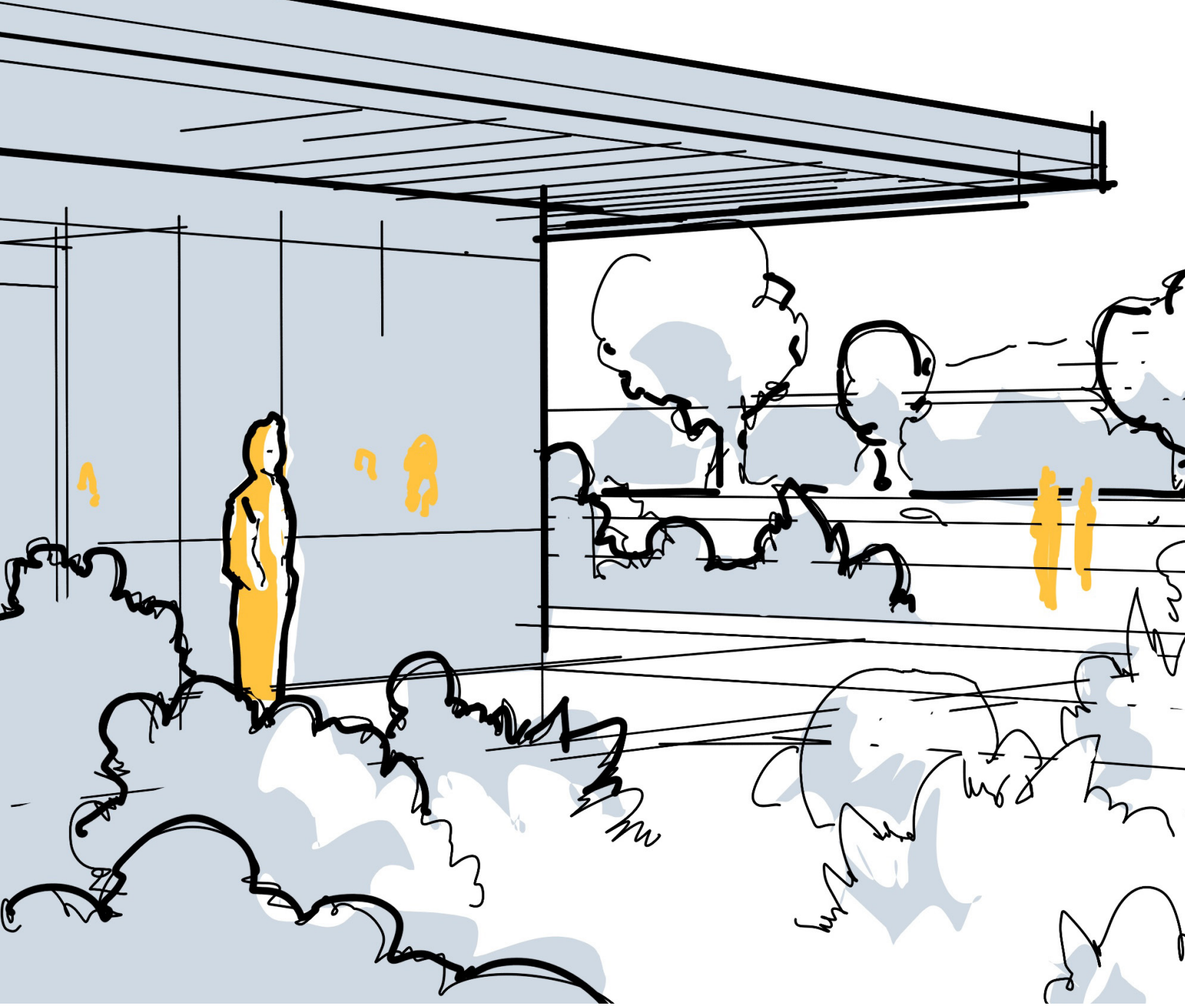


Tab 4 (C)

# Approach to Maximizing Value to the County for the Phase 2 Work

**4.6.** Narrative description of the Proposer's approach to pricing the Phase 2 Contract Price. Submit a narrative description of the Proposer's proposed approach to pricing the Phase 2 Contract Price in an open and transparent cost estimating environment, consistent with the procedures set out in the Contract. The narrative should include:


# PHASE 2 WORK - MAXIMIZING VALUE FOR THE COUNTY

## Preconstruction Approach

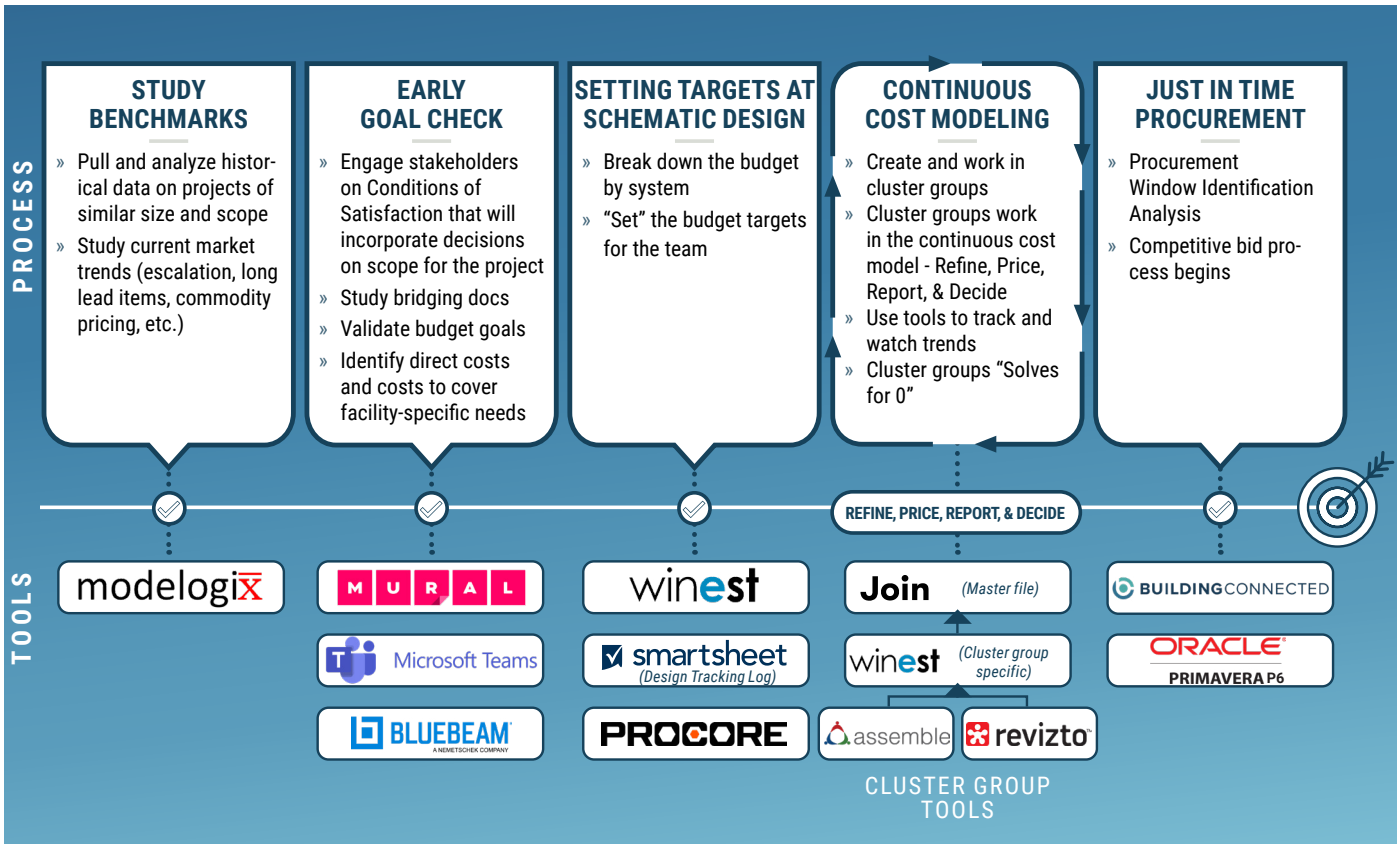
Our approach to providing preconstruction services is a flexible, yet streamlined process, grounded in our commitment to facilitating cost-informed decision-making and solving complex problems. We will be transparent with pricing, provide accurate estimating, deliver rapid responses, work through and evaluate as many options as required, and ensure there are no surprises. Our team is already diligently developing the conceptual estimate to provide a strong foundation for the Department of Public Works Headquarters Replacement Project. Upon selection, we will collaborate in a larger team work session to align expectations and assumptions, culminating in the delivery of a comprehensive baseline budget. The timeline below outlines the activities completed to date and our strategic plan for delivering industry-leading preconstruction services for San Bernardino County throughout the duration of the program.

### BUDGET OWNERSHIP

While there are a lot of team members engaged in the budgeting process, it is ultimately managed by our preconstruction and design integration leaders, Dana Taylor and Craig Cherf. These two are a powerhouse when it comes to delivering budget certainty. They bring significant San Bernardino County experience combined with large-scale civic expertise.

### OPEN AND TRANSPARENT COST ESTIMATING

McCarthy will foster an open and transparent cost estimating environment by collaborating closely with San Bernardino County, sharing detailed cost breakdowns, and providing real-time updates. This approach ensures the County has full visibility into project costs, enabling informed decision-making and building trust throughout the preconstruction process.



**4.6.i.** a description of the Proposer's estimating methodology with respect to construction pricing, specifications, and the means, methods and other key assumptions used to derive pricing and provide full transparency into the pricing, including where pricing is provided by subsidiaries or Subcontractors;

# ESTIMATING METHODOLOGY

McCarthy's estimating methodology for Phase 2 centers on transparency, traceability, and alignment with project specifications.

## 1 CONSTRUCTION PRICING

All estimates are rigorously cross-referenced with project specifications and any County standards along with owner project requirements. Scope items, materials, systems, finishes, and installation requirements are carefully matched to construction documents, and specification sections and project requirements. Joint review meetings with design partners and County stakeholders clarify requirements, identify gaps, and confirm that all trade partners are pricing work in accordance with contract standards.

## 2 SPECIFICATIONS

All estimates are rigorously cross-referenced with project specifications and any County standards along with owner project requirements. Scope items, materials, systems, finishes, and installation requirements are carefully matched to construction documents, and specification sections and project requirements. Joint review meetings with design partners and County stakeholders clarify requirements, identify gaps, and confirm that all trade partners are pricing work in accordance with contract standards.

## 3 MEANS AND METHODS

For each scope, McCarthy details construction strategies, sequencing, and logistics to meet design and security needs. Staging plans, equipment selection, and labor approaches are documented and reviewed with stakeholders and trade partners during estimate development.

## 4 SUBSIDIARIES AND SUBCONTRACTORS

Each trade division and scope item is presented individually for direct comparison and bid leveling among all firms, including McCarthy subsidiaries. Subcontractor proposals are reviewed against project specifications and methods, with variances or key assumptions identified and discussed in joint sessions.

## 5 TRANSPARENCY IN PRICING

Estimates are broken down by trade, division, and vendor, with detailed backup from subsidiaries and subcontractors provided for review. Competitive bids are openly compared, and all cost drivers are fully traceable to project specifications and key assumptions. County stakeholders participate in joint sessions to review and validate pricing decisions at each milestone.

## 6 KEY ASSUMPTIONS FOR PRICING

Key pricing assumptions include secure site access, phased deliveries, and coordination within an active government campus. Work sequencing is planned to minimize disruption and maintain safety, with labor availability evaluated against market conditions and justice facility requirements. Security needs inform access controls and separation of staff and public zones. All estimates are based on the latest design documents and owner requirements, with full transparency to County stakeholders.

**4.6.ii.** the Proposer's approach to identifying value engineering opportunities;

# VALUE ENGINEERING OPPORTUNITIES

McCarthy employs a disciplined, collaborative value engineering (VE) process from early planning through project delivery, conducting structured workshops with CannonDesign, design consultants, and key trade partners at specified milestones to evaluate building systems, materials, and operational strategies for added value without compromising safety, security, quality, or long-term performance.

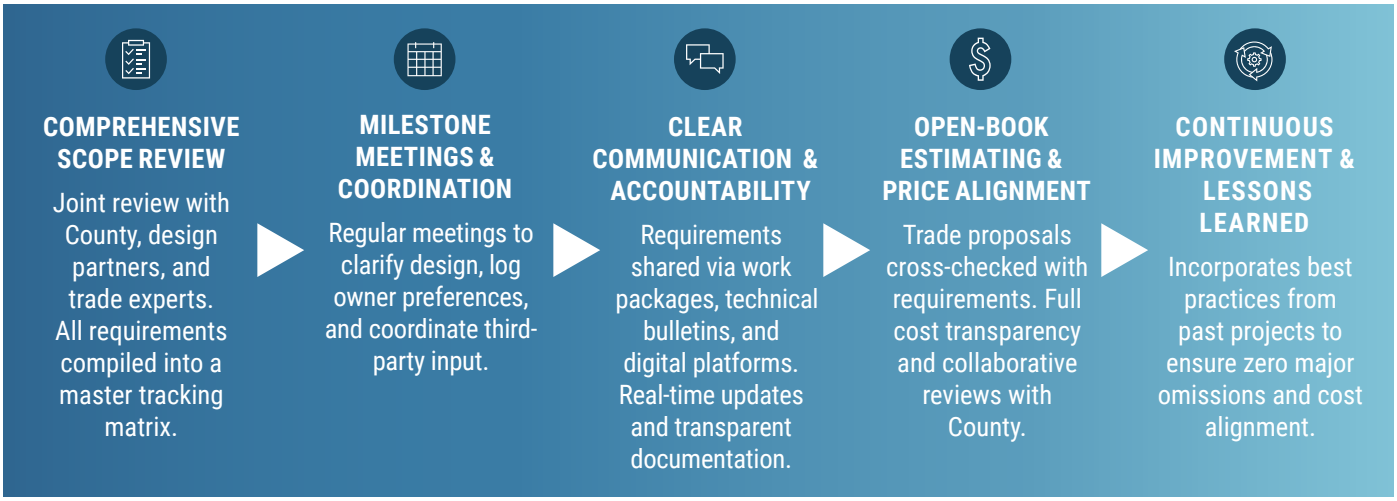
### LEVERAGING THE BIG ROOM FOR VE EVALUATION

Leveraging the "Big Room" as a central hub for VE allows stakeholders to evaluate design alternatives, rapidly price options, and implement cost-effective solutions in real time, supported by a clear team structure for timely project delivery within the dedicated budget.

**4.6.iii.** a description of the Proposer's methodology to ensure that all requirements of the Phase 2 Work are incorporated, communicated and priced in the Phase 2 Proposal;

# PHASE 2 PROPOSAL - GUARANTEED COMPLETENESS

## Integrated Scope Management and Pricing Alignment Process




**4.6.iv.** a description of how the Proposer will monitor and ensure that the construction budget is met at key milestones for the Project and the cost estimating, scheduling systems, and management techniques/ tools the Proposer will employ to achieve success in these items; and

# BUDGET MONITORING AND COST MANAGEMENT

Our team ensures construction budget adherence through a disciplined, transparent, and collaborative approach. At project outset, a baseline for scope, schedule, and budget is established using historical data and market analysis. Throughout the project, McCarthy employs advanced cost estimating and scheduling tools, including WinEst, Assemble, and JOIN, for real-time cost modeling, trending, and scenario analysis. Early and ongoing trade partner engagement validates cost assumptions and market conditions.

Cost and schedule are tightly integrated, with master scheduling and pull planning techniques used to identify and mitigate risks. At each milestone, the project controls team provides detailed cost reports, open-book reviews, and transparent documentation. Phased GMP development and continuous cost modeling ensure cost certainty and proactive management. This structured approach, supported by robust systems and collaborative engagement, enables McCarthy to consistently meet budget expectations.

| | | KEY MILESTONES | HOW WE MONITOR / ENSURE CONSTRUCTION BUDGET IS MET |
|---|---|---|---|
| Program Phase | Design Phase | Baseline Scope, Schedule, and Budget | Establish scope, schedule, and initial budget; set project goals |
| | | Trade Outreach and Scope Setting | Early market outreach; confirm trade partner buy-in; validate cost assumptions with market feedback |
| | | Schematic Design (SD) | Update cost model; review design against target budget; conduct value analysis; report cost trends |
| Design Completion | | Design Development (DD) | Refine estimate; continuous cost modeling; constructability and value analysis; report cost trends |
| | | Key Design-Build Trade Partner Procurement | Early buyout of key trades, valididate scope and pricing; integrate trade input into cost model |
| | | Construction Documents (CD) | Finalize detailed estimate; reconcile scope and cost; issue bid packages; confirm alignment with budget |
| GMP Development | Bid Evaluation | Prepare GMP | Develop phased GMPs; open-book review; owner/trade partner validation; lock in cost at design completion |
| | | Remaining Trade Partner Procurement | Competitive bidding; cost reconciliation; confirm buyout savings; update cost model |
| | | Construction Start | Monitor buyout vs. budget; track committed costs; implement cost controls and reporting |
| Construction | | Continuous Cost Estimating and Trending | Weekly/monthly cost updates; real-time trending; transpartent reporting to owner and team |
| | | Schedule and Pull Planning | Integrate schedule with cost; monitor schedule impacts on budget; adjust forecasts as needed |
| | | Commissioning, Occupancy, Training, and Turnover | Track final costs; reconcile with budget; closeout cost review; document lessons learned |

**4.6.v.** a detailed description of the Proposer's approach to training the County staff on the procedures, historical data, categorization of costs, estimating techniques/ tools, hardware, software, and any other systems to be employed by the Contractor for cost estimation for the Project, and an explanation of how this training will be incorporated into the Phase 1 Work.

# COUNTY STAFF TRAINING

Training County staff on Phase 1 estimating processes starts with our comprehensive and established onboarding program. Knowing that the County team may be working on a multitude of projects, our processes and platforms are designed for quick learning backed up with intuitive instructions. No special computing resources or software is required for any of the project specific systems and all files can we exported/archived in standard file formats such as PDF. All training sessions are recorded and transcribed for future reference.

Once onboarded, training continues through our project dashboard where we expect all teammates to easily access the required information in just a few mouse clicks. For real time cost data, categorization, and trending we will utilize the JOIN platform, one of the most highly regarded web platforms for these functions. JOIN is perfectly designed for Progressive Design-Build providing a transparent view of the project budget, analysis of VE efforts, and a report out of project Risks and Opportunities.

McCarthy will be the lead facilitator for these training activities; however, because of our experience with the design team and their familiarity with these processes, CannonDesign will also be a resource to you in Phase 1.

**4.7.** Summary Subcontractor Bidding and Selection Plan. Submit a summary of the Subcontractor Bidding and Selection Plan required under the Contract that demonstrates how the Proposer will procure competitive pricing from qualified Subcontractors for Work that will not be performed by the Contractor, and selection in accordance with the terms of the Contract and Applicable Law. The summary should include a description of:

**4.7.i.** The anticipated approach to the scopes of Work to be subcontracted and the scopes of Work to be self-performed; and

# SUBCONTRACTED AND SELF-PERFORMED SCOPES OF WORK

## Scopes of Work

### MAJOR TRADES

Structural steel, mechanical, electrical, plumbing, fire sprinkler, access control, etc.

### FINISH TRADES

Flooring, painting, millwork, etc.

### SELF-PERFORMED SCOPES

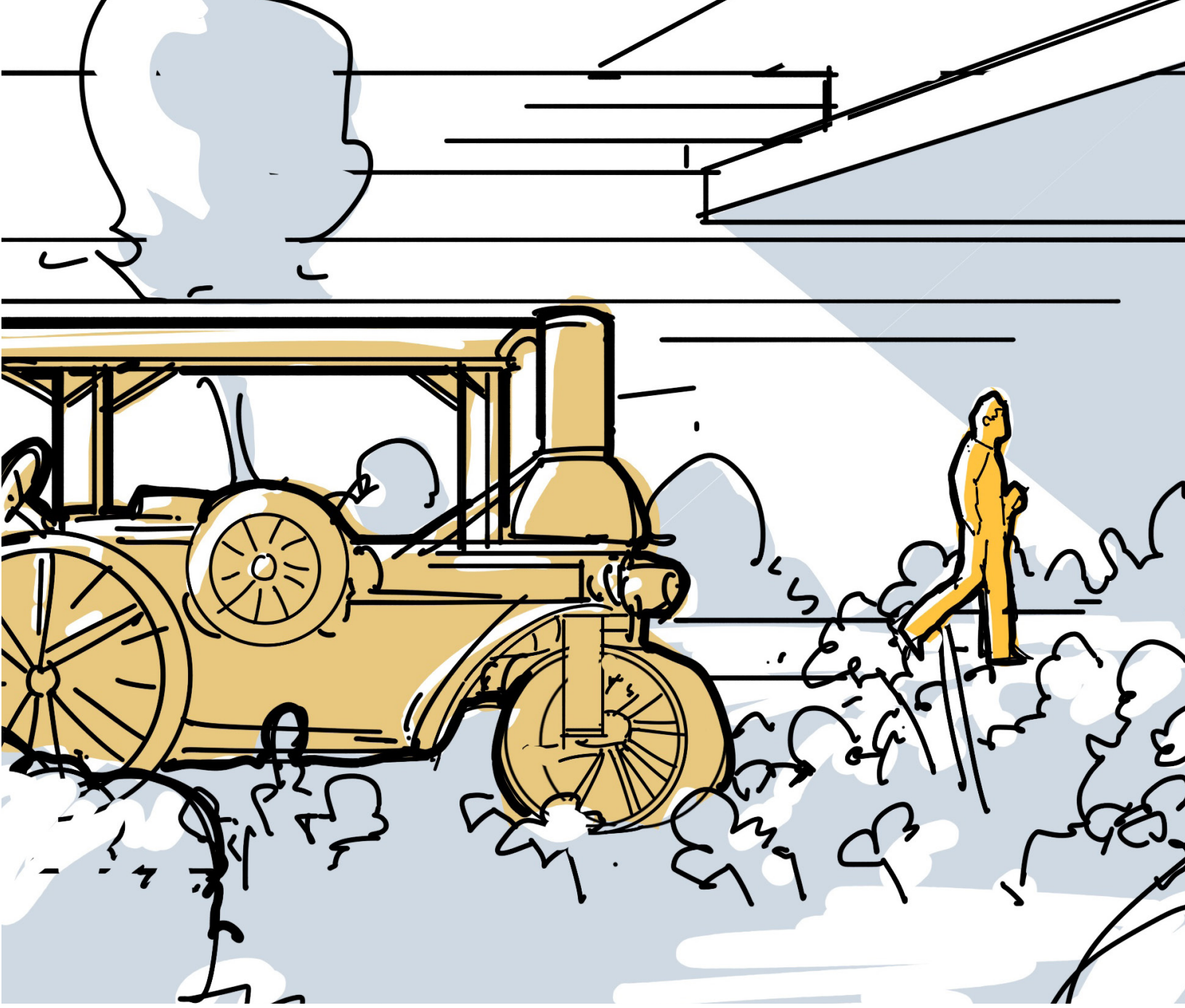
Structural concrete, underground utilities and earthwork, subsurface utility mapping, framing, drywall, and ceilings.

**4.7.ii.** How the Proposer will demonstrate that Subcontractor prices (including from any Affiliates of the Proposer) are competitive or otherwise demonstrate value to the County.

# COMPETITIVE SUBCONTRACTOR PRICING

McCarthy will ensure that subcontractor and affiliate pricing is competitive and delivers value to the County by:

- Requiring all subcontractors and affiliates to complete a rigorous prequalification process.
- Soliciting at least three bids for each scope to promote competition.
- Conducting transparent bid tabulations and inviting County participation in reviews.
- Benchmarking affiliate and self-performed work against market rates and third-party bids.
- Providing open-book access to bid evaluations and selection rationale.
- Expanding outreach to qualified local and diverse subcontractors.



Tab 4 (D)

# Approach to Construction and to Managing Disruption and Construction Impacts

**4.8.** Narrative description of approach to construction management. Submit a narrative summary of the Proposer's approach to construction management on the Project, demonstrating a well-defined and executable approach.

The narrative should include descriptions of specific examples and experiences from other projects demonstrating how the Proposer has successfully implemented the proposed strategies outlined in the narrative before, including supporting quantitative information showing the cost and schedule impacts related to those specific examples.

# CONSTRUCTION MANAGEMENT

McCarthy's approach to construction management is rooted in proactive planning, transparent communication, and the strategic integration of technology and best practices. This methodology has consistently delivered projects on time and within budget, while maintaining the highest standards of quality and safety, as identified below:

## TEAM CONTINUITY AND EARLY ENGAGEMENT

McCarthy prioritizes team continuity and early engagement to ensure seamless project delivery, knowledge transfer, and strong stakeholder relationships from preconstruction through completion.

> For the SBVC Student Services Building, McCarthy's preconstruction team remained involved through construction, ensuring knowledge transfer, collaboration, and a unified approach to meeting the college's goals.

## COMPREHENSIVE PLANNING AND LOGISTICS


McCarthy's approach to complex construction emphasizes comprehensive planning and logistics to ensure safety, minimize disruption, and maintain operational continuity on active campuses.

> For the CHOC Southwest Tower, McCarthy coordinated just-in-time deliveries, maintained clear access for patients and staff, and integrated logistics with the adjacent parking structure to minimize disruption and support uninterrupted hospital operations.

## INTEGRATED SCHEDULING AND COORDINATION

A master schedule, maintained with Primavera P6 and Lean practices, drives accountability. Regular updates and reviews keep the project on track.

> During the San Bernardino 323 Public Defenders Office project, the Last Planner System (LPS) was implemented for both design and construction, integrating schedules and commitments to ensure workflow predictability and on-time delivery for the County.

## TRANSPARENT COST CONTROL

Data-driven estimating, continuous cost modeling, and open-book reporting provide full visibility and support value engineering.

> For the DGS Gregory Bateson Building Renovation, value engineering was integrated into preconstruction with ongoing cost modeling. Using locally sourced acoustical wall panels, for example, generated savings that were reinvested in enhanced finishes.

## ADVANCED TECHNOLOGY INTEGRATION

Tools such as Procore, Bluebeam, BIM, and 3D laser scanning enhance communication, expedite decisions, and ensure quality.

> At the CHOC Southwest Tower, the VDC team used laser scanning to verify curved deck edge accuracy after tack welding, enabling real-time adjustments and consistent curtainwall installation—minimizing rework and maintaining steel production momentum.

## QUALITY, SAFETY, AND COMMUNICATION

Site-specific quality plans and rigorous safety protocols are standard, with weekly meetings and digital reporting keeping all stakeholders informed and engaged.

> On the San Bernardino 323 Public Defenders Office, a strong focus on quality, safety, and communication achieved 25% XBE participation and 80% local labor, fostering a safer, higher-quality project and strengthening the local workforce through ongoing training.

**4.8.i.** Managing performance of and approach to the construction of the Project and other work on the Worksite, including a summary of the construction methods anticipated to be used to complete the Phase 2 Work and any innovative techniques anticipated to be deployed to achieve completion in accordance with the Contract;

# MANAGING APPROACH TO CONSTRUCTION

McCarthy employs a disciplined, technology-driven approach to construction management, ensuring that all work on the Department of Public Works Headquarters Replacement project and jobsite is executed with precision, safety, and efficiency. The management of performance is anchored in robust project controls, full-time on-site supervision, and a culture of proactive communication and collaboration with all stakeholders.

For Phase 2 Work, the McCarthy | CannonDesign Design-Build Team is considering the following construction methods and innovative techniques:

## Construction Methods and Innovative Techniques

**PREFABRICATION AND PANELIZATION** | Improves quality control, accelerates schedules, reduces on-site labor, and enhances safety by minimizing site congestion.

**BUILDING INFORMATION MODELING (BIM)** | Enables better project coordination, early identification and resolution of design conflicts, and more efficient stakeholder communication.

**LEAN CONSTRUCTION TECHNIQUES** | Reduces waste, increases workflow efficiency, improves schedule reliability, and delivers greater value through continuous improvement and collaborative planning.

**UNDERGROUND UTILITY MAPPING** | Supports reduced waste, increased workflow efficiency, improved schedule reliability, and greater value by identifying and documenting existing utilities.

**LASER SCANNING AND DRONES** | Used to verify as-built conditions, monitor construction progress, assist with logistical planning, and ensure dimensional accuracy throughout the project.

**VIRTUAL MOCK-UPS FOR BUILDING ENCLOSURES** | Facilitates early issue detection and reduces rework by allowing systems to be tested before installation.

**McCARTHY'S 5s PROGRAM** | Enhances safety, efficiency, and cleanliness on job sites through organized workplace practices based on Sort, Set in Order, Shine, Standardize, and Sustain.

**4.8.ii.** Managing the Phase 2 work in the field;

# PHASE 2 MANAGEMENT

Field management of Phase 2 Work is characterized by dedicated, experienced on-site leadership and the integration of digital project management tools. McCarthy's field teams utilize platforms such as Procore for real-time documentation, scheduling, and issue tracking, ensuring transparency and accountability throughout the construction process.

## Key Elements of Field Management

- Daily and weekly coordination meetings with trade partners to review progress, address challenges, and update the schedule.
- Use of Lean scheduling techniques, such as pull planning, to optimize workflow and reduce waste.
- Continuous monitoring of crew sizes and work placement to proactively identify and resolve potential schedule bottlenecks.
- Implementation of site-specific safety and quality plans, with regular audits and training to uphold the highest standards.
- Utilize our self-perform expertise and knowledge early during design to incorporate safeguards into the design that have the potential to delay the project.
- Modular and prefabricated construction methods accelerate project schedules, minimize site disruption, and deliver consistent quality.
- Drones and robotics to support efficient site surveys and progress tracking, increasing precision and safety.

**4.8.iii.** Minimizing disruption and managing impacts to the right-of-way, existing operations, utility owners, third parties, and other adjacent projects during the construction process when performing the Phase 1 Work and Phase 2 Work, including, in the case of the Phase 2 Work, the proposed approach to staging the Phase 2 Work to minimize disruption to traffic, community, and businesses along the alignment; and

# MINIMIZING DISRUPTIONS

McCarthy's approach to minimizing disruption is rooted in early and ongoing stakeholder engagement, comprehensive logistics planning, and the use of advanced mapping and modeling technologies. McCarthy's in-house subsurface utility mapping services provide precise identification of existing utilities, enabling the team to avoid conflicts and plan relocations with minimal impact.

Focus areas, per phase to minimize disruption include:

## Phase 1: Design and Preconstruction

- Early stakeholder engagement (utilities, third parties, community)
- Regular coordination meetings
- Design survey, site investigation and utility mapping
- Right-of-way (ROW) and access review; secure agreements
- Review adjacent project schedules and scopes
- Develop detailed phasing and traffic management plans
- Temporary traffic control planning
- Identify staging/laydown areas
- Public outreach and communication protocols
- Constructability reviews and value engineering
- Early procurement of long-lead items
- Utility and third-party coordination

## Phase 2: Construction

- Sequenced construction to maintain access
- Minimize ROW and operational impacts
- Maintain business/resident access
- Locate staging areas to reduce footprint
- Just-in-time deliveries
- Ongoing stakeholder communication
- Weekly progress meetings
- Local community updates
- Utility relocation verification
- Regular utility coordination meetings
- Noise/dust mitigation (off-hours, barriers)
- Schedule disruptive work off-peak
- Clear signage, flaggers, wayfinding
- Utility and third-party coordination

## Site Logistics