2024
August 29th

CITY OF NOVI

Technical Response

REQUEST FOR QUALIFICATIONS OWNER'S REPRESENTATIVE SERVICES FOR NEW PUBLIC SAFETY BUILDINGS

RFQ - 072524

Contents

LINKED

AECOM
39575 Lewis Drive, Suite 400
Novi, MI 48377
aecom.com

August 29, 2024
City of Novi
Tracey Marzonie, Purchasing Accountant
Finance Department
45175 Ten Mile Rd.
Novi, MI 48375-3024

RE: REQUEST FOR QUALIFICATIONS OWNER'S REPRESENTATIVE SERVICES FOR NEW PUBLIC SAFETY BUILDINGS

Dear Ms. Marzonie:

As your potential partner, we are confident that our team is the right choice to help provide quality services as you seek to maintain and improve the City's infrastructure. We are proposing as AECOM Great Lakes, Inc. (AECOM) which has served the City of Novi since 2006, operating out of our office on Lewis Drive in Novi. We are excited for the chance to expand our relationship with the City of Novi, supporting you in the successful delivery of your public building projects. We bring a team with in-depth experience and a deep "bench" of staff resources that will allow us to adjust support and expertise.

We recognize the City of Novi's diverse, vibrant community and its numerous opportunities for economic success. We applaud the City and its residents for creating the Public Safety Needs Facilities Committee. This committee identified the need to improve numerous aging facilities, including the police department, fire stations and a new public safety headquarters. Across the country, we have worked as trusted advisors to help deliver for our clients, including many public entities such as counties, cities and governmental agencies. We offer the City of Novi extensive lessons learned and best practices from our previous successes as an owner's representative. In concert with this experience, we bring our institutional and current knowledge of the City of Novi from projects like Crescent Blvd and Industrial Spur and the ITC Corridor Trail/Wildlife Woods Park. We will use this knowledge to help coordinate communications, expedite reviews and deliver on your expectations.

History with Novi In the AECOM conference room there are photos of the Novi Water Tower and the Novi boardwalks projects because we are a part of Novi. We have worked with the city on numerous projects to improve the infrastructure and community, giving us insights into the processes and procedures we will encounter for your public safety projects. We are ready to leverage our Novi knowledge for Novi.

In-house Capabilities AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle—from advisory, planning, design and engineering to program and construction management. On projects spanning transportation, buildings, water, new energy, and the environment, we have unparalleled, services and resources to address virtually. This capability creates substantial flexibility for the City in obtaining the resources it needs.

Extensive Experience Our Owner's Representative (OR) services are designed to act in your best interest, ensuring clarity of communication, technical compliance, and successful project delivery. For nearly 20 years we've worked with the City of Novi acting in a similar capacity. We will build on that history, bringing OR expertise in design management and quality assurance, project management, risk identification and mitigation plans, permitting and consents, stakeholder management and communication, sustainability planning and assessment, and site supervision and verification.

Highly Qualified Leadership and Personnel We have identified experts with local and nationwide experience dedicated to leveraging lessons learned and best practices for Novi. Our Principal-in-Charge, Thomas Roberts, PE, PS and Project Manager, David Esparza, AIA, LEED AP have significant experience serving Michigan and are recognized by their clients as responsive and effective. Supporting Thomas and David we propose a lean team with extensive capabilities and knowledge of the market who are ready to serve Novi on day one.

AECOM has the relevant experience, technical expertise, and corporate resources to help support the successful delivery of your projects. If you have any questions, you can reach me by phone at 248.469.6945 or by email at thomas.roberts@aecom.com. We acknowledge Addenda 1, 2, 3 and 4.

Best regards,

Thomas Roberts, PE, PS
Principal-in-Charge/Associate Vice President
AECOM Great Lakes, Inc.

A

BUSINESS ORGANIZATION

A. Business Organization

FIRM DETAILS

FULL NAME AND ADDRESS

AECOM Great Lakes, Inc. (AECOM)
39575 Lewis Drive, Suite 400 Novi, MI 48377

INDIVIDUAL, PARTNERSHIP OR CORPORATION

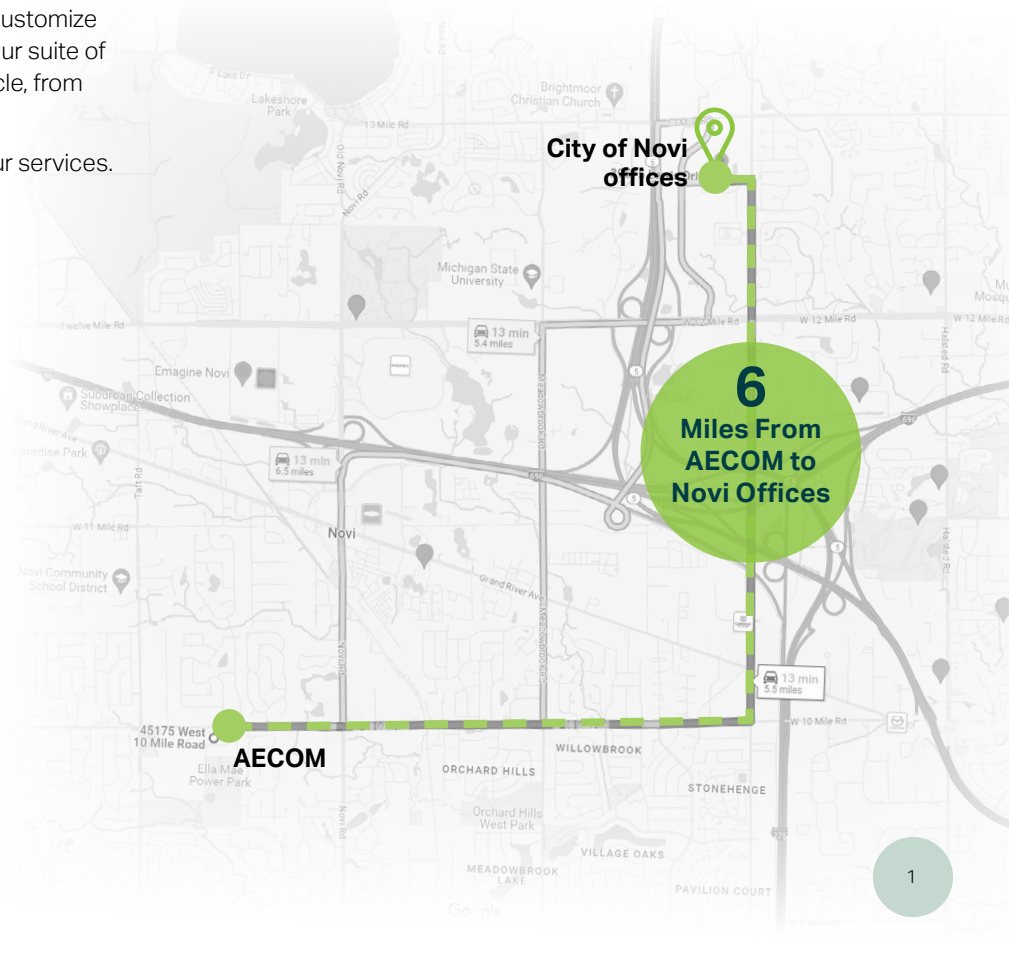
AECOM Great Lakes, Inc., a Michigan corporation founded in 1965, is an indirect subsidiary of AECOM, a fully integrated infrastructure and technical services firm serving clients worldwide. With over 49,000+ employees, AECOM offers comprehensive expertise in program, project and construction management, as well as in planning, architecture, engineering and other related services.

AECOM AT A GLANCE

AECOM's integrated services means that the City of Novi will directly benefit from the lessons learned and knowledge of AECOM's wide variety of expertise. By selecting our team, the city will gain not only our deep bench of professionals, but also access to a proven group of subject matter experts covering architectural and engineering disciplines, special inspectors, sustainable design professionals, and environmental experts.

For nearly 60 years, we've successfully managed and delivered complex capital improvements while meticulously safeguarding our clients' goals. We protect your interests as our own, working to streamline delivery while making sure that your budgets, schedules and vision remain intact. We customize our services to fit your needs and requirements. Our suite of services covers every aspect of a project's life cycle, from design through completion.

In *Exhibit 1 on page 2* you will see a sampling of our services.



HISTORY WITH NOVI

Since 2006, AECOM has completed over a hundred projects for the City of Novi. AECOM was the Designer of Record and the Construction Administrator on these projects. These projects ranged from pump stations to water mains, floodplain modeling and support, wetland support, neighborhood road construction, trail connector projects, major road construction and even the reconstruction of Eleven Mile Road adjacent to the proposed project site for New Public Safety Headquarters.

Our local office is comprised of design and construction professionals who have been working on the City of Novi Projects for almost two decades. This office also includes design professionals who practice and specialize in vertical construction. Our robust in-house team of architects, mechanical engineers, electrical engineers, and cost estimators are ready support and delivery for the City of Novi.

REPRESENTATIVE NOVI PROJECTS

- 13 Mile Rd Rehabilitation - Meadowbrook
- Industrial Roads Park
- Lakeshore Park Tunnel Replacement
- ITC Trail/Wildlife Woods Park
- Bond Street
- Crescent Blvd and Industrial Spur
- Taft Rd from 10 Mile Rd to Grand River

SERVICES

Our program, project and construction management professionals can leverage their owner's rep expertise in conjunction with AECOM's numerous other services to the right.

PROGRAM MANAGEMENT

- Master Planning
- Critical Path Method (CPM)
- Master Scheduling
- Budgeting
- Delivery & Contracting Strategies
- Design Standards
- Risk Management
- Plans & Procedures

CONSTRUCTION MANAGEMENT

- Schedule & Cost Management
- CPM Schedule Analysis
- Document Control
- Field Oversight
- Quality Assurance/ Quality Control
- Change Management
- Contract Compliance
- Claims Avoidance
- Inspection
- Move/Relocation Coordination
- Safety & Health
- FF&E Management

PROJECT MANAGEMENT

- Project Planning
- Scheduling
- Budgeting
- Estimating
- Design Management
- Contract Development
- Project Bidding & Procurement
- Value Engineering
- Digital Constructability Review Management (including BIM)
- Closeout & Archiving

ADDITIONAL/RELATED SERVICES

- Digital Solutions & Transformation
- Facility Condition/ Lifecycle/Asset Assessments
- Sustainability, LEED, & Energy Innovation
- Commissioning Management
- Dispute Resolution
- Innovative Funding/ Financial Solutions

Exhibit 1 AECOM example service list

AECOM Novi Office Conference Room

B

EXPERIENCE

B. EXPERIENCE

FIRM QUALIFICATIONS, STAFF CAPABILITIES, AND PAST PERFORMANCE

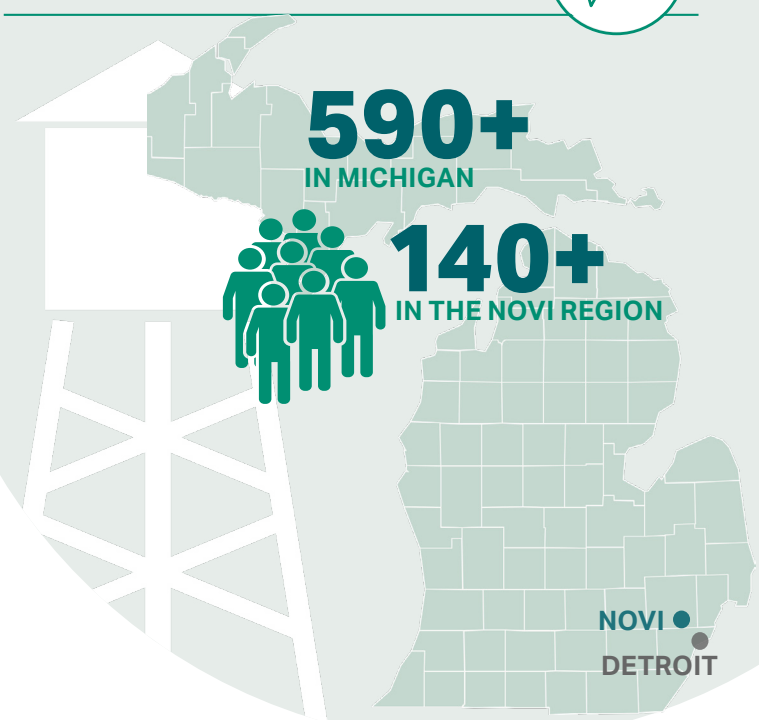
FIRM QUALIFICATIONS

AECOM provides a blend of global reach, local knowledge, innovation, and technical excellence in delivering solutions that create, enhance, and sustain the world's built, natural, and social environments. AECOM has successfully managed and delivered complex capital programs and projects while meticulously safeguarding our clients' goals.

We have built a legacy of doing great work with public entities across the country including here with the City of Novi. Currently, we are program managers and owner's representative for billions worth of construction in Michigan, Texas, California, and numerous other states.

AECOM STAFF #'s

49K+ EMPLOYEES WORLD-WIDE



INDUSTRY RECOGNITIONS

FORTUNE 500 2022

FORTUNE WORLD'S MOST ADMIRED COMPANIES 2023

2020 ROSPA President's Award

MILITARY FRIENDLY 2024 SILVER EMPLOYER

EQUALITY 100 2023 2024 Leader in LGBTQ+ Workplace Inclusion

2023 WORLD'S MOST ETHICAL COMPANIES ETHISPHERE

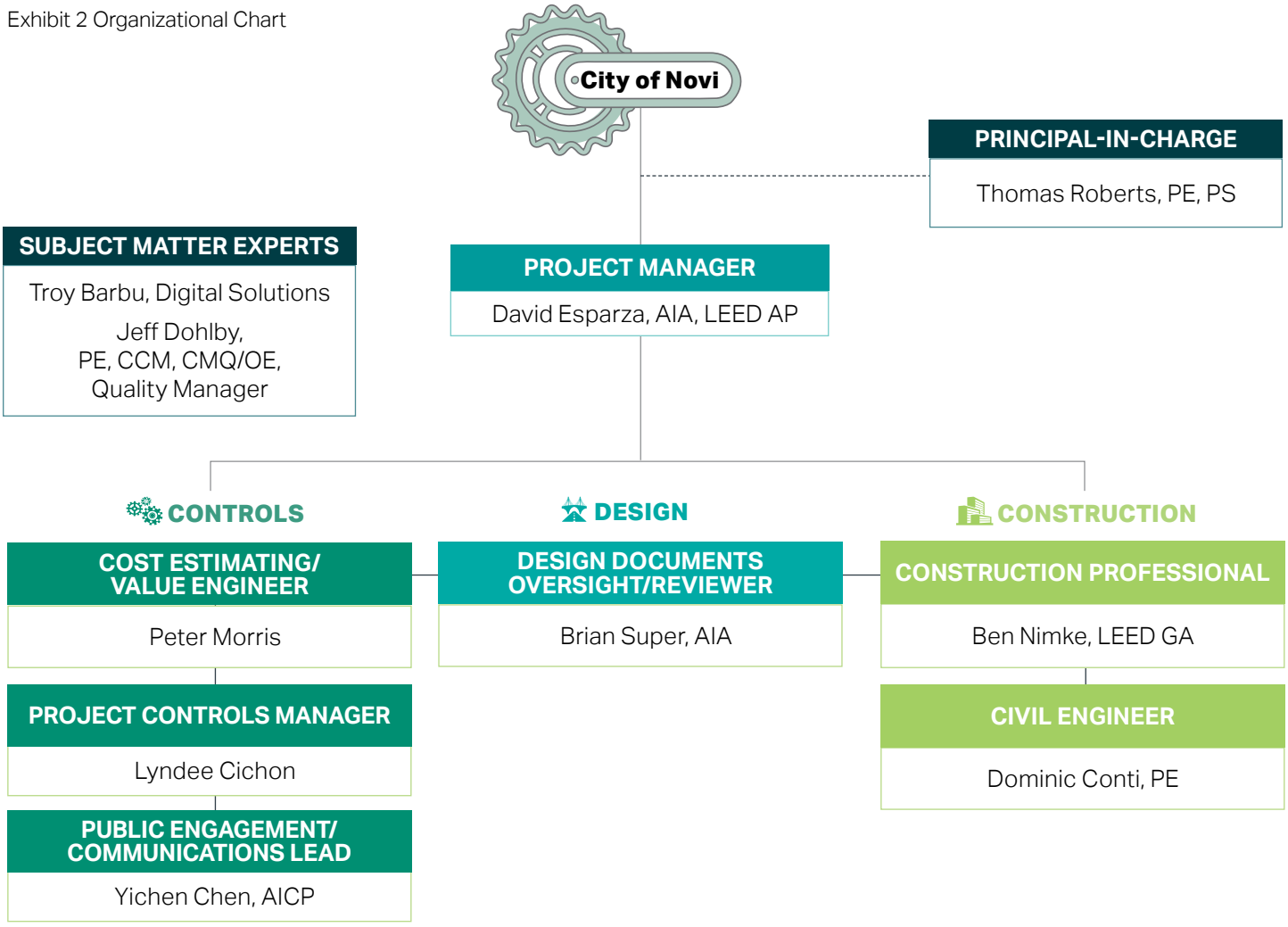
TOP 50 ENR2024 #2 Program Management Firms

STAFF CAPABILITIES

Our commitment to delivering projects is shown best by the caliber of staff. This commitment includes a leader who understands continuous improvement, has the necessary experience and agile knowledge to deliver. David Esparza, AIA, LEED AP, will lead our team and serve as the day-to-day contact with the City.

Supporting David are experts who excel in their areas of specialty. In *Exhibit 2* we present our team's organizational chart followed by personnel bios detailing expertise and experience with key personnel resumes shown in *Appendix 1.*

Exhibit 2 Organizational Chart



OTHER AVAILABLE RESOURCES (IF NEEDED)

Sustainability	High Performance Buildings	Construction Management
Commissioning	Move Management	Graphic Design/Visualization Services
Asset Management	Risk Management	Environmental Permit
Community Outreach	Urban Planning and Design	Funding and Technology Application Support

Personnel Overview Bios

Listed in order of Exhibit 2 Organizational Chart.

Name and Role	Highlights
 **Thomas Roberts, PE, PS** Principal-in-Charge 20+ Years BSCE, Civil Engineering, Michigan State University AAS, Survey Technology, Owens College	› Professional experience in construction management, civil engineering, infrastructure improvements, and consulting services › Experience with municipal, federal and private sector environments › Has managed more than 100 construction projects requiring source control, investigation, design, construction, permitting, demolition, transportation and disposal
 **David Esparza, AIA, LEED AP** Project Manager 30+ Years BS, Architecture, Lawrence Technological University	› Design, planning, construction, and project management experience › Experience with governmental and educational facilities, transit, telecommunications, laboratories, corporate offices, industrial, public safety, gaming, water, entertainment, and healthcare facilities › Versed in demolition, renovation, and new construction projects
 **Troy Barbu** Subject Matter Expert, Digital Solutions 30+ Years B.Arch, The Ohio State University Austin E Knowlton School of Architecture	› Experience with BIM, CAD, Bluebeam and other building-related technologies › Brings ability to align BIM and other technologies with the entire lifecycle of projects, from procurement to operations › Experience includes contract language, design-phase BIM and Bluebeam review management, VDC coordination/clash detection, and equipment asset metadata compilation
 **Jeff Dohlby, PE, CCM, CMQ/OE** Quality Manager 30+ Years MBA, Marquette University, Milwaukee, WI BS, Civil Engineering, Marquette University	› Expertise in program management, quality management, program controls, and operations › Experience as a civil engineer providing design, construction, and program management on large capital infrastructure projects › Responsible for business line management, operations management, and individual project management
 **Peter Morris** Cost Estimating/ Value Engineer 40+ Years BS, Surveying, University of Reading	› Specializes in cost management and control, including construction cost planning and estimating, risk management, lifecycle costing, scheduling, and market analysis › Deep knowledge of the U.S. construction market, having seen it through several business and code cycles › Extensive experience working with project teams, owners, and contractors to manage cost to plan throughout the whole project delivery process

Name and Role	Highlights
 **Lyndee Cichon** Project Controls Manager 20+ Years MS, Urban Planning and Policy, University of Illinois at Chicago BA, Business Administration, University of Notre Dame	› Works as part of a team, leading to solving complex and difficult administrative challenges and providing leadership and direction › Supports programs and projects in the private and public sectors › Experience includes accounts payable, scheduling, portfolio management, staff coordination, audits, policies and procedures
 **Yichen Chen, AICP** Public Engagement/ Communications Lead 5+ Years Master of Urban and Regional Planning, University of Michigan	› Transportation planner › Specializes in translating detailed plans into compelling stories and visual representations for the public › Experience leading and coordinating various public engagement activities with high levels of participation › Assists informational campaigns in developing informational materials and communicating with the public
 **Brian Super, AIA** Design Documents Oversight/Reviewer 40+ Years AA, Architectural Design, Tidewater Community College	› Leads a team of architects and support staff that specialize in the design of law enforcement facilities, emergency communications and operations centers, court houses, and correctional facilities › Manages teams from early planning to design completion, with regular dialogue and collaboration with the client throughout › Experience in programming, planning, and design development; coordinating architectural documents; code research; cost estimating; specification writing; and construction administration
 **Ben Nimke, LEED GA** Construction Professional 20+ Years BSc, Construction Management, Eastern Michigan University	› Construction manager › 15 years of construction knowledge › Delivery method experience includes design-build, plan/specification, and time/material work, and construction cost estimating for various project types › Facilities experience in the industrial/manufacturing, petro/chemical, automotive, commercial/office, and hospital construction segments
 **Dominic Conti, PE** Civil Engineer 10+ Years MS, Industrial Toxicology, Wayne State University BS, Civil Engineering, / University of Illinois at Chicago BS, Ecology and Evolutionary Biology, University of Michigan	› Construction and design experience › Experience as a construction inspector working on a variety of projects for both MDOT and the City of Novi › Work for Novi has included ITS, traffic signals, concrete and asphalt paving, ADA sidewalk ramps, road reconstruction and rehabilitation, concrete patching, storm sewer, boardwalk construction, and box culvert installation › Worked as utility coordination engineer, which included drawing the existing utility facilities into plans, identifying potential conflicts with proposed work, and coordinating with utility companies prior to and through construction to facilitate relocation efforts

PAST PERFORMANCE

Most of our clients are repeat clients, with some of our relationships dating back decades. This speaks volumes about our performance and the relationships we build, which are based on trust, transparency, professionalism, commitment and excellence. Below we show a select listing of local and nationwide projects demonstrating our extensive background followed by the required full descriptions of projects relevant to the City of Novi scope.

Detroit Department of Transportation (DDOT)

Recently we served as owner representative to rebuild DDOT's Shoemaker Terminal after a bus fire destroyed six bus storage bays. We managed the insurance claims process, and procured environmental abatement, demolition, masonry, structural steel, mechanical, electrical and fire suppression system construction services.

Detroit Public Schools, 20-Year Master Plan

As the owner's representative, AECOM plays a crucial role in the Facilities Master Plan (FMP) ensuring that the plan is executed with precision and in line with the district's vision. The FMP provides a 20-year facilities vision and investment plan, which recommends investing $700 million by 2029.

Gordie Howe International Bridge

AECOM, as a subconsultant, is the lead designer/design manager for the joint venture responsible for the new US and Canadian Ports of Entry and Gordie Howe International Bridge connecting Windsor, Ontario, Canada, with Detroit, Michigan, United States. Of note the project included fire and police station structures.

"The Project is a very complicated project with a large set of requirements.... In having to address all the requirements, which sometimes are contradictory to each other, the Contractor [AECOM] always provided a solution to the problems. The Contractor [AECOM] was able to provide documentation, when there was overreach by Agencies to dispute requests, to maintain the Budget and Schedule of the project."

Alin Forgaciu, US POE Design Coordinator 9

Great Lakes Water Authority

AECOM and our partners are providing program services for organizational planning and change management efforts for Great Lake Water Authority's Capital Improvement Program (CIP) focused on developing a self-sustainable CIP organization capable of delivering $400 million in capital improvements annually.

CalTrans District 7 Headquarters

This project consisted of 750,000 square feet and a 1,300 parking stall garage located in downtown Los Angeles winning multiple awards. AECOM provided project, owner's rep and construction management services.

"During development [of Project Management Plan], I found the staff [at AECOM] to be competent, flexible, and they demonstrated the necessary leadership... for a successful project."

Kevin Kaestner, CA DGS RESD PMDB Project Director

New Natural Resources Headquarters 2022 CMAA Winner NorCal Chapter

Buildings Over $300M for New Construction

New Natural Resources Headquarters

Located in downtown Sacramento, the 21-story, 870,000-square-foot New Natural Resources Headquarters accommodates approximately 4,400 staff from the California Natural Resources Agency and its departments. AECOM provided owner's rep, project and construction management services.

"AECOM's collaborative and proactive approach, as well as follow through was essential to the successful development of the performance criteria and project budget for the New Natural Resources Headquarters.

Bruce McKinlay, Project Executive, Arup – New Natural Resources Headquarters

Stanislaus County Public Safety Center

AECOM managed the design and construction of the Stanislaus County Public Safety Center Expansion, an $87 million, 179,079 gross square foot correctional facility. The project included two separate facilities on a nine-acre site within the existing County Public Safety Center campus.

"[AECOM's] work on these important public safety projects has been outstanding – all the way around! The quality, professionalism, dedication, team work and collaboration has been the very best of the best – and the County is very grateful for all of your amazing efforts...

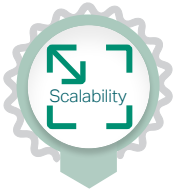
Patricia Hill Thomas, Chief Operations Officer

Below we feature seven (7) projects as requested, from the last ten years that represent our experience managing projects for similar clients with similar scopes.

Demonstrated in-house capability and resources.

A proven track record with public agencies and municipalities.

Seasoned team committed to your satisfaction and vision.



History of scalable delivery for municipalities across small and large scale projects.

	PROJECT/CLIENT	SCOPE SERVICE								
		Design Phase Services	Public Engagement and/or Information Campaign	Project Meetings	Cost Estimating	Operating Cost Review	Design Documents Review	Regulatory Agency Coordination	Value Engineering/Cost Analysis	Contract Compliance Review
1	Eastern Michigan University Strong Hall Renovation Ypsilanti, MI	●		●	●	●	●	●	●	●
2	Detroit New Center Intermodal Facility Detroit, MI	●	●	●	●	●	●	●	●	●
3	Eastern Greenwich Civic Center Greenwich, CT	●	●	●	●	●	●	●	●	●
4	2019 Bond and Capital Improvement Program, City of Garland, TX	●	●	●	●	●	●	●	●	●
5	2021 Bond and Capital Improvement Program, City of Richardson, TX	●	●	●	●	●	●	●	●	●
6	Ambulance Deployment Center, San Francisco, CA			●	●	●	●	●	●	●
7	Highway Patrol Replacement Facilities, Statewide, CA	●	●	●	●	●	●	●	●	●

01

Eastern Michigan University Strong Hall Renovation

Ypsilanti, MI

CLIENT:
Eastern Michigan University,
Scott Storrar, Executive Director
Tel: 734.487.3591
Email: sstorrar@emich.edu

ARCHITECT MANAGER: Integrated Design Solutions

CONSTRUCTION MANAGER: Clark Construction (CMAR)

PROJECT AND TEAM MEMBER ROLE: Owner's Representative/Project Manager

VALUE: $39.5M

DATES: 2017-2019

PROJECT DESCRIPTION

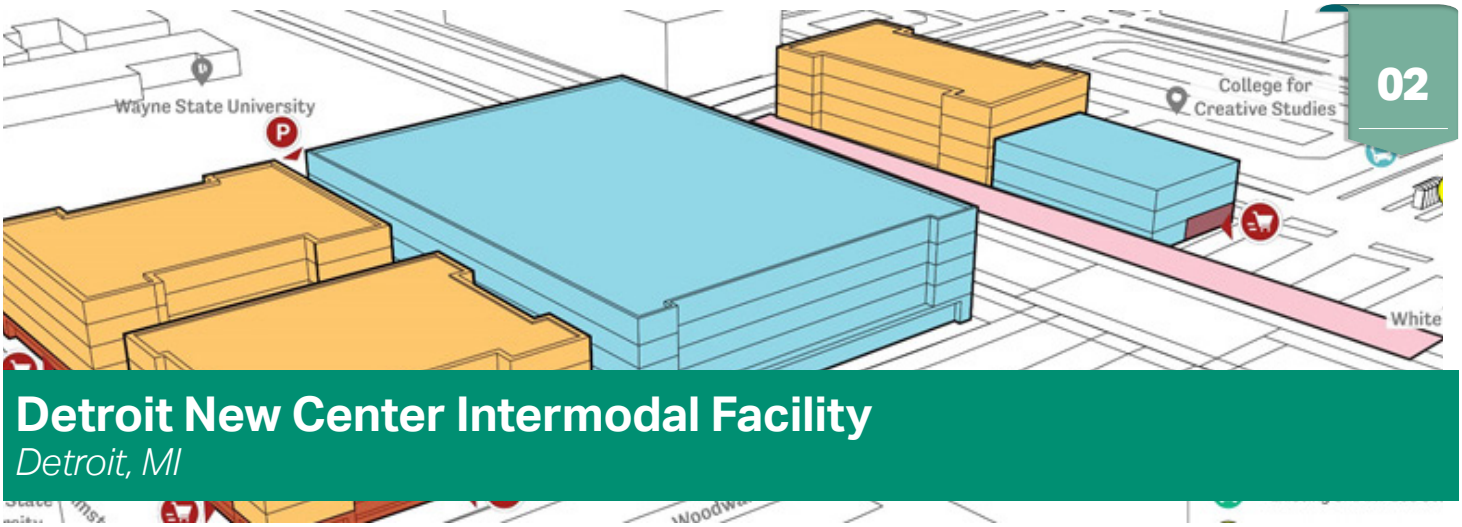
AECOM was selected as program manager for Eastern Michigan University's Strong Hall renovation. The three-story building has not seen significant renovations since its construction in 1957, despite being the third most heavily trafficked building at the university with 8,000 students each semester.

Our team served as owner's representative for classroom and laboratory upgrades, technology repair and replacement of infrastructure, building improvements, including mechanical and electrical systems, and asbestos removal as well as substantial green improvements to reduce long-term energy costs. Our services will include preparing monthly reports, budget tracking, schedule review and tracking, document control, quality control, closeout coordination and any other services needed to support the owner in supervising the design and construction activities on the project.

Strong Hall is part of the EMU Science Complex, which includes the $90 million Mark Jefferson Science Building. AECOM previously served as project manager for the renovation and expansion of the Mark Jefferson building, the largest construction project in EMU history and the first LEED-NC certified facility on campus.

RELEVANCE TO NOVI

- Municipal, governmental, or corporate business purpose building
- Michigan market
- Public entity client
- Owner's representative services
- Design phase support
- Project meetings
- Cost estimating
- Operating cost review
- Design document review
- Regulatory agency coordination
- Value engineering/cost analysis
- Contract compliance



02

Detroit New Center Intermodal Facility

Detroit, MI

CLIENT:
Michigan Department of Transportation
Andrea Wilcox, Project Manager Metro Region
Tel: 269.567.8972
Email: wilcoxa2@michigan.gov
ARCHITECT MANAGER: AECOM
CONSTRUCTION MANAGER: TBD (project on-hold)
PROJECT AND TEAM MEMBER ROLE: Land Use, Site and TOD Opportunity Review; Conceptual Facility Design and Costing Project Risk and Delivery Advisement; and Grant Management
VALUE: $55M
DATES: 2021- ongoing

RELEVANCE TO NOVI

- Municipal, governmental, or corporate business purpose building
- Michigan market
- Public entity client
- Design phase support
- Public engagement
- Project meetings
- Cost estimating
- Operating cost review
- Design document review
- Regulatory agency coordination
- Value engineering/cost analysis
- Contract compliance

PROJECT DESCRIPTION

The Michigan Department of Transportation (MDOT) engaged AECOM to lead the development of design concepts and to compare different site options for the renewal of two state-owned transportation facilities in the City: the Amtrak station and the intercity bus (Greyhound) terminal. The resulting concept for a New Center Intermodal Facility Project (NCIF) will create a modern intermodal passenger hub with enhanced passenger amenities. MDOT will sell the existing obsolete intercity bus station at Howard Street and relocate its function to the site of the current Amtrak rail station at Woodward Avenue and Baltimore Street in the New Center neighborhood. The existing rail station will be reconstructed to better serve current and future rail passenger and operational needs, accommodate bus passenger and operational needs, and facilitate physical transfers between and among modes.

AECOM worked with MDOT to consider multiple project design and delivery options, eventually developing and selecting the current concept through technical analysis and engagement with key stakeholders, including site users and neighborhood groups. The selected concept prioritizes the accommodation of multi-modal trip-making as well as fully leveraging the opportunity for joint development that can occur at and around the transit facility. AECOM also assisted MDOT in consideration of the project delivery strategy, with a current concept of solicitation of a design-build team to construct the project and potentially the accompanying larger development concept. AECOM prepared a USDOT RAISE Grant application that successfully secured $10 million toward project implementation, currently planned for 2025. AECOM continues to support MDOT with public engagement, preliminary design, environmental screening, and design-build procurement support.

03

Eastern Greenwich Civic Center

Greenwich, CT

CLIENT:
Town of Greenwich,
Luigi Romano – Superintendent BC&M
Tel: 203.622.7760
Email: luigi.romano@Greeneichct.org
ARCHITECT MANAGER: TSKP Studio, LLC
CONSTRUCTION MANAGER: AECOM
PROJECT AND TEAM MEMBER ROLE:
Owner's Representation/Construction Management/ Budget and Scheduling
VALUE: $21.5M
DATES: 2022- ongoing

PROJECT DESCRIPTION

AECOM is providing construction management services to the Town of Greenwich for the replacement of the Eastern Greenwich Civic Center providing on-site management, coordination with the town, supporting contractor safety, creating reports, and analyzing contractor change notices.

This project replaces the original 1950s facility, the new two-story center will feature a full-size gym, multi-use event space and three activity rooms. Acting as the town's representative, we will oversee the on-site work. Having worked with the town for well over a decade, our team has developed a strong understanding and affinity for its people and processes.

RELEVANCE TO NOVI

- Municipal, governmental, or corporate business purpose building
- Public entity client
- Owner's representative services
- Design phase support
- Public engagement
- Project meetings
- Cost estimating
- Operating cost review
- Design document review
- Regulatory agency coordination
- Value engineering/cost analysis
- Contract compliance

04

2019 Bond and Capital Improvement Program

Garland, TX

CLIENT:
City of Garland,
Laura Dunn, Capital Project Development Manager
Tel: 972.205.2132
Email: ldunn@garlandtx.gov

ARCHITECT MANAGER:
Studio Outside (Downtown Square)

CONSTRUCTION MANAGER: Hill & Wilkinson General Contractors (Downtown Square)

PROJECT AND TEAM MEMBER ROLE:
Owner's Representation/Program Management

VALUE: $423 program value; $23.3M (Downtown Square)

DATES: 2019 - ongoing

RELEVANCE TO NOVI

- Municipal, governmental, or corporate business purpose buildings including fire stations
- Owner's representative services
- Public entity client
- Design phase support
- Public engagement
- Project meetings
- Cost estimating
- Operating cost review
- Design document review
- Regulatory agency coordination
- Value engineering/cost analysis
- Contract compliance

PROJECT DESCRIPTION

AECOM serves as the City of Garland's program manager for its 2019 Bond Program, which includes a diverse group of project types. The $423-million program encompasses street widenings and intersection improvements to alleviate traffic congestion; new public safety facilities (three fire stations and a police evidence building); storm drainage improvements in selected flood-prone areas; recreation center expansions/rebuilds; park improvements (playgrounds, splash pads, parking lots); a new library and library renovations; an animal shelter and adoption facility; and other municipal facilities that will positively impact the quality of life of its residents. Our team works with various city departments to balance the program so that it can be prioritized within the city's annual funding capacity.

The city's goal is to implement the bond program within seven years. Our program management team is also responsible for verifying that the city's design and construction program is feasible; recommending resources, strategies and tools to help the city complete the program within its approximately seven-year timeline; developing and executing a communication and community outreach plan; and providing overall program management and staff support services. We also assisted the City of Garland identify and leverage agency funding opportunities. Staff support includes reviews for roadway and transportation engineering; erosion control and floodplain management; landscape architecture; building plans; mechanical, electrical and plumbing plans; structural engineering; constructability; and interior renovation and space planning.

The Downtown Garland Square project revitalized downtown Garland through investments in public infrastructure and surrounding streetscapes. The project aimed to promote a pedestrian-friendly environment and spur economic investment in support of Garland's Central Business District and growing residential area. The Downtown Garland Square was transformed into a destination for the community, as well as a location for larger festivals, live music and other special events. Key features include a large recreational and event lawn, a treehouse within a larger play area, a shade pavilion for smaller impromptu performances, starlit patios and a distinctive gateway feature. Beyond the Square, 14 blocks of streetscapes were improved in the broader downtown area.

The Downtown Garland Square project won the CMAA North Texas project achievement award 2024 government project under $50M.

05

2021 Bond and Capital Improvement Program

Richardson, TX

CLIENT:
City of Richardson,
Nicholas Kohel, Director of Engineering
and Capital Projects
Tel: 972.744.4277
Email: Nick.kohel@cor.gov
ARCHITECT MANAGER: ArchiTexas
CONSTRUCTION MANAGER: To be determined
PROJECT AND TEAM MEMBER ROLE:
Owner's Representation/ General Engineering Consultant (GEC) and Program Management
VALUE: $190M program value; $100M city call project
DATES: 2021-ongoing

PROJECT DESCRIPTION

The City retained AECOM through a Master Professional Services Agreement, and work will be performed on Task Order basis. The City anticipates the projects will involve significant engineering and architectural issues. The program includes both horizontal and vertical projects. Vertical improvements include renovating the city hall, library, Fire Station #5, and animal shelter.

Initially tabbed as a renovation project for the existing City Hall building as part of the 2021 bond project, an overnight fire caused heavy damaged to the 40 plus year old building. After further consideration, City of Richardson citizens approved additional funds to build a new replacement. Currently in design phase, the new City Hall will be a 3-story, approximately 98,000-square-foot, on the existing Civic Campus. The new building is set to have characteristics similar to the Library to create a more unified campus. Civic Campus improvements will include but are not limited to upgrading existing utilities, creating an outdoor plaza with landscape and hardscape upgrades, modifications to existing parking, new surface parking, vehicular drives and pedestrian walkways.

AECOM will provide program coordination, management, and delivery services related to engineering, design, construction, sequencing, community engagement, real estate, and performance monitoring. Our team is focused on identifying opportunities that enhance efficiency, minimize public disruption and reduce costs.

RELEVANCE TO NOVI

- Municipal, governmental, or corporate business purpose buildings
- Owner's representative services
- Public entity client
- Design phase support
- Public engagement
- Project meetings
- Cost estimating
- Operating cost review
- Design document review
- Regulatory agency coordination
- Value engineering/cost analysis
- Contract compliance

06

Public Works Ambulance Deployment Facility

San Francisco, CA

CLIENT:
San Francisco Public Works
Kathleen O'Day, Project Manager, Building, Design & Construction, Project Management Division
Tel: 415.558.4534 (office) | 415.218.7515 (cell)
Email: Kathleen.ODay@sfdpw.org
ARCHITECT MANAGER: MEI Architects
CONSTRUCTION MANAGER: AECOM
PROJECT AND TEAM MEMBER ROLE:
Construction Manager Support
VALUE: $50.1M
DATES: 2017-2021

PROJECT DESCRIPTION

This four-story building is the new headquarters for San Francisco Fire Department's emergency medical services, providing additional parking for the fleet and storage for ambulance supplies and vehicle restocking. The ADF is constructed west to the existing 24-hour operational Fire Station #9, and surrounded on the north and south by existing operational buildings. The ADF Building will provide additional emergency medical services offices, conference and training rooms, locker rooms and communal spaces. The location provides on-site fueling, electric vehicle chargers, an emergency generator, solar panels, new landscaping and entry gates featuring public art.

The steel-brace framed building supplements the City's existing emergency medical infrastructure. The ADF has a state-of-the-art seismically enhanced buckling restrained brace system with a modern streamlined metal panel skin and a two-level parking structure for employees . The project is part of the 2016 voter-approved Public Health and Safety (PHS) Bond, which dedicated $350 million toward capital improvements for City facilities to meet the critical health and safety needs of San Francisco.

RELEVANCE TO NOVI

- Municipal, governmental, or corporate business purpose building (fire station)
- Owner's representative services
- Public entity client
- Extensive public safety building features
- Project meetings
- Cost estimating
- Operating cost review
- Design document review
- Regulatory agency coordination
- Value engineering/cost analysis
- Contract compliance

AECOM's scope of services included construction administration, budget/cost estimating/cost control, scheduling review/control, document control, and onsite construction management and field supervision services.

Change management services included estimating / cost logic for recommendation of fair and reasonable cost changes in relation to review of base contract requirements, supported change documentation, and face to face negotiation with the general contractor and subcontractors for change orders / dispute resolution.

07

California Highway Patrol (CHP) Replacement Facilities

Statewide, CA

CLIENT:
California Department of General Services
Troy West, Project Director II
Tel: 916.214.0583
Email: troy.west@dgs.ca.gov
ARCHITECT MANAGER: Nacht & Lewis
CONSTRUCTION MANAGER: AECOM
PROJECT AND TEAM MEMBER ROLE:
Construction Management
VALUE: $200M
DATES: 2015 - ongoing

PROJECT DESCRIPTION

AECOM, as part of the Master Architect Team, is providing services as both the master architect and construction manager for the new California Highway Patrol's $200 million Replacement Facilities throughout the state utilizing the design-build delivery method. Built to meet the requirements of the Essential Service Act (ESA), the new facilities will include a main building (office building), an auto service area, a radio vault building, a property storage building, record storage, evidence rooms, lockers and other officer support needs. The remaining facility will include a vehicle fueling area, a waste enclosure area, a radio antennae tower, a generator enclosure, miscellaneous structures, and site parking. The completed projects will achieve a LEED Silver certification or higher.

AECOM's specific services include assisting DGS in the RFQ/RFP process (preparation, contractor solicitation, recommendation and selection), contract administration, design management, change order control management, estimating, schedule management, RFCs, submittals, document control and post-construction services.

In addition, AECOM supports the state during the design/build solicitation phase, including scoring and final recommendations to the selection committee. Once the design builders have been selected, AECOM assists the State in reviewing the design submissions and managing the construction of all projects.

RELEVANCE TO NOVI

- Municipal, governmental, or corporate business purpose buildings (police facilities)
- Public entity client
- Design phase support
- Public engagement
- Project meetings
- Cost estimating
- Operating cost review
- Design document review
- Regulatory agency coordination
- Value engineering/cost analysis
- Contract compliance

TECHNICAL APPROACH

Our professionals bring the technical and management expertise to coordinate and manage all project aspects, from concept through completion. Our focus is on providing innovative techniques to deliver projects on time that meet the scope and budget goals.

Having closely reviewed the scope of services in the RFQ, we are uniquely positioned to provide them. Our core competency and competitive advantage lie in our ability to offer high-level program, project, and construction management services. We also provide the added value of subject matter experts who can deliver engineering, architectural, environmental, estimating, or scheduling services. This comprehensive approach means we can provide the services necessary to successfully manage the City of Novi's New Public Safety Facilities.

Below we outline our approach critical to supporting your success:

(LINKED)

APPROACH CONTENT

1. Reviews, Project Meetings and Reporting

Reviews: In partnership with Novi, we will review the design documents for clarity, consistency, code and FEMA compliance, constructability and compliance with the project objectives. We will also coordinate with the City to help expedite the design by compiling and conveying the City's comments, as noted in the Communications Plan we will develop when creating the Project Management Plan. Along with these reviews, we will support the city with Contract Compliance Reviews incorporated into our approach as outlined in our Project Management Plan, budget and schedule management and stakeholder coordination.

Project Meetings: This critical component of every project is an effective means of collaborating on ideas, resolving issues, building relationships and reporting information. Since there are many stakeholders, we recommend that consistent periodic meetings be essential to monitor progress and help expedite outstanding issues. To memorialize important statements made and actions required, concise, accurate meeting minutes issued promptly are just as important as the meetings themselves.

We will work with the City of Novi to document the decision-making process through collaboration and set meetings. Establishing a protocol for the approval process for changes in design, contracts, schedules, or costs will be important. We will analyze and document the process for each type of decision and other decisions that arise.

We will organize, lead, and document all required regular and special project meetings throughout the project's phases. Responsibilities shall include coordinating meeting times and attendees, posting agendas, documenting critical discussion items and required actions, tracking issues, and following up.

In conjunction with the City of Novi team, our owner's representative will meet weekly with you and the architect during the final stages of a project. Such meetings shall serve as a forum for exchanging information concerning design issues, coordinating activities and responsibilities, and reviewing progress on design and construction documents. We will maintain records of all meetings and distribute meeting notes to all attendees and others as required.

Reporting: We will prepare and distribute a comprehensive monthly report (in a format approved by the City of Novi) to all team members. The Monthly Project Report will include an executive summary of key issues and areas of concern, detailed project status, upcoming project activities, detailed project budget and schedule status, key upcoming actions and required approvals.

2. Project Management Plan

We know that effective communication and planning are keys to project success. For this reason, we start every new project management assignment by meeting with the owner to develop a detailed Project Management Plan (PMP) tailored to that specific project. The Plan includes a Project Responsibility Matrix that identifies who is responsible for each project task and who approves the work product of each task. This effort will support and guide the scope as you've outlined in the RFQ documents such as the Design Phase needs to coordinate and expedite the flow of information.

The matrix mentioned above allows everyone to know their responsibilities and those of other team members. Based on our responsibility matrix, we will develop a set of project procedures to enable the project team to understand better and perform its duties. These procedures will address the communication protocols, decision-making process and project objectives, identify and address project-specific issues, and address the stakeholders' expectations.

We will foster open communication between the contractor and the design team to spread an understanding of the design intent, identify and resolve questions early, avoid re-work and claims, and cooperatively deliver the best product to the City of Novi. We are committed to maintaining a tight change control protocol to avoid claims and to achieve the City of Novi's project goals.

A. COMMUNICATION PLAN AND INFORMATIONAL CAMPAIGN SUPPORT

We will bring our experience in developing a communication plan. The communication plan is the basis of structured communication, and a comprehensive flow chart shows the decision-making process. Since many entities and stakeholders will be integrally involved in the projects, it is essential to establish guidelines for all team members to follow to create consistency within the project. Our communications plan includes identifying a support base, consensus building, and public information delivery for project compliance. Keeping in mind budget and schedule restraints. Our team considers how to address the concerns of governmental and regulatory agencies, community groups, local businesses and residents.

Leading this effort will be Novi resident Yichen Chen in partnership with Project Manager, David Esparza and the City of Novi.

The following are typical components of a communications plan:

- Develop a responsibility matrix to establish roles
- Meet and confer with client representatives, continuing this consultation regularly throughout the project
- Provide project information to the community
- Anticipate and develop communication and community relations strategies for issues and concerns that may arise during construction, including noise, dust, traffic and public safety
- Identify issues of concern to local residential, environmental and business groups
- Provide periodic updated information about the project as it evolves
- Assist the City of Novi with community and media relations plan strategies
- Advise on or implement continuing communications with stakeholders
- Provide regular reports to the City of Novi

The responsibility matrix will clearly show each team member's roles and responsibilities and establish performance expectations. Developing this matrix will help identify potential conflicts and omissions of activity to achieve complete coverage and eliminate unmet expectations. It will also allow each team member to see a snapshot of their responsibilities and how they relate to others.

B. RISK MANAGEMENT

We recognize our role in helping the City of Novi achieve its vision. An essential element of success is the early identification and management of critical project risks and opportunities so that mitigation and implementation strategies are put into practice from the earliest stages of project development.

Internal collaboration is an excellent process for risk management. With the projects seeking funding, it is essential to evaluate issues for budget and schedule and provide input on impacts for adjustments. It provides a road map to success as it guides the project team to:

- Identify the full spectrum of risks and opportunities for the project, as well as for other City -related activities, projects and operations
- Incorporate input from a broad spectrum of individuals from the City of Novi, designers and project stakeholders to identify risks and realize opportunities
- Evaluate consequential impacts that may arise from potential and current risks
- Forecast the magnitude and probability of the impacts associated with all identified risks
- Define a clear and practical mitigation plan for all identified risks
- Make clear assignments of actions to mitigate risks and track performance
- Resolve project issues before they can cause delays, cost escalations or claims

Typically, this risk management approach starts early – with pre-construction constructability reviews – and continues through construction to fully evaluate and effectively manage all risks throughout project delivery. This approach minimizes the need for crisis management. It allows time to receive critical input from the City of Novi staff, the project designer, stakeholders and regulatory agencies, and AECOM's local and national resources.

Risk Management Process Overview

C. SAFETY/LOGISTICS PLAN

AECOM maintains a comprehensive health and safety program with a corporate-level functional organization that controls overarching corporate-level policies and procedures. These policies and procedures are based on full compliance with regulatory requirements, protecting workers and the environment, and effectively accomplishing the project work.

Because we tailor the safety-based controls for each project, our system achieves a tailored balance between the workers' knowledge, skills, and abilities, the use of and compliance with technical procedures, and the training necessary to support effective implementation of the procedures and controls. This balance allows project-specific controls to be effectively implemented. We have used this standards-based approach to accelerate our work accomplishments across our company, delivered industry-leading results and earned numerous awards and recognition.

This approach begins with project planning and continues through a comprehensive set of core safety processes that combine technical field procedures with ongoing training programs. Our safety representatives participate in the development of project safety programs specific to each project, including:

- Safety requirements to be flowed down to the subcontractor
- Historical safety performance thresholds
- Descriptions of hazards, controls and expected impacts on productivity
- Minimum safety program requirements and pre- and post-award submittals

AECOM'S COMMITMENT TO SAFETY

Safety is an essential part of AECOM's DNA. This means maintaining a healthy, vibrant workplace and ensuring that employees protect and preserve facilities, property, equipment, the environment and, most important, people — employees, clients and the end users of our work. We strive to be the beacon of safety excellence in the industries and communities in which we work. We are committed to:

- » Zero work-related injuries to our employees and protection of the environment as a result of our activities
- » Providing a highly effective SH&E management system that drives continual review and improvement
- » Meeting client requirements and properly incorporating all safety, health and environmental rules and regulations at the local, state, provincial and national levels
- » Developing an exceptional safety culture where our people embrace ownership for the safety of themselves and others
- » Substantial improvements toward our goals of pollution prevention, resource conservation and environmental sustainability
- » Setting and meeting aggressive SH&E performance goals and Core Value Metrics to promote continuous improvement
- » Working with employees and business partners in order to continuously improve SH&E performance

We will proactively manage safe construction and work zone activity by developing a construction logistics plan that is then shared with the contractor to ensure a clear plan for delivery, staging and safe work zones. We will use established procedures, training, and project-specific programs. The program will incorporate public protection measures, such as traffic barriers, temporary fencing around excavations, warning signage, and other methods to protect the public from all construction hazards. Appropriate detours and safety barriers will be installed and maintained, along with protective pedestrian walkways as necessary.

D. ENVIRONMENTAL AND PERMITTING PLAN

Critical to the project is to make certain that the proper permits and environmental mitigation measures are managed through the sign-off process. We will keep a log of all of the permitting agencies that will be required to sign off on the completion of the project. This log will be our action log for keeping track of agency concerns and issues and scheduling sign-offs. In addition, we will also work with the consultants and contractor to support environmental mitigation measures are addressed during construction, as needed. We foresee that this monitoring and its management will occur weekly with the contractor, and we will report back to the City of Novi weekly.

We are experienced in working with various federal, state, county and city agencies and numerous public and private utility companies. We can use the proximity of our office in Novi to work effectively and congenially with applicable agencies throughout the project. In working through governmental agency issues, we seek to discover the issues that would hinder their approvals early and be responsive to their requests. The coordination of these groups is the key. As discussed previously, it starts with clear roles and responsibilities, continues with effective, efficient meetings that honor the team's time and concludes with meeting minutes with action items and due dates.

We've supported, partnered and delivered City of Novi projects along with other State of Michigan projects. We've built relationships and a working knowledge of Novi and Michigan codes, policies and regulations, common business practices. Representative agencies included state fire marshal, regional water quality control boards, air quality management districts, various city agencies, and numerous public and private utility companies. We will coordinate with these agencies throughout the design and construction process supporting on-time delivery.

3. Independent Construction Cost Estimating and Operating Cost Review

AECOM has provided construction cost consulting services throughout the United States, ranging from under one million to over a billion dollars. Our in-depth knowledge of the Michigan and nationwide construction market will allow us to provide the best information to manage costs.

Basic Pricing Approach

Our basic pricing policy establishes unit prices that reflect the conditions prevailing in a given project. These conditions may be physical, such as site accessibility, the difficulty of construction, and availability of materials, such as limited working hours, prevailing wage requirements, schedule compression, etc. To establish these unit prices, several sources of information may be used for material, labor and equipment prices and labor and equipment productivity rates. These prices and rates are then modified as necessary to reflect prevailing project conditions.

Price Build-Up

Where appropriate, the unit prices are built up from labor, material and equipment elements as follows:

Labor
The labor cost is derived from the labor productivity multiplied by the labor rate.

The labor productivity reflects the installation conditions and includes supervision by the crew foreman, drawing study and layout, normal material handling, material installation and a reasonable allowance for normal non-productive time, such as walking time to and from the work location, comfort breaks, etc.

The labor rate is the prevailing wage for the project. This may be the full Union rate, Davis Bacon prevailing wage rate, or non-Union. The rate will represent the expected crew mix of foremen, journeymen and apprentices. Allowances for premium time or shift work will only be made where explicitly stated. The labor rate includes all labor burdens for payroll tax and insurance, benefits, and dues.

Material
The material cost is the material supplied to the site in the right quantity and quality, including sales tax. Special material handling or staging will also be included. Allowances will be made for waste, short-order charges, set-up costs, etc.

Equipment
The equipment cost included in a unit rate is the cost of equipment specifically required for that element. General site equipment, such as cranes, trucks, etc., will be priced according to the general conditions. The equipment price should consider set-up and break-down costs, operating costs and minimum usage periods.

Sources of Cost Data

Historical Information
Much source pricing is based on historical data collected for previous projects. This is particularly true for common building materials, where prices and productivity are periodically verified rather than rebuilt for each project. Where historical pricing data is used, the estimator will ensure that the unit price accurately represents the installation cost under the project conditions.

Suppliers, Subcontractors and Unions
Source price data is obtained from suppliers, subcontractors and unions for materials and labor. These may be individual prices for specific parts or materials or lump sum prices for subcontracted construction elements. Lump sum prices are usually only obtained for specialty items, such as base isolators, post-tensioning tendons, etc.

Information received from suppliers or subcontractors is always verified by checking against known material costs and reasonable productivity assessments. Where possible, cost data will be obtained from more than one source. Suppliers and Subcontractors can also assist in providing productivity rates in certain circumstances.

Published Price Lists
Certain trades or suppliers publish material and equipment usage price lists, updated as often as weekly, and we subscribe to many of these services. The Mechanical Contractors of America (MCA) and the National Electrical Contractors Association (NECA) also publish labor productivity manuals, giving both average productivity rates and modifiers for project conditions. However, these are more useful for change order estimating than design estimating.

Staff Experience
Our staff is trained in construction methods and technology, and many have direct site experience in construction or construction monitoring. Based on their training and experience, they can generate a productivity rate.

Cost Planning

We have developed modeling tools for many institutional and public sector owners. We build parametric data from the functional and facility programs. By knowing the spatial organization, we can develop key quantities, and from the functional performance, we can build component costs based on the expected quality or performance. We also use these data to build operational costs to generate a programmatic Total Cost of Ownership (TCO). Our TCO tool uses the parametric data and the defined Level of Performance to create project-specific operational costs, such as looking at, for example, areas of finish and frequency of cleaning, or size of emergency generators and fuel demands. Going further, we can model capital (embodied) and operational carbon values to create a holistic life cycle cost and carbon view of the proposed facility before design work begins.

The Parametric Cost Model offers two key values:

1. *It allows for rapid value analysis.* We can quickly vary key quantity or quality parameters to see how sensitive the cost is to changes. For example, we can look at the impact of super-insulation on the cost of mechanical systems—both capital and operational—or the impact of increasing the durability of finishes (a major feature in public safety facilities) against long-term maintenance costs.
2. *It provides target quantities and costs for the design team.* Rather than having the design team operate blindly in the hope of staying on budget, we can give them target quantities for cladding, glazing, size of switchgear, etc. Because these have been explicit in the modeling stage, the whole project team can commit early to an achievable budget and then design to that budget.

4. Budget Management

In establishing cost control measures, we will analyze and validate the current budgets associated with the new public safety facilities. We will review to see that all potential project costs are identified and budgeted, including costs associated with schedule, labor, materials, transportation, fees, permits, constraints to the work environment and temporary construction or facilities. We can assist the City of Novi in validating all budgeted items. Implementing rigorous controls at this stage will support that there will be no surprises with the budgeted line items.

Bringing Projects Back into Budget – Before construction, we will review the budget against the estimated construction cost to develop recommended scope or building systems that may be considered for optimization. We will work with the City of Novi and the architectural team to identify systems or building components that may be rehabilitated rather than replaced, where appropriate. Each project is set up during construction with specific line-item budgets utilizing a detailed cost coding system, with the anticipated cost report typically updated biweekly. If significant variances exist between the budget and the estimated cost at completion, we coordinate with the city to develop a strategy to mitigate any cost overruns.

Where unavoidable costs, such as environmental issues or unforeseen changes in construction or site conditions, exceed the original budgets, we, along with the City of Novi, assess the cost issues and consider a plan of action that will be in your best interest.

5. Schedule Management

The baseline schedule is a crucial element is for each project, which captures our understanding of how the project will be constructed. We will compare our baseline schedule against the baseline schedule submitted by the contractor. This will allow us to identify whether the contractor has considered such items as the regulatory agencies' permit restrictions or long-lead ordering time for materials. In parallel with the constructability analysis and review task, we will prepare a summary-level master schedule that broadly highlights the project. The approved baseline schedule submitted by the contractor will be available and accessible to project team members and the City of Novi. Elements in our baseline schedule will include milestones for each phase of construction – controlling operation, materials procurement timetables, utility relocation schedules, review times for submittals and any other potential schedule impacts. We will use the baseline schedule to coordinate work with the contractor, order long-lead items, and manage submittal. This will provide the City of Novi with the information required to understand the project's status at any time fully and the potential impact on the overall completion if obstacles are identified during the project's construction phase.

Our expertise in developing master schedules and reviewing baseline and monthly schedules has its roots in our extensive claims and expert witness capability. Our expert schedulers apply the knowledge acquired from their claims support practice to know what to look for in a baseline schedule to avoid potential claims. Further, our schedulers have a deeper understanding of scheduling than the contractors. We often point out areas where the contractor can improve their schedule or ways to improve their logic in construction activities.

6. Value Engineering/Cost Analysis and Cost Control

Value Engineering and Management

Value management is at the heart of our cost management approach. Cost models and estimates do not end in themselves. They must exist as decision management tools that allow the project team to make better decisions within their own values. Because of this, we focus on delivering actionable information in our estimates. Right from the start, the models are designed to have sufficient granularity to allow for choices. It may be deciding on air change rates for enhanced infection control. We can look at the impact on air handler size, heating and cooling, options to add heat recovery, filtration alternatives, decoupling thermal and ventilation energy – the whole range of impacts from a simple value statement.

As we do our estimating work, we often dig deeper and become more intimate with the design than any one discipline. We look across the systems in the whole building and integrate them with our knowledge of similar facilities. Consequently, we will come up with value considerations – what could be done better or cheaper, how have others done this, and what program elements drive disproportionate costs? We become active participants in the value management process.

Cost Analysis

Leading our estimating efforts is Peter Morris. Peter and our in-house estimators will review the suggested pricing and offer opportunities to reduce costs and strategies to evaluate enhancements to the project further. We will evaluate all project costs and ensure all potential costs are considered.

As the design progresses, we will work with the project team to develop milestone and validation cost estimates based on the best available data. The milestone estimates occur at key design stages to comprehensively check cost progress. Validation estimates can occur at any stage to check elements or systems, particularly in support of value management or option evaluation. For example, there may be a need to look at different HVAC systems or to check the costs of specific finishes. We may even be evaluating procurement strategies or bidder options.

COST EXPERTISE AND FLEXIBILITY

In the 2019 City of Garland Capital Improvement Program, projects began to see additional costs due to inflation; without a proper plan, the City funds could have been misallocated, and priority projects may not have been delivered per the schedule. Our team built a cost model to present services yearly across a decade. This model was reviewed and incorporated into the city's budget, allowing them to make better decisions based specifically on the needs of their community and program. Further supporting cost management, our team is responsible for verifying that the city's design and construction program is feasible. We recommend resources, strategies and tools to help the city complete the program within its approximately seven-year timeline, develop and execute a communication and community outreach plan and assist in identifying and leveraging agency funding opportunities.

Because estimating always contains uncertainty – incomplete design data, unforeseen site conditions, unknown market or bidding conditions, we explicitly address and characterize the uncertainty to determine how confident we can be in the validity of the cost data. At each stage, we work with the design and construction team to dig deeply and fill in data gaps to narrow down the unknowns and then manage the unknowns. When comparing options, we will assess if one has more inherent risk than another and to what degree our assumptions impact the outcome using sensitivity analysis. When evaluating design to budget, we will include contingencies or other mitigation strategies to have confidence that the estimate is not overly optimistic.

Cost Control

We customizes cost control systems to each client's specific needs to respond to their reporting and tracking requirements. To do this, we must understand the accounting system and standard code of accounts so that our project systems are set up to track the same items. Types of costs we track include original budget, changes, current budget, cost to complete (forecast), cost at completion, and variances. By modifying the tracking system to meet the City of Novi's requirements and inputting changes according to an adopted authorization procedure, we analyze actual costs to identify trends and prepare accurate forecasts.

The goal is to avoid all unnecessary contract change orders. Change orders can be generated from a number of sources and reasons, including changes directed by the designer or the owner and field-originated changes arising from unforeseen site conditions. Our team will evaluate all proposed change orders to determine need, merit, and project impact. The team will provide cost estimates, schedule impacts, and a rationale for approval or rejection, with the concurrence of the construction manager, architect, and the City of Novi.

Our team will be proactive in our efforts to prevent all foreseeable potential claims and disputes. The effectiveness of our support to the City of Novi in claims avoidance is based on extensive construction experience on projects of similar scope, size and complexity, as well as our expertise in construction claims analysis and resolution.

7. Quality Assurance/Quality Control Program

A core value of AECOM is continuous quality improvement. We are committed to being a leader in the field in terms of quality in design, technical proficiency, and client service. AECOM offers the City of Novi a proven Quality Management System (QMS) that is certified to the internationally renowned ISO 9001:2008 standard yet is sufficiently flexible to address the specific requirements of any City project. Our first level of quality control is providing a review with our entire team to ensure that the design fulfills the program criteria and that the documents are well coordinated with these criteria.

With our web-based and automated QMS system, we will oversee and direct a team of multi-disciplinary professionals to provide the necessary QA/QC reviews and sign-offs. As an AECOM policy, no documents are issued until the signoffs are recorded.

Jeff Dohlby,
PE, CCM, CQM/OE
Quality Manager

Jeff has over 30 years of experience in the professional services industry. In an effort to expand his skills and client offering Jeff was certified by the America Society for Quality.

As a Certified Manager of Quality/Organizational Excellence Jeff leads and champions process-improvement initiatives and helps establish and monitor customer relations, supports strategic planning and deployment initiatives, He helps motivate and evaluate staff, manages projects, analyzes financial situations, determines and evaluate risk and employs knowledge management of tools and techniques to resolving quality challenge. Jeff will be a resource for the City of Novi's projects supporting expert delivery to the highest quality.

8. Closeout Coordination

Close-out begins with understanding your project, implementing our proven PMP and Quality Assurance Plan (QAP), and continuously providing changes and updates to the PMP and QAP to achieve a broad-based acceptance of the project. Using the PMP, we have already instituted all project implementation procedures, allowing us to achieve project closeout with minimal effort.

We began the process by getting to know your project and creating a vision of what is needed for successful completion and acceptance, working diligently throughout the project to resolve issues as they come up, maintaining as-built records concurrently, and completing the project documentation as we go. With this approach, we can minimize the time required to close the project out and, thus, minimize the project closeout costs. Our procedures at closeout begin with a punch listing of completed work and informing the City of Novi that the construction is substantially complete.

Our approach has been and will continue to be active, aggressive and continuous involvement in all project activities. Contract closeout activities start on day one. As construction is completed, we will continuously maintain the documents with the project goals and objectives and achieve seamless project acceptance.

Closeout documents will include the following:

- √ Providing electronic copies of all plans, designs, reports, permits and agreements, and contracts prepared under the specific task order
- √ Delivering bound and indexed project documentation, including manuals, record drawings, and maintenance stock
- √ Resolution to outstanding contractual issues, changes, claims and deficiency reports
- √ Preparing and indexing Materials Certificate and manufacturer's warranty certificate
- √ Providing certification on the completeness and accuracy of the as-built plans and as-built cost
- √ Providing final detailed as-built or actualized schedule
- √ Providing change order summary and assessment of liquidated damages, as applicable
- √ Preparing and processing final payment and Final Project Completion Report
- √ Coordinating with the City of Novi for project acceptance
- √ Making recommendations for certification to the City of Novi for payment
- √ Obtaining evidence of certification of all liens released
- √ Assisting the City of Novi with filing the Project Notice of Completion
- √ Final reconciliation of the budget versus cost.

In addition, AECOM knows that there are other aspects that are crucial to the closeout of any project, and those include:

A. FFE COORDINATION

With FFE coordination, we start with the design set to ensure that the FFE going into the building is well coordinated. The coordination includes evaluating electrical or mechanical requirements, determining if the FFE owner-furnished contractor installed or owner-furnished owner installed and managing the timing of the placement. We will also work with the contractor to ensure that the FFE is ready for installation and that we have placed the order on time. This major factor requires someone to take full responsibility, and We have performed this role on most of our projects.

B. MOVE MANAGEMENT

All of the stakeholders need to be aware of the moving plan. The moving plan provides instructions regarding how we will move departments back into their space, the timing and how we will assist with minimal disruptions. Through a collaborative effort with the City of Novi project team and major representatives, we can evaluate the plan, adjust it as needed to accommodate each department, and then get a full buy-off on the plan. The last task is to line up the proper moving teams, IT team and contractor, if needed, to make sure that each space is functional for its intended purpose.

C. COMMISSIONING AND SYSTEM SIGN-OFF

If the building is going for a green initiative designation/ certification, we will want to work with the architect and the commissioning agent to ensure that the commissioning requirements are well laid out and outlined for the contractor to meet within the technical specifications. We will continue to coordinate and monitor the contractor's systems.

D. TRAINING

Finally, when the system meets the contract requirements, we will manage the training sign-off required for the user groups and maintenance. We will recommend that all training is videotaped so that new employees can get the same training if hired later. We want to make sure that the project team, maintenance and user groups have many people available to operate the systems and potentially train future employees.

9. Work Plan

Upon selection, David Esparza will be mobilized for this project. Using the tasks described above as a guide, he will quickly get up to speed on the projects by meeting with key stakeholders.

In *Exhibit 3* Work Plan we provide a draft work plan for your review as a preliminary outline of our approach to executing and delivering the scope of services for what we are calling Phase One and Phase Two, based on the current information we have.

Phase One, termed "Pre Bond-Approval," involves the preliminary stages of planning, development, conceptualization, and cost estimation. This phase aims to secure understanding and support from residents and stakeholders, which is crucial for obtaining city council approval and passing a ballot initiative by the City of Novi voters. Phase Two "Post Bond-Approval" will commence upon successfully approving the funding bond initiative, tentatively scheduled for November 2025. In the first half of 2025, we will focus on planning and developing the initiative to build support for the city council's approval request in the last months of the year. Once the residents and the council approve, we anticipate moving into the design phase, followed by construction in 2027 and 2028.

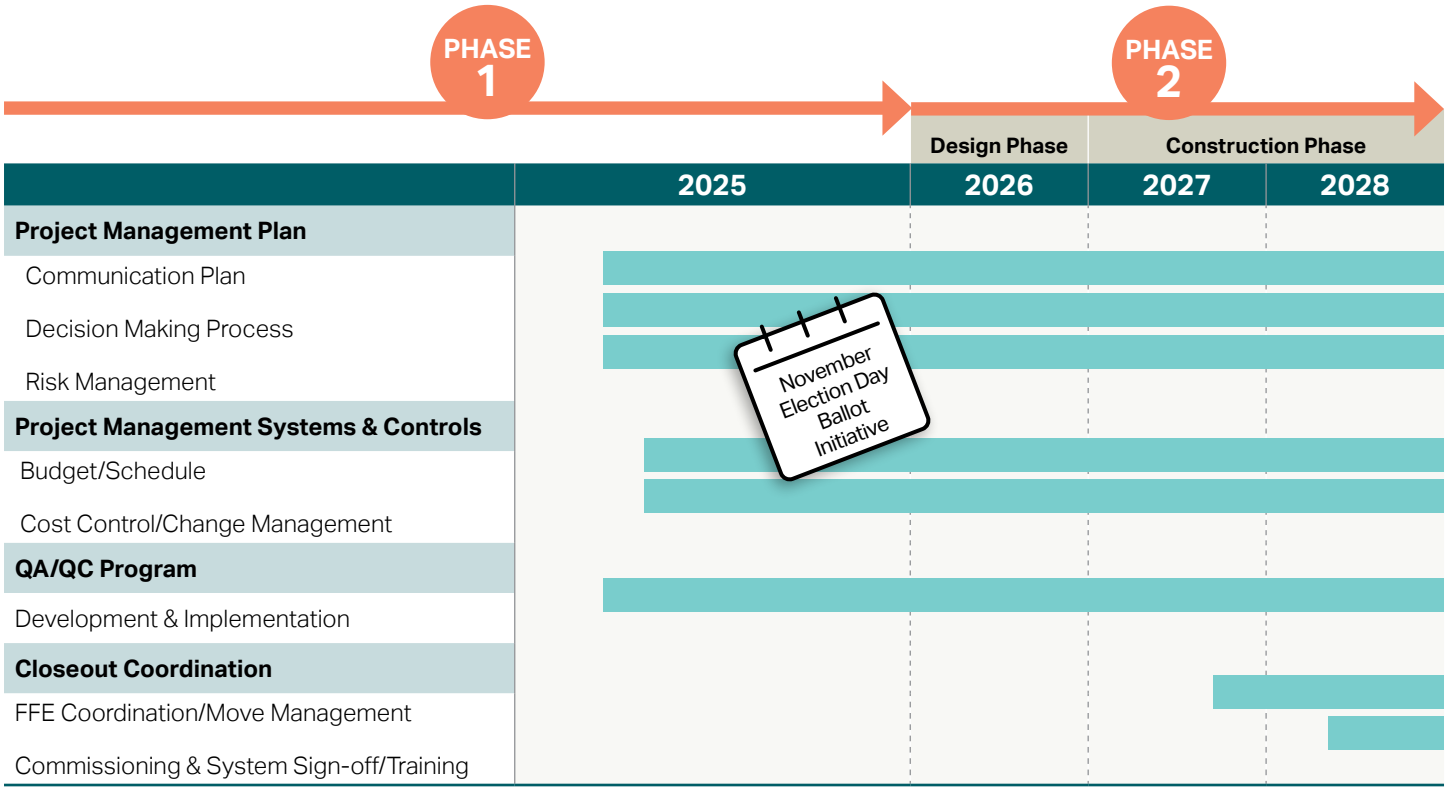


Exhibit 3 Work Plan

C

ADDING VALUE

C. Adding Value

BRINGING SUCCESS

We have selected a diverse team of professionals supported by a global network of over 49,000.

Our staff will bring expertise and leadership to help support informed decision-making and accountability. In this chart you will find highlights of our personnel's ability to bring value to the projects they serve.

	Project Name, Highlights and Value
Thomas Roberts, PE Principal-in-Charge	City of Detroit, Department of Transportation Department » Coordinated reconstruction design and specifications package preparation and managed competitive bid process » Successfully coordinated with authorities to validate fair and reasonable costs. Oversaw construction trades, cost and schedule demolition, reconstruction and return to operations.
David Esparza, AIA, LEED AP Project Manager	Detroit Public Schools Community District - South Eastern High School Annex » Oversaw regulatory coordination of code requirement for additional parking impacting design. OR's advisement was approved by the city parking was determined a non-need » Expedited regulatory Preliminary Plan Review per previously established relationships and process knowledge to maintain original schedule.
Troy Barbu, Digital Solution SME	California Division of the State Architect, Digital Design Review Implementation » Implemented six procedures for plan, post approval, and Over-the-Counter (OTC) documents, and trained over 300 staff members across four DSA offices. » Established new digital design review process to enhance communication amongst key stakeholders and reducing overall schedule review time.
Jeff Dohlby, PE, CCM, CMQ/OE Quality Manager	Wisconsin Department of Transportation » American Society for Quality - Certified Manager of Quality/Organizational Excellence » Coordinated budget and schedule monitoring, change management, quality concurrence, and inspection requirements managed through closeout.
Peter Morris, Cost Estimating/Value Engineer	Los Angeles County Public Works, Consolidated Correctional Treatment Facility » As Cost consultant provided insight for bed reduction from 4,860 to 3,885 » Coordinated work sessions with more than 30 stakeholders. » Advised impact of each modification and options for accommodation.
Yichen Chen Public Engagement/ Communications Lead	Michigan Department of Transportation, US 131/I-96 Engineering Study » Coordinated with the public collecting over 2,000 responses without issue. » Created data graphics and visuals for stakeholder reports. » Developed comprehensive engagement report.
Lyndee Cichon, Project Controls Manager	City of Phoenix, Planning and Development Department » As a manager, supervised budgets, employees and acted as HR liaison » Provided strategic oversight for implementation of SHAPE PHX (permitting system conversion from on-premises to cloud) » Supported decision making with custom reports and data oversight.
Brian Super, AIA Design Documents Oversight/ Reviewer	New York State Police Troop G Headquarters and State Operations Center » Served as Public Safety Architect specializing in law enforcement facilities and operations » On-time services for programming, schematic design, design development and construction documents
Ben Nimke, LEED GA Construction Professional	Government Partnerships, Gordie Howe International Bridge » Construction coordination of multiple support buildings. » Extensive, successful coordination managing field clarification requests, material acceptance requests and working drawings .
Dominic Conti, PE Civil Engineer	City of Novi, Lakeshore Park Tunnel Replacement » Design/Asst. Construction Engineer for box culvert into pedestrian tunnel. » Offered insights and knowledge for placement and drainage.

FINANCIAL MANAGEMENT AND TECHNOLOGY SYSTEMS

As part of AECOM's sphere of innovation is an expanding ecosystem of tools, systems, and processes to create opportunities to be more efficient, collaborative, and effective in our processes. Our team members are familiar and agnostic in various industry systems. We are ready to coordinate with the City of Novi to identify what is best for you and work as an integrated partner in the systems of your choice.

Below you will find an outline of our typical financial management system followed by details or our select technology systems that have helped our team successfully deliver similar projects.

FINANCIAL MANAGEMENT

AECOM uses a customized Oracle accounting system for tracking project costs and invoicing. AECOM's information systems, project management and finance staff have developed project budget control systems using ISO 9000 Certified Systems (see detailed description of ISO 9000 to the right.)

These systems allow:

- Development of detailed labor-hour and cost estimates by task and subtask;
- Review by the project/task order manager of budgets and costs on a weekly, monthly or project-life basis;
- Planning and tracking of labor for the entire project by the project/task order manager; and
- Task and subtask budget reviews at specified levels.

Initial set up of projects in our accounting system is completed by accounting specialists with direction by the project/task order manager for each project and/or task order.

Set up includes proper billable rates for the contract by staff person. Other requirements/restrictions on direct costs are also input into the system at project setup. For labor hours, each project and task is tracked on daily electronic time-sheets. Staff working on the task enter their hours worked by project number and task number, with ability to note details on work completed at the end of each day. Hours by task and staff are recorded in the project's cost accounting summary weekly and are available for project manager review each Monday following a complete work week.

For expenses/other direct costs, appropriate backup documentation is required to accompany expense reports prepared electronically by staff who input charge codes by project number and task. Expense reports are reviewed by AECOM financial staff and the project/task order manager for accuracy, billing to the correct task and adherence to the terms of the Agreement and applicable Federal and State regulations. These costs are applied to the project budget weekly, as they are submitted by staff. As part of contract requirements, staff also may fill out monthly expense reports for specific projects in addition to their AECOM internal expense reports. These are used as support for billing travel and other direct cost to the client, as allowable by contract per diem and other rates.

Invoices are prepared by AECOM financial staff monthly (or by milestone, depending on contract terms) and reviewed for accuracy, appropriate backup documentation, appropriateness of budget use to percentage of completion of work and adherence to the terms of the Agreement and applicable Federal and State regulations by the project/task order manager before presentation to the client. Depending on the requirements of the contract, invoices may be accompanied by detailed progress reports.

AECOM has a strong firewall system to protect information from improper access and from data corruption. We also have extensive quality control and assurance systems in place to ensure standard filing procedures so that files can be found and reviewed quickly and easily by appropriate project, financial and management staff.

ISO 9000 CERTIFIED SYSTEMS

AECOM has been independently audited and certified to be in conformance with ISO 9000 an internationally recognized quality management system maintained by the International Organization for Standardization (ISO).

To obtain ISO 9000 certification, AECOM has established the following standardized procedures:

- Monitor processes to ensure they are effective
- Maintain adequate records, including a consistent filing system for all contracts, correspondence and work products
- Provide independent technical review of all work products prior to presentation to the client
- Check all work products and services for quality and accuracy, with appropriate and corrective action where necessary
- Regularly review individual processes and the quality system itself for effectiveness
- Facilitate continual improvement in business systems

TECHNOLOGY SYSTEMS

With a team of over 2,000 digital practitioners, Digital AECOM is transforming the way we do business. Combining our leading industry knowledge with digital consulting services and products, we define, develop, and implement personalized solutions for clients to help them achieve better outcomes. AECOM stands up over 20+ digital software offerings and has built systems for 30+ large government, state, and city agencies.

On the following page we highlight select systems we've used on similar projects. Some of these systems are proprietary tools that AECOM has developed in-house for similar clients and needs. An overview of possible softwares can be presented to the City of Novi to determine what can be leveraged for greatest utilization.

Beyond AECOM's internally developed proprietary systems, there is a wealth of digital **Project Management Information Systems** (PMIS) and scheduling software that can be utilized 'out of the box' and supported through our internal superusers or specifically enhance on the needs of a client and/or infrastructure projects. These PMIS and scheduling tools are intended to manage important aspects of program controls such as documents, financial budgets and costs, changes, risks, issues, schedules, RFIs and submittals in an immediate, transparent dashboard fashion Each technology service package has **AECOM subject matter experts** (SMEs) and software vendor relationships to support the workflow development, implementation, training, and project support needed for a successful digital rollout.

AECOM has identified the following technology softwares that seem most relevant to the City of Novi but we are knowledgeable in many others that could also be implemented if there is interest: Kahua, e-Builder, PM Web, Procore, P6, Microsoft Projects.

ACHIEVING BETTER OUTCOMES THROUGH DIGITAL SOLUTIONS

BIM & Cupix offer cutting-edge 3D digital twin solutions that integrates BIM, plans, issues, and RFIs to provide accurate data for the as-built environment across planning, construction and post-construction phases. Cupix creates punch lists, makes queries and assigns tasks, all with the full benefit of the 3D, 360-degree spatial context.

PlanGrid is a mobile-first technology that gives general contractors, subs, owners, and architects access to information in real-time and enables collaboration and actionable insights. PlanGrid allows construction team members to manage and update blueprints, specs, photos, RFIs, field reports, punch lists, and all safety, quality, and daily reports where and when the work happens from any device.

ePlan Soft is a cloud-based, live digital collaboration document that streamlines and improves efficiency and effectiveness of the plan review, design review, construction, and asset review processes. ePlan integrates with existing permitting systems to expedite document review, maintain record of changes, and track user assignments.

PlanSpend consolidates and organizes data related to the condition of assets and provides estimates for expected and remaining useful life, cost forecasts, and quantifiable impacts — allowing comparison between different types of projects to effectively plan for capital spending, facility operations, and maintenance management activities. PlanSpend helps capital planners and asset managers prioritize projects to schedule and allocate funding for the highest priority projects first.

PlanEngage enables teams to create, edit, and publish highly visual and interactive communications throughout the life cycle of a project - including videos, 360-degree project progress images, visualizations, project dashboards, and more. Coupled with inbuilt feedback capture and reporting, the outcomes are digital report products that make project data more engaging, more accessible, easier to understand, and encourages participation to deliver more meaningful engagement with stakeholders.

CostX offers seamless integration of 2D & 3D takeoff, estimating and customizable reporting - all available on one platform. This estimating and takeoff software helps to unify processes, increase transparency, and eliminate miscommunication, facilitating a more streamlined performance. Databases and reports are customized for specific client needs.

Troy Barbu
Digital Solutions Subject Matter Expert

HELLO!

Troy Barbu is AECOM's West Region Innovation and Technology Lead. He is an expert digital practitioner who understands numerous systems — from project management systems and design management to community outreach, cost estimating and schedule control. He has over 20 years of successful experience with BIM, CAD, Bluebeam and other building-related technologies. For the City of Novi, Troy can be a resource for discussing innovative options, troubleshooting potential hurdles and supporting technology implementation.

ADDITIONAL SERVICES OF VALUE

BOND AND FUNDING SUPPORT

AECOM has a long history of partnering closely with our clients to deliver successful funding. From planning to design and construction, we bring a full spectrum of services to assist clients in successfully implementing funding including bond initiatives. Our successful outcomes include providing bond planning and/or funding support services for public clients such as City of Detroit, Cook County, IL, California Department of General Services, Austin Independent School District (ISD), Spring Branch ISD, and San Francisco Unified School District.

Should planning and funding support services be needed we have a history of coordinating with public administration and various stakeholders.

Select services have included:

- Identify and assess current data and validate
- Technical reviews
- Identify and collect additional data
- Prepare recommendations and strategy for community discussions
- Update scenarios, schedules, funding needs and recommendations
- Prepare implementation strategies and recommendations for selected bond or funding option
- Finalize action plans for implementation of recommendation
- Issue recommendations and plan of action for City's final approval
- Grant research, review, support and application

SYNTHESIZING WORKSTREAMS

At Spring Branch ISD our team simultaneously provided planning strategy, asset advisory and implementation methodology services using dynamic assessment tools and highly effective stakeholder engagement. The success of the project came not only from the team's ability to accelerate bond planning processes by synthesizing multiple workstreams, but also by simultaneously engaging stakeholders with technical experts.

Another example in Cook County, IL we have assisted in deploying grant specific tools such as Fund Navigator (see below) to enhance the overall visibility of grants and integrate the project data. The planning and budgeting controls work across all controls systems to maximize grant strategy in alignment with our potential projects and match those projects with the funding capacities. Accurate project controls information will allows the various stakeholders to guide their direction and decisions on our collected data, enabling further time-sensitive grant strategies to be executed.

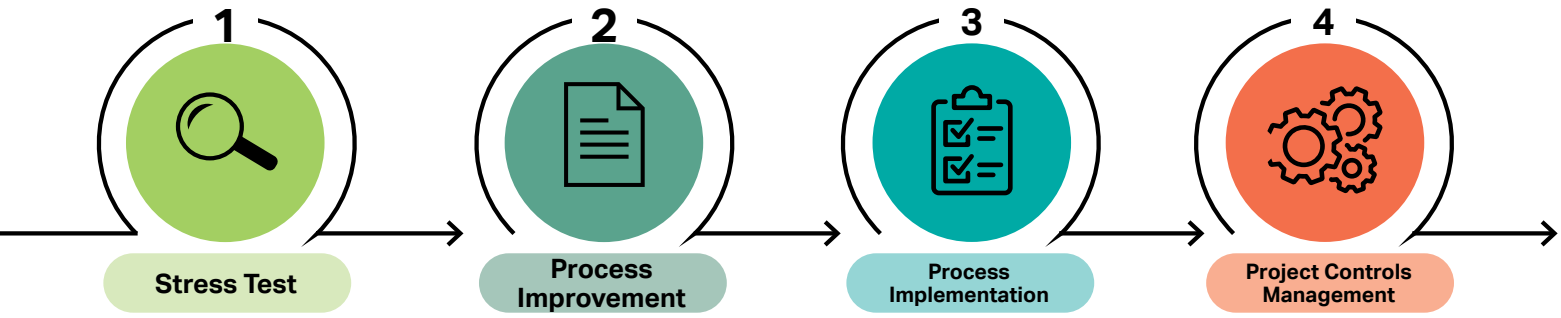
Fund Navigator

The Infrastructure Investment and Jobs Act (IIJA) is reshaping the physical landscape with not just transportation and economic development objectives, —it improves resiliency and reliability, and it builds generational wealth.

But with more than 400 funding programs across 2,600 pages, IIJA is complex and the funding structures are competitive.

AECOM created Fund Navigator through artificial intelligence to align a client's planned projects with the myriad funding programs under IIJA. In addition, the tool can apply Justice 40 requirements which are critical for securing funding. Our team can work with the City to help assess relevant funding streams and support you through the full lifecycle of grants strategy – applying for grants, managing grants, and leveraging multiple grants together.

Exhibit 4 Process Improvement and Systems Implementation



- Current processes review
- Simulations

- Key performance indicators (KPI)/Standard operating procedures (SOP) development
- Process/controls design

- System Implementation
- SOP Implementation/ training

- Established SOPs monitored
- KPI reporting

INNOVATION

When it comes to innovation AECOM takes a balanced approach. We understand the importance of smart innovative design and construction techniques that can vastly improve the built environment. We are on the forefront of public designs that are smart, sustainable and cost conscious. A few innovations we have been involved with include: enhanced technology; environmentally friendly features; raw and durable materials; and sustainability and conservation including low-flow fixtures lowering water use by 40 percent, light roof surfaces to reduce "heat island" effect, and use of low-VOC-emitting materials throughout.

Potential innovative thoughts for the City of Novi include:

- **Bundling:** Adept at bundling projects to achieve better purchasing power which lowers the total program/project costs for the owner. Repeatable details and similar design can save both design and construction time and bundling multiple projects can lower the cost for materials.

- **Process Improvement and Systems Implementation:** AECOM is providing services to help our clients establish enduring operational efficiencies, and system implementations. The process whereby we achieve this is depicted in *Exhibit 4* above.

SUSTAINABILITY AND ESG

AECOM cares deeply about the impact our work leaves on our world and our communities. With environmental, social, and corporate governance (ESG) principles embedded into everything we do, the goal of our Sustainable Legacies strategy is straightforward: to see that the work we do in partnership with our clients such as the City of Novi leaves a positive, lasting impact on communities and our planet.

The strategy has four central themes, outlined below:

Mitigate risk By understanding the true financial, environmental, human and social impact of our actions, we can improve and protect profit margins, brand value, shareholder standing, employee satisfaction and the ability to continue to be successful in the future.

Manage complexity We understand that any intervention in one system has an impact, positive or negative, on another system. Everything is interconnected and interdependent. Understanding these relationships allows us to create value by fixing today's problem while simultaneously anticipating future growth or change.

Understand cumulative effects We have the ability to examine each issue in context, not just in depth, but also in breadth to anticipate the unintended consequences and interactions and minimize risk.

Cope with uncertainty More than anything else, our clients need to be able to make the right decisions in the face of overwhelming uncertainty. With our vast range of resources, skill sets, experience and expertise across multiple business lines and markets, we have the ability to get the best possible answers by asking the right questions.

AECOM Sustainable Legacies

Integrating Environmental, Social and Governance (ESG) factors into everything we do.

DECARBONIZE

- Reduce carbon impact by at least 50% on all major projects
- Science-based net zero by 2030

SOCIAL VALUE AND IMPACT

- Partner further with small and medium-sized enterprises to deliver social value
- Embed net-zero, resilience and social value targets within our client and pursuit management

GOVERNANCE

- An enterprise framework to assess ESG risk in potential projects
- Drive leadership accountability and advocacy through ESG goals/metrics
- Track and report on ESG performance targets in line with leading industry benchmarks

APPENDIX 1
RESUMES

Thomas Roberts, PE, PS

Principal-in-Charge

AVAILABLE

Firm

- AECOM

Education

- BSCE, Civil Engineering, Michigan State University
- AAS, Survey Technology, Owens College, Toledo, Ohio

Years of Experience

- 20+

Registrations/ Certifications

- Professional Engineer, MI, #58637; CO, #44395
- Professional Surveyor, MI, #58193; OH, #8349; CO, #38113
- HAZWOPER 40hr Certified

Relevant Experience

Thomas Roberts is a program and project manager for AECOM's Program and Project Management Business Line, with 20+ years of professional experience in construction management, civil engineering, infrastructure improvements, and consulting services in federal, municipal, and private sector environments. As a program manager, he has managed over 100 construction projects requiring source control, investigation, design, construction, permitting, demolition, transportation and disposal.

Representative Project Experience

Denso International America, Southfield, MI. Serving as Program Manager/Design and Construction Manager for the key components of Denso's Five-Year Master Plan. Example projects included: DN20 Shipping and Receiving Facility; Central Security Checkpoint Design; DN40/DN20/LSDA Parking Lot Modifications; Closed Campus Parking Lot Modifications; DN30 Parking Lot Expansion; Denso Drive Entrance Monument; Utility Infrastructure Improvements; Enhanced Crosswalk Installations; Detention Basin Restoration Project; Campus-Wide ADA Compliance Study; Building 40 Staircase Reconstruction; DN20 Parking Lot Resurfacing; Circle Parking Area Revitalization Concepts; and Denso Drive Geometric Concepts.

City of Detroit Department of Transportation Department (DDOT), Detroit, MI. Project Manager for selective demolition and reconstruction of the DDOT Shoemaker Terminal's two coach storage bays destroyed by fire within a five-bay coach storage terminal building. Coordinated reconstruction design and specifications package preparation and managed competitive bid process. Worked closely with the insurance claim adjuster to show that cost elements were fair and reasonable for reconstructing over 50,000 square feet of the impacted area within the active terminal facility. Acted as general contractor holding contracts for construction trades and managed cost and schedule for demolition, reconstruction, and return to operations.

Selfridge Air National Guard Base: Various Projects, Harrison Township, MI. Project Manager for civil infrastructure design improvements. Design tasks include runway repair (and resurfacing), basewide sanitary sewer repairs, perimeter road system repairs, taxiways BHJ reconstruction construction quality assurance, deicing study, and a new anti-terrorism force protection main gate conceptual design. The design process includes concept development, working with local and national Air National Guard engineers to achieve progressing stage approvals and final acceptance of shelf-ready design packages for release to contract bidders.

City of Detroit Economic Growth Corporation: Land Acquisition Project, Detroit, MI. Procurement Manager for the City of Detroit Department of Economic Growth Corporation 200 Acre Property Acquisition Project. Responsible for procuring civil and environmental improvement services for approximately 15 parcels in residential and commercial areas within the City limits to facilitate the conversion/expansion of an existing automobile parts plant to a complete vehicle assembly plant.

Project Detroit Firewater Project, BASF, Wyandotte, MI. Served as Project Manager acting as Owner's Representative and General Contractor for the site-wide firewater upgrade project. Provided cost estimates, quality assurance reviews, and consultation with BASF Engineering stakeholders. Provided construction oversight of Phase B Firewater Installation, which included horizontal directional drilling of 16-inch HDPE and various connections to existing facilities.

David Esparza, AIA, LEED AP

Project Manager

AVAILABLE

Firm

- AECOM

Education

- BS, Architecture, Lawrence Technological University

Years of Experience

- 30+

Registrations/ Certifications

- Licensed Architect: MI
- LEED AP Professional, U.S. Green Buildings Council

Affiliations

- American Institute of Architects
- American Planning Association
- Urban Land Institute
- National Organization of Minority Architects

Relevant Experience

David possesses a wide range of experience, including design, planning, construction, and project management. His background includes the planning, designing, and constructing of public safety facilities, K-12 schools, governmental facilities, transit, higher education, telecommunication, laboratories, corporate offices, industrial, gaming, water, entertainment, and healthcare facilities. David is versed in demolition, renovation, and new construction projects.

Representative Project Experience

Detroit Public Schools Community District, Owner's Representative (Program Management) Implementation of Facility Master Plan, Detroit, MI. As part of the Program Management Leadership Team, leads and represents the team in project management, design management, and construction management.

Southwest Public Safety Center, Detroit, MI. Served as Project Manager. Housing a police precinct and a fire station, the facility provides one-stop public safety service and includes executive offices, locker rooms, evidence and property rooms and an indoor firing range. Training and fitness rooms are programmed as common areas for both the police and fire departments. The station includes executive office space, locker rooms, a dormitory, kitchen and dining area.

Illinois State Police (ISP), IL. Involved in benchmarking recently built police facilities in Aurora, Oswego and Skokie, Illinois. The work was requested in advance of planning and programming a new ISP station in the City of Chicago.

Wayne Metro Services, Highland Park Center Building Assessment and Master Planning, Detroit, MI. Task Leader on existing building condition assessment. Responsibilities included on-site assessment, photo documentation, report generation support, building reuse strategy and cost estimation support.

Great Lakes Water Authority (GLWA), Springwells Building Renovations and Site Upgrades, Dearborn, MI. As Project Manager, led and represented the team. Responsible for design team oversight, document specification management, and direct point of contact with GLWA and stakeholders.

City of Detroit, Capital Agenda, Detroit, MI. Served as Planning Commissioner Reviewer. Assess and compare recent trends of developments and their infrastructure requirements. Prepared for meeting reviews and dialogue with City Departments before revising and approving the Capital Agenda.

KIRCHOFF Automotive, Building Expansion, Tecumseh, MI. Architectural Quality Reviewer. Provided QA/QC review of drawings and specifications for conformance and completeness at various scheduled intervals.

Ford, Corktown Michigan Central Station Mobility Campus, Detroit, MI. Served as Neighborhood Advisory Council Board Member and the community benefits agreement through involvement on development through meetings with the Corktown community residents, Ford, and the City of Detroit. Reviewed initial draft agreements for approval and QA/QC of subsequent status progress reports for adherence to the CBA (Community Benefits Agreement).

Michigan Department of Transportation (MDOT), Michigan Avenue Planning, Environmental and Logistics (PEL) Study Corktown, Detroit, MI. Team Advisor and resource as needed during public meetings, community engagement, and charettes. Documented and coordinated information for assessing program/project performance.

Troy Barbu

Subject Matter Expert, Digital Solutions

AVAILABLE

Firm

- AECOM

Education

- B.Arch, The Ohio State University Austin E Knowlton School of Architecture

Years of Experience

- 30+

Relevant Experience

Troy is a Senior Associate, BIM, Bluebeam & Technology Solutions Manager based in Los Angeles. He has more than 20 years of successful continuous experience with BIM, CAD, Bluebeam and other building-related technologies. One of his biggest strengths is his ability to align BIM and other technologies with the entire life-cycle of projects, from procurement to operations. This includes contract language, design-phase BIM & Bluebeam review management, VDC coordination/clash detection, and equipment asset metadata compilation for As-Built information hand-over to building facilities departments.

Representative Project Experience

City and County of San Francisco (CCSF), Electronic Plan Review Implementation and Training, San Francisco, CA. Served as Technology Lead for the CCSF EPR (Electronic Plan Review) Bluebeam implementation, working with CCSF to develop the city's current EPR workflows and procedures. Spent the first several months learning the various roles of the CCSF Departments and Divisions as part of the AECOM-CCSF Working Group Meetings. Assisted in integrating Bluebeam into the overall process, and trained over 150 CCSF Permit Techs, Reviewers, Applicants and Supervisors on how to best use Bluebeam for their various processes. Wrote procedures based upon the workflows created, which are currently used by CCSF for the EPR process.

California Conservation Corps (CCC) Auburn Campus, Bluebeam Implementation, California Department of General Services (DGS), Auburn, CA. Worked with the DGS CCC on using Bluebeam to support their construction administration process. Created procedures supporting the management of RFIs, ADIs, and addenda as part of a conformed drawing and specification set to use for construction of several dormitory and multi-purpose school buildings on the CCC Auburn Campus.

Harbor-UCLA Medical Center, County of Los Angeles, Department of Public Works (LAC DPW), Los Angeles, CA. Serves as Program Management Team Technology Manager. The project is currently the largest healthcare construction project in the U.S., with a project budget exceeding $2 billion. The projected 23-year project includes inpatient and outpatient hospitals, a new medical support services building, multiple parking garages, and a new central plant on the 72-acre campus. Focuses on development of a technology-centered PM/CM Service to guide Harbor-UCLA and the County on the best utilization of technologies for large-scale projects. The use of Bluebeam, BIM and other technologies will streamline many of the processes across the program's entire life-cycle.

Superior Court of California: Madera Courthouse, Judicial Council of California, Madera, CA. Provided IT/technical consulting services for a new courthouse of approximately 110,847 gross square feet (inclusive of subterranean parking for judges and sallyport), together with associated sitework. A separate parking structure was planned for the site but was not included as part of this cost report. Program areas include 10 courtrooms, judges' chambers, court administration, administrative support services, and building support services. Building massing assumed one full basement level and four above-grade levels.

Jeff Dohlby, PE, CCM, CMQ/OE

Quality Manager

AVAILABLE

Firm

- AECOM

Education

- MBA (International specialization), Marquette University, Milwaukee, WI
- BS, Civil Engineering, Marquette University, Milwaukee, WI

Years of Experience

- 30+

Registrations/ Certifications

- Licensed Professional Engineer, WI, #E38460-2006
- Certified Construction Manager, (CCM)
- Certified Manager of Quality/Organizational Excellence (CMW/OE)

Affiliations

- American Society of Civil Engineers (ASCE)
- Construction Management Association of America (CMAA) – Founding Member of WI Chapter
- American Society for Quality (ASQ)

Relevant Experience

Jeff specializes in program management, quality management, program controls, and operations. He brings experience as a civil engineer providing design, construction, and program management on large capital infrastructure projects. Jeff's extensive portfolio of experience also bolsters business line management, operations management, and individual project management responsibilities, including capture strategies, planning studies, design stages, construction management, schedule, budget, efficiency metrics, and risk management.

Project Experience

REPRESENTATIVE EXPERIENCE

AECOM Program and Project Management (PPM) Great Lakes and Rocky Mountain Regions Market Sector Leader. Serves as Regional Business Development Leader in the states around the Great Lakes and Colorado Rocky Mountains. Responsibilities include client development, staffing, short/long term strategic planning, sales, and operational logistics for the program and project management business. Markets span healthcare, education, buildings, national government, transportation, and water infrastructure. Delivery methods and strategies vary for national and multi-national clients coordinated across global regions. Previously served in the roles of PM/CM Regional Manager of Midwest US and Western Canada Operations, Regional Operations Manager, Global Program Client/Contract Management and Wisconsin Office Manager.

Los Angeles Metro Transit: East San Fernando Valley, CA. Senior Quality Manager serving the project design team for the progressive design-build contract of a new light rail transit line. The project partially replaces and expands the capacity of public transit along the second busiest corridor in LA County. Quality services include developing, training, implementing and monitoring processes to confirm technical work was delivered for their intended uses as well as consistent with the requirements of the contract. Quality was evaluated for preliminary engineering designs evolving into final design, construction, testing and commissioning on civil, track, systems design, traffic, roadway, structural engineering and architecture.

Guam Typhoon Mawar Disaster Recovery: Quality Management Support, Guam. Served as Senior Quality Manager, supporting corporate requirements and onsite project team needs for disaster relief efforts. Immediate recovery needs included emergency clearing of debris, repairing and restoring utility and cell/internet communication along with minor construction to critical infrastructure such as government buildings, homes, warehouses, and hangars. Quality management services included preparation of procedures, training, implementation, monitoring and reporting on contractual requirements and internal/external metrics.

Bay Area Rapid Transit (BART), San Francisco Bay Area, CA. Senior Quality Manager for QC/QA Support Services. Responsible for facilitating, authoring, and reviewing quality programs and procedures toward an ISO framework.

Milwaukee Courthouse Facade Repair, General Services Administration, Milwaukee, WI. As Principal-in-Charge, responsible for repairing and restoring a 120-year-old historic granite structure. Responsible for client and stakeholder coordination, along with schedule, document, issue, risk, and financial management, are controlled and communicated throughout the project's planning, design, and construction duration.

Peter Morris

Cost Estimating/Value Engineer

AVAILABLE

Firm

- AECOM

Education

- BS, Surveying, University of Reading

Years of Experience

- 40+

Affiliations

- Green Building Council
- Royal Institute of Chartered Surveyors

Relevant Experience

Peter specializes in cost management and control, including construction cost planning and estimating, risk management, lifecycle costing, scheduling, and market analysis. He leads AECOM's Project Cost Consultancy team and has worked on 1,000+ projects throughout North America. Peter has a deep knowledge of the U.S. construction market, having seen it through several business and code cycles. He brings extensive experience working with project teams, owners, and contractors to manage cost to plan throughout the whole project delivery process, including risk and contingency management, setting appropriate mitigation strategies including contingencies, and managing to the risk plan.

Representative Project Experience

Consolidated Correctional Treatment Facility Planning, Los Angeles County Department of Public Works, Los Angeles, CA. As Cost Consultant, provided cost estimating services for an innovative urban detention facility intended to provide a continuum of physical and mental health services to inmates. The facility is planned to house and treat the growing number of inmates with mental illness and substance use disorders and other medically fragile conditions.

Santa Clara County County Jail Replacement, San Jose, CA. Served as Cost Manager. Provided planning services for the preparation of bridging documents for the replacement of the main jail with a 815-bed facility with a variety of support functions in approximately 233,000 gross square feet of a high-rise building. The scope included addition of a new accessible arrival zone with universal access, new parking lot perimeter and stormwater management plantings.

New Central Courthouse, Administrative Office of the Courts, San Diego, CA. As Cost Manager, served as an integral part of the acquisition and feasibility phase of work by developing a risk and contingency management plan to identify areas of risk and uncertainty, impact, and appropriate mitigation strategies.

Emergency Response Center, University of California, Santa Cruz, CA. Provided services for a new 13,276-gross-square-foot, two-story building and a single-level 3,510-gross-square-foot storage building along with associated site work on a site of approximately 87,093 square feet.

Police Facility, City of Palo Alto, Palo Alto, CA. Team Member. Project consisted of a new, 2-story 49,600-gross-square-foot public safety building, a 60-stall secure CA parking garage and adjacent above-grade parking structure. The program includes facilities for the Police Department headquarters, 911 Emergency Dispatch Center, and the city's Emergency Operations Center.

San Francisco Public Safety Building, City of San Francisco, CA. Team Member for new police headquarters, a district police station, and a district fire station, all combined with a four-level parking structure.

Public Safety Command Center, Contra Costa County, Martinez, CA. Team Member for Sheriff of Contra Costa emergency operations building, parking structure and associated site work.

North Campus Housing, University of Michigan, Ann Arbor, MI. Project Manager. Provided overall project delivery of public-private partnership advisory services for new North campus housing at the University of Michigan.

Lyndee Cichon

Project Controls Manager

AVAILABLE

Firm

- AECOM

Education

- MS, Urban Planning and Policy (MUPP), University of Illinois at Chicago
- BA, Business Administration, University of Notre Dame

Years of Experience

- 20+

Affiliations

- Notre Dame Alumni Club
- Government Finance Officers Association

Relevant Experience

Lyndee works as part of a team, leading to solving administrative challenges and providing leadership and direction. She has supported programs and projects in the private and public sectors. Select responsibilities have included project management, grant compliance, accounts payable, scheduling, portfolio management, staff coordination, audits, policies and procedures.

Representative Project Experience

US Naval Facilities Engineering Command Pacific, GCSMAC II, Typhoon Mawar Recovery at Various Locations, Santa Rita, Guam. As Program Controls Supervisor, provides financial and back-end support for client invoicing, subcontractor documentation and labor/expense reports. Reviews and approves employee expense reports. Audits and compiles project expense tracking spreadsheets and identify/confirm backup to support cost summaries to support the disaster relief efforts and immediate recovery needs to aid in the emergency clearing of debris, restoring utility and communication.

City of Phoenix, Planning and Development Department, Management Assistant III, Phoenix, AZ. As a Manager, supervised employees, teams, and activities. Served as Budget Supervisor for the Financial Services team. Led recruitment as primary liaison with HR staff for technical, administrative, and accounting positions. Created vacancy analysis reports to evaluate staffing levels related to operational needs and risk assessment, budget implications, resource prioritization, and cost recovery. Administered monthly webinar series and coordinated citywide staff in partnership with Phoenix Public Library. Provided strategic oversight for implementation of SHAPE PHX (permitting system conversion from on-premises to cloud), including business process mapping, design, user acceptance testing, defect resolution, and vendor contract administration.

City of Phoenix, Planning and Development Department, Department Budget Supervisor, Phoenix, AZ. As the Budget Supervisor, managed complex revenue and expenditure annual operating budget and capital projects for special revenue and general fund. Led the User Fee Study, coordinating drafts, final reports, meetings with subject matter experts, presentations, summary reports, contract closeout, and ongoing management evaluation of recommendations or implementation. Managed annual Inventory of Programs zero-based budget, FTE and indirect cost allocations, goal setting, prioritization, and reporting for dept-wide performance measures across 12 functional areas. Supervised Accounting and Budget staff. Oversaw accounting payable/receivable functions.

State of Nevada, Governor's Office of Economic Development, Director of Procurement Outreach Program, NV. Directed federally funded program to assist Nevada businesses seeking government contracts. Supervised government contract advisor staff across three statewide office locations. Managed an annual operating budget of $1.2 million with budget growth of 40% over three years, and the annual federal funding request was submitted through grants.gov. Improved annual federal DCMA audit record with Defense Logistics Agency. Hosted quarterly outreach events and business matchmakers to support women-owned, veteran-owned and minority-owned businesses. Created and conducted monthly workshops/webinars in partnership with Higher Education & US SBA.

Yichen Chen, AICP

Public Engagement/Communications Lead

AVAILABLE

Firm

- AECOM

Education

- Master of Urban and Regional Planning, University of Michigan
- BA, Journalism and Media Studies, Rutgers University

Years of Experience

- 5+

Registrations/ Certifications

- American Institute of Certified Planners (AICP)

Affiliations

- American Planning Association

Relevant Experience

Yichen is a transportation planner specializing in translating detailed plans into compelling stories and visual representations for the public. She brings experience leading and coordinating various public engagement activities with high levels of participation. Yichen assists informational campaigns in developing informational materials and communicating with the public.

Representative Project Experience

Novi Campus Access Study, City of Novi, MI. Project examines options to enhance traffic flow and improve pedestrian safety around Novi High School, particularly on 10 Mile Road and Taft Road, while mitigate the impact of school-related traffic on the adjacent Novi Library during peak school pick-up and drop-off times. Responsible for developing visualization of recommended speed management options and overall access design.

M-37 from 92nd Street to North of 76th Street Environmental Assessment, Michigan Department of Transportation (MDOT), MI. Serves as Public Involvement Lead for ongoing public involvement efforts. Responsible for planning and coordinating public meetings with around 100 attendees. Managed the online interactive PlanEngage platform, which is designed for project coordination and public review.

US-131 Planning and Environmental Linkages Study, Michigan Department of Transportation (MDOT), MI. Transportation Planner and Online Engagement Lead. Led three phases of online public engagement using MetroQuest and Esri survey platforms and interactive StoryMap web platform, which covered the Kent County region with 3,000+ participants. Coordinated well-attended in-person open houses. Developed comprehensive engagement summary report and interactive dashboard with data-informed approach.

Dallas Area Rapid Transit (DART): General Planning Services, Dallas, TX. Serves as Technical Consultant for Stakeholder Engagement. Responsible for leading StoryMap design and development to document and visualize transit-oriented development phases of the DART rail system for stakeholder engagement.

Grand Rapids Airport Access Study, Grand Valley Metropolitan Council, MI. As Transportation Planner and Online Engagement Lead, managed online public engagement using online survey and StoryMap platform with more than 200 survey participants locally. Supported public open house activities by creating presentation boards with study content.

Division United (Silver Line Transit Oriented Development), City of Grand Rapids, MI. Served as Transportaion Planner. Built and customized location-based online survey tool on Esri platform to gather community input to assess transit needs and inform decision-making. Created maps for transportation conditions of each station area. Developed bus station enhancement plans and created 3D renderings of existing and proposed station to illustrate future development phases.

Mobility-Oriented Development Study, The Regional Transit Authority of Southeast Michigan, MI. As Transporation Planner, supported stakeholder engagement activities by creating maps and meeting materials. Developed existing conditions summary by analyzing demographic, transportation and economic data. Created community profiles along Woodward Avenue transit corridor and the Michigan Avenue Rail corridor; Conducted research on TOD station typology. Conducted GIS and field research to analyze transit demand and walkability.

Brian Super, AIA

Design Documents Oversight/Reviewer

AVAILABLE

Firm

- AECOM

Education

- AA, Architectural Design, Tidewater Community College, VA

Years of Experience

- 30+

Registrations/ Certifications

- Registered Architect, VA. #0401010292

Affiliations

- American Institute of Architects

Relevant Experience

Brian leads a team of architects and support staff that specialize in the design of law enforcement facilities, emergency communications and operations centers, court houses, and correctional facilities. He manages teams from early planning to design completion, with regular dialogue and collaboration with the client throughout. Brian's experience includes interior and exterior renovation, space planning and master planning studies, additions, construction administration, and new facility design. His primary responsibilities as an architect involve programming, planning, and design development; coordinating architectural documents; code research; cost estimating; specification writing; and construction administration.

Representative Project Experience

St Petersburg Police Headquarters, St Petersburg, FL. As Lead Public Safety Architect, responsible for programming, planning, and design for this new 180,000-square foot replacement headquarters and operations center. The project included new 9-1-1 emergency communications and operations centers.

Leon County Consolidated Public Safety Complex, Tallahassee, FL. Serves as Architect. Leon County and the City of Tallahassee's new consolidated public safety complex which will be in operation 24/7. The new 70,000-square-foot complex will include an Emergency Operations Center, 9-1-1 Center, traffic management center, emergency medical services and related support space. The complex will have a hardened exterior and will incorporate redundant building systems, inclusive of emergency generators and uninterrupted power supply systems to allow it to operate during any type of emergency or disaster such as a hurricane.

Coral Gables Public Safety Building, Coral Gables FL. AECOM is providing programming, site analysis and design services for the City of Coral Gables for a new 110,000-square-foot public safety building that will house the police department administration, a Fire department administration, Human Resources, IT, fire station, EOC, 911 and training center.

City of Winnipeg, Police Services Headquarters: Schematic Design, Planning + Programming, Winnipeg, MB, Canada. Architect for programming, planning and design for the conversion of a former postal processing facility into a 650,000-square foot public safety building. This new facility accommodates all aspects required for central police functions including executive and administrative offices, investigations and patrol along with a regional 9-1-1 dispatch center, central processing facilities an evidence warehouse and laboratories. The project also includes the police academy and training functions for the police service. .

City of Raleigh Critical Public Safety Facility, Raleigh, NC. Served as Lead Architect for a 101,240-square foot main building and a 5,840-square foot receiving building for the new Raleigh Critical Public Safety Facility (CPSF). The facility will house the City's emergency communications center, emergency operations center, and primary data center.

Fairfax County, Reston Police Station and Governmental Complex, Reston, VA. Architect on this master plan and design of the new 46,250-square-foot, two-story facility, which will accommodate two separate functions of a regional office for the County Supervisor and District Police Station. The facility includes offices, conference rooms, report writing rooms, locker rooms, fitness center, community room, and vehicle/ material storage bays.

Ben Nimke, LEED Green Associate

Construction Professional

AVAILABLE

Firm

- AECOM

Education

- BSc, Construction Management, Eastern Michigan University

Years of Experience

- 20+

Registrations/ Certifications

- LEED Green Associate

Relevant Experience

Ben is a construction manager with sharp attention to detail and construction knowledge. His experience includes various construction delivery methods including design-build, plan/specification, and time/material work, and construction cost estimating for various project types. Ben's project experience includes the industrial/ manufacturing, petro/chemical, automotive, commercial/office, and hospital construction segments.

Representative Project Experience

Bridging North America; Gordie Howe International Bridge, United States Port Of Entry, Detroit, MI. Construction Phase Services Lead for multiple new buildings associated with the United States Port of Entry portion of a new international bridge crossing. Construction included a main building, warehouse building, outbound building, non-commercial/commercial inspection canopies, USDA building, NII building and associated sitework. Construction phase services tasks included management of field clarification requests, material acceptance requests and working drawing (shop drawing) requests.

The Mannik & Smith Group, Inc., DBRA Land Assembly, Detroit, MI. As Construction Manager, provided preconstruction and construction management services to manage cost, trade work and schedule for the site preparation and structure demolition activities associated with the project. Responsibilities included preconstruction estimating, safety, subcontractor management, scheduling, onsite coordination of subcontractors, utility removal/ relocation coordination, RFI coordination, submittal coordination, and project closeout.

City of Detroit Department of Transportation (DDOT): Security Camera Upgrades Various Facilities, Detroit, MI. Served as Construction Manager for DDOT's security camera upgrades and on call camera services for bus terminals, transit centers and central administration office. Supervised the system-wide implementation of next generation surveillance camera software, coordinated older camera firmware upgrades and/or replacement of cameras, installation of electrical power supply monitoring and conditioning equipment, replacement of servers to increase data storage capacity, deployment of new cameras to fill monitoring gaps, improvements of public lighting around high priority transit facilities, and replacement of employee security credential badging and ridership pass equipment and software. Worked closely with Transit Police and Detroit Public Safety information specialists to strategically locate facial recognition camera capabilities to provide a better means of identifying crime suspects.

City of Detroit Department of Transportation (DDOT): Gilbert Terminal Property Services Improvements, Detroit, MI. Construction Manager for terminal property improvements. Managed repair of various site deficiencies, performed terminal building structural masonry inspection and generation of masonry repair specifications, coordinated and supervised masonry repairs, conducted roof integrity assessment and identified critical repair areas, repaired automatic fire door closure equipment, and replaced concrete driveway areas in dire need of repair.

City of Detroit, Shoemaker Bus Terminal – Coach Storage B Garage, Detroit, MI. Project Superintendent/Construction Manager for demolition and reconstruction of two coach storage bays. Duties included preconstruction estimating, safety, subcontractor management, scheduling, on-site coordination of subcontractors, RFI coordination, submittal coordination, and project closeout.

Dominic Conti, PE

Civil Engineer

AVAILABLE

Firm

- AECOM

Education

- MS, Industrial Toxicology, Wayne State University
- BS, Civil Engineering, / University of Illinois at Chicago
- BS, Ecology and Evolutionary Biology; Program in the Environment, University of Michigan

Years of Experience

- 10+

Registrations/ Certifications

- Professional Engineer, MI
- Certified Storm Water Operator
- Part 91, Soil Erosion and Sedimentation Control
- MDOT HMA Paving Operations
- MDOT Bridge Construction, Rehabilitation, and Paint Inspection
- MDOT Drilled Shaft Inspectors Training

Relevant Experience

Dominic's construction and design experience includes four seasons as a construction inspector working on a variety of projects for both MDOT and the City of Novi. Work for Novi has included ITS, traffic signals, concrete and asphalt paving, ADA sidewalk ramps, road reconstruction and rehabilitation, concrete patching, storm sewer, boardwalk construction, and box culvert installation. He has worked on the design and construction engineering of many of the same types of projects within the City, as well as water main work, HMA pathway construction, and parking lot reconstruction. He has also worked on a number of projects as the utility coordination engineer, which included drawing the existing utility facilities into plans, identifying potential conflicts with proposed work, and coordinating with utility companies prior to and through construction to facilitate relocation efforts.

Representative Project Experience

13 Mile Rd Rehabilitation, Meadowbrook – M-5, City of Novi, MI. Served as Design Engineer/Assistant Construction Engineer. Project involved the design and full construction engineering and inspection of a half mile of HMA Road on 13 Mile Road from Meadowbrook Rd to M-5. Reconstructed the north half of the road and finished surfacing the south half of the road left remaining from a previous, uncompleted project. This project also included correcting pathway not built to ADA standard, spot curb replacement, guardrail height adjustment, and ADA sidewalk ramp.

Industrial Roads Park, City of Novi, MI. Design Engineer/Assistant Construction Engineer. Project involved design and full construction engineering services for 1.4 miles of rehabilitation of Industrial Roads in Novi. The work consists of milling concrete pavement, detail seven joint repair, and HMA resurfacing. Other work consists of spot curb and gutter repair, driveway apron removal and replacement, and drainage structure adjustments and reconstruction.

Lakeshore Park Tunnel Replacement, City of Novi, MI. Served as Design Engineer/ Assistant Construction Engineer. Project involved design and full construction engineering and inspection of a 62-foot-long, 10-foot by 8-foot segmental box culvert as a pedestrian tunnel, connecting the Lakeshore Park parking lot to Lakeshore Park Beach. Other elements of the project include the placement of a drainage leeching basin, concrete retaining walls, sidewalk, and HMA road reconstruction.

ITC Trail/Wildlife Woods Park, Michigan Department of Transportation (MDOT)/ City of Novi, MI. Design Engineer/Assistant Construction Engineer. AECOM performed the design and full CEI on the MDOT LAP of 0.31 miles of hot mix asphalt shared-use path at Wildlife Woods Park/ITC Trail in Novi, Oakland County. The project connected two existing portions of a shared use path. Drainage elements included in this project were an equalization culvert and a swale running parallel to the pathway.

Bond Street Phase 2, City of Novi, MI. Served as Design Engineer/Assistant Construction Engineer. AECOM is performing full Construction Engineering and Inspection of Bond Street. This project consists of completing the construction of over 500 feet of HMA construction from Flint Street to Grand River Avenue. The project required filling in a decomissioned detention pond as well as over 500 feet of water main. The project included signal upgrades at the intersection of Bond Street and Grand River Avenue.

About AECOM

AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle – from advisory, planning, design and engineering to program and construction management. On projects spanning transportation, buildings, water, new energy, and the environment, our public- and private-sector clients trust us to solve their most complex challenges. Our teams are driven by a common purpose to deliver a better world through our unrivaled technical and digital expertise, a culture of equity, diversity and inclusion, and a commitment to environmental, social and governance priorities. AECOM is a Fortune 500 firm and its Professional Services business had revenue of $14.4 billion in fiscal year 2023. See how we are delivering sustainable legacies for generations to come at aecom.com and @AECOM.

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