

Proposal for Construction Management and Inspection Services for the Mountains Recreation and Conservation Authority Franklin/Ivar Park Project

MRCA
Attachment
3/13/14
VI(d)



January 8th, 2014

To: Liz Jennings
Mountains Recreation & Conservation Authority
Los Angeles River Center and Gardens
570 West Avenue 26, Suite 100
Los Angeles CA 90065

By: TELACU Construction Management
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TABLE OF CONTENTS

SECTION	PAGE
Cover Letter	i
1.1. FEE PROPOSAL SUMMARY	1
1.2. PROPOSED TIMELINE	1-2
1.3. GENERAL SCHEDULE OF FEES	3
1.4 PROJECT APPROACH TO PROPOSED SERVICES	4-7



January 8, 2014

Liz Jennings
Mountains Recreation and
Conservation Authority
Los Angeles River Center and Gardens
570 W. Avenue 26, Suite 100
Los Angeles, CA 90065

Dear Ms. Jennings:

TELACU Construction Management (TCM) is pleased to present our proposal for Preconstruction Management Services to the Mountains Recreation & Conservation Authority (MRCA) for the Franklin/Ivar Park Project.

Our team of professionals specializes in the planning and development of California construction projects. Operating as a subsidiary of TELACU, the nation's largest non-profit Community Development Corporation (CDC), TELACU Construction Management carries forward the guiding TELACU principle that business ventures should enhance and positively impact people's lives by providing communities with leadership and innovation in construction and capital improvement projects.

We are confident that MRCA would benefit from the following TCM strengths:

- Extensive experience in the development of community assets in Southern California
- Experience working with outside local and governmental agencies and MRCA staff
- Experience in the development of green spaces including two current MRCA Projects at Marsh Park and Milton Street
- A strong track record of planning and executing projects on time and within budget.

We are confident that the quality of our staff and our understanding of the various project elements can help MRCA successfully complete this project and we are excited about the opportunity to work with your organization again.

Sincerely,



Jay Bell
Senior Vice President
TELACU Construction Management



1.1. FEE PROPOSAL SUMMARY

1.2 PROPOSED TIMELINE

1.1 Fee Proposal Summary

TELACU construction management utilizes a clear and efficient approach to the costing of our services that allows for transparency and owner control. The fees for our services are typically based on hourly rates for an agreed upon staffing plan for a task, project or program. TELACU Construction Management has prepared Not To Exceed Fee Proposals for the Pre-construction and Bidding/Procurement Phase and the Construction Management Phase for the Franklin/Ivar Park which are based upon our understanding of the Scope of Services as listed in the RFP and our project approach and deliverables as defined in Section 1.4 of this proposal. The proposed Preconstruction and Construction Management fees of \$21,720 and \$161,480, respectively, are further detailed in the Franklin/Ivar Park Project Staffing Plan which is attached hereto as an exhibit to our proposal.

1.2 Proposed Timeline

TELACU Construction Management has generated a Preliminary Project Schedule which is attached hereto as an exhibit to our proposal. The schedule incorporates the anticipated milestones that were provided by MRCA in the Franklin/Ivar Park RFP and also updates individual activity durations based on our experiences in completing projects of similar scope and value. Most notably, our proposed schedule has reduced the estimated construction duration from 11 months to 8 months based on the conceptual design, size, and scope of the project. It should be understood that this duration may be modified during the course of preconstruction and after review of the 90% Construction Documents have been completed, however TCM finds that an 8 month construction schedule based on the current scope of work is achievable. Additionally, the schedule assumes a single phase design-bid-build delivery approach but it is understood that MRCA and the selected CM may discuss contractor pre-qualification procedures and alternate bid strategies at a later date, at which time additional activities and corresponding durations may then be incorporated into the Pre-construction and Bidding/Procurement Schedule. TELACU Construction Management is highly experienced in all public contract delivery methods and the proposed schedule may be adjusted to accommodate alternate bid strategies.

In addition to the proposed Pre-Construction and Bidding/Procurement schedule, the number of staff hours and turnaround time for the milestone activities identified in the Scope of Services are summarized below. The staff hours reflect TELACU Construction Management's anticipated resources required to complete the key milestone activities for the project but are not in addition to the Fee Proposal Summary.

Milestone Activity	Anticipated TCM Staff Hours	Duration (Days)
Review 90% Construction Documents	60	10
Review Existing Cost Estimate	24	3
Develop Value Engineering Options	24	5
Review City of LA Plan Check Comments	16	2
Incorporate Plan Check Comments in 100% Construction Documents	16	10
Review Front-end Documents and Develop Bid Documents	40	5
Reconcile 100% CD Estimate with Budget - Develop Bid Alternates	40	5 to 10
Prepare Bid Schedule and Finalize Bid Documents	16	2
Bid Project (Contractor Pre-qual, Advertise, Job Walk, Bid Opening, etc.)	40	50
Evaluate Bids	16	5
Recommend and Award Construction Services Contract	4	1

* Duration (Days) reflects the turnaround time for the milestones to be performed by the CM firm but does not account for review time and/or acceptance required by outside agencies or consultants. Please refer to Pre-construction and Bidding Timeline for overall durations.

1.2 Proposed Timeline

Anticipated TCM Staff Hours Duration (Days)*

Duration (Days) reflects the turnaround time for the milestones to be performed by the CM firm but does not account for review time and/or acceptance required by outside agencies or consultants. Please refer to Pre-construction and Bidding Timeline for overall durations.



1.2 PROPOSED TIMELINE
(continued)

MOUNTAINS RECREATION & CONSERVATION AUTHORITY FRANKLIN/IVAR PARK PROJECT					PRELIMINARY PROJECT SCHEDULE																
PRE-CONSTRUCTION, PROCUREMENT & CONSTRUCTION PHASES																					
ID	Task Name	Duration	Start	Finish	2014																
					Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1	Pre-Construction Phase	163 d	Fri 1/24/14	Tue 9/9/14																	
2	90% Construction Documents Complete/Submit to City of LA	1 d	Fri 1/24/14	Fri 1/24/14	1/24 90% Construction Documents Complete/Submit to City of LA																
3	Constructability Review of 90% Construction Documents	20 d	Fri 1/24/14	Thu 2/20/14	2/20 Constructability Review of 90% Construction Documents																
4	Review Cost Estimate in Conjunction with 90% Documents	20 d	Fri 1/24/14	Thu 2/20/14	2/20 Review Cost Estimate in Conjunction with 90% Documents																
5	Develop Value Engineering / Bid Alternative Options	20 d	Fri 2/21/14	Thu 3/20/14	3/20 Develop Value Engineering / Bid Alternative Options																
6	Preconstruction Team Project Update Meeting	1 d	Fri 3/21/14	Fri 3/21/14	3/21 Preconstruction Team Project Update Meeting																
7	MRCA & TCM Return 90% Document Review Comments to Architect	5 d	Mon 3/24/14	Fri 3/28/14	3/28 MRCA & TCM Return 90% Document Review Comments to Architect																
8	CR and VE Options Reviewed w/Preconstruction Team	10 d	Mon 3/31/14	Fri 4/11/14	4/11 CR and VE Options Reviewed w/Preconstruction Team																
9	City of LA 90% CD Plan Check Comments Received	65 d	Mon 1/27/14	Fri 4/25/14	4/25 City of LA 90% CD Plan Check Comments Received																
10	MRCA and TCM Review Plan Check Comments w/Architect	10 d	Mon 4/28/14	Fri 5/9/14	5/9 MRCA and TCM Review Plan Check Comments w/Architect																
11	Mtg to Discuss Incorporation of Plan Check, CR, and VE Options	1 d	Mon 5/12/14	Mon 5/12/14	5/12 Mtg to Discuss Incorporation of Plan Check, CR, and VE Options																
12	Incorporate Plan Check and Review Comments	30 d	Tue 5/13/14	Mon 6/23/14	6/23 Incorporate Plan Check and Review Comments																
13	100% Construction Documents Complete	1 d	Tue 6/24/14	Tue 6/24/14	6/24 100% Construction Documents Complete																
14	Preconstruction Team Reviews 100% CD's	15 d	Wed 6/25/14	Tue 7/15/14	7/15 Preconstruction Team Reviews 100% CD's																
15	Incorporate Final Preconstruction Team Comments	5 d	Wed 7/16/14	Tue 7/22/14	7/22 Incorporate Final Preconstruction Team Comments																
16	100% CD Documents Submitted to City of LA	1 d	Wed 7/23/14	Wed 7/23/14	7/23 100% CD Documents Submitted to City of LA																
17	City of Los Angeles 100% CD Plan Check Approval	30 d	Thu 7/24/14	Wed 9/3/14	9/3 City of Los Angeles 100% CD Plan Check Approval																
18	Pre-final Bid Documents Developed	20 d	Wed 7/23/14	Tue 8/19/14	8/19 Pre-final Bid Documents Developed																
19	100% CD Approval Received	1 d	Wed 9/3/14	Wed 9/3/14	9/3 100% CD Approval Received																
20	Review Approved Construction Documents	15 d	Wed 8/20/14	Tue 9/9/14	9/9 Review Approved Construction Documents																
21	Develop Bid Strategy and Timeline	15 d	Wed 8/20/14	Tue 9/9/14	9/9 Develop Bid Strategy and Timeline																
22	Final Bid Documents Complete	15 d	Wed 8/20/14	Tue 9/9/14	9/9 Final Bid Documents Complete																
23	Procurement Phase	48 d	Mon 9/15/14	Wed 11/19/14																	
24	Advertisement and Bid Solicitation	5 d	Mon 9/15/14	Fri 9/19/14	9/19 Advertisement and Bid Solicitation																
25	Mandatory Pre-Bid Conference	1 d	Tue 9/23/14	Tue 9/23/14	Mandatory Pre-Bid Conference 9/23																
26	RFI Period	20 d	Mon 9/15/14	Fri 10/10/14	RFI Period 10/10																
27	RFI Review and Addendum Prep.	10 d	Mon 9/29/14	Fri 10/10/14	RFI Review and Addendum Prep. 10/10																
28	Issue Last Addendum	5 d	Mon 10/13/14	Fri 10/17/14	10/17 Issue Last Addendum																
29	Bid Opening	1 d	Tue 10/28/14	Tue 10/28/14	Bid Opening 10/28																
30	Bid Evaluation/Response to Bid Protests	5 d	Tue 10/28/14	Mon 11/3/14	11/3 Bid Evaluation/Response to Bid Protests																
31	Recommendation for Award to MRCA	2 d	Tue 11/4/14	Wed 11/5/14	11/5 Recommendation for Award to MRCA																
32	Board Meeting (Assumed)	1 d	Wed 11/5/14	Wed 11/5/14	Board Meeting (Assumed) 11/5																
33	Notice of Award	1 d	Thu 11/6/14	Thu 11/6/14	Notice of Award 11/6																
34	Contractor Documents to MRCA	10 d	Thu 11/6/14	Wed 11/19/14	11/19 Contractor Documents to MRCA																
35	Notice to Proceed Issued	0 d	Wed 11/19/14	Wed 11/19/14																	
36	Construction Phase	180 d	Thu 11/20/14	Wed 7/29/15																	
37	Construction	180 d	Thu 11/20/14	Wed 7/29/15	7/29 Constr																

TELACU Construction Management, Inc.

JANUARY 8, 2014



1.3. GENERAL SCHEDULE OF FEES

Presented below are the billing rates for TCM professionals. As requested, these rates include all local travel expenses and necessary equipment to support the activities such as personal computers, printer, fax, copier, scanner, phones, etc.

POSITION	HOURLY RATE
Principal in Charge	\$ 220
Project Director	\$ 180
Sr. Project Manager	\$ 155
Project/Finance/Design Manager	\$ 140
Controls Manager	\$ 135
Sr. Construction Manager	\$ 150
Scheduler	\$ 130
Estimator	\$ 135
Construction Manager	\$ 140
Assistant Construction Manager	\$ 120
Project Engineer	\$ 110
Project Administrator	\$ 75



1.4 PROJECT APPROACH TO PROPOSED SCOPE OF SERVICES

TELACU Construction Management has generated a Preliminary Project Schedule which is attached hereto as an exhibit to our proposal. The schedule incorporates the anticipated milestones that were provided by MRCA in the Franklin/Ivar Park RFP and also updates individual activity durations based on our experiences

Preconstruction Phase Site Evaluation

Comprehensive building and site investigation is critical when working on existing campuses. Our team will perform a thorough investigation to uncover and identify the salient issues that exist at the sites and identify opportunities to reduce waste, reinforce project goals, and respect on-going operations and utility service during construction. In conjunction with the Architect and consultants existing utility lines will be investigated and sized in order to determine capacities versus proposed demand and to minimize unforeseen conditions.

Plan Review and Design Team Meetings

A properly reviewed set of plans and special provisions will reduce conflicts in the field (where conflicts are more costly), provide more accurate schedules, improve the sequence of construction, enhance quality, develop workable specifications, help provide a more biddable project for the construction contractor, and potentially decrease construction costs and claims. TCM will review project designs for their constructability as well as their conformance with the chosen delivery strategy. TCM will utilize a systematic, interdisciplinary approach to the constructability review process with a special focus on the areas of the plan that involve multiple trades in a single location. We bring our lessons learned from the field to this process.

We call constructability review a “process” because it is not enough to simply review a set of plans and send a report to the design team. The very success of the job is tied to how well the documents are coordinated. Once the plans have been reviewed, follow-up meetings with the design team are critical to ensure that any changes that are required are included in the revised documents. If the changes to the plans require additional agency approval, we consider it part of the process to make certain approval occurs in a timely manner allowing for an on-schedule project bid.

Value Engineering

As required, TCM’s Pre-construction Technical Support Team will support the District to set up and conduct formal value engineering sessions for any of the construction systems contemplated for construction. Depending on the system being evaluated, we will assemble the technical and professional expertise necessary to produce a collaborative process that will benefit the project as a whole. To maximize benefit, our team treats value engineering and constructability reviews as ongoing activities that are complementary to each other. We will continually review the documents throughout final design and into construction to review options that will meet the design intent but at a lower cost. This will yield options that will maximize your construction, maintenance, and operations dollars.

Preliminary and Detailed Estimates

TCM will provide cost estimating throughout the project at regular project milestones. The cost estimates created will be accurate, traceable, and audit-proof and will provide a structured and timely approach to develop, review, and implement approved estimates into the construction management process. TCM routinely solicits real-time quotations from trades and manufacturers for integration with their existing library of historical cost data, current project information, and industry recognized cost databases and publications, thereby ensuring that the estimates are current and appropriate with respect to the dynamic nature of the industry. This includes both economic and geographic considerations. The following



1.4 PROJECT APPROACH TO PROPOSED SCOPE OF SERVICES (continued)

procedures are strictly followed to ensure accuracy and quality in the estimates:

- Definition of Project Scope
- Parametric Estimating
- Quantity Measurement
- Market Conditions/Current Pricing Data/Forecasting
- Accuracy Review/Check Estimate
- Publish Estimate and Review with the Client
- Other Party Estimate Comparison
- Levels of Estimates

Design and Procurement Phase

Ability To Work with Owner and Design Team

Our business approach is to provide our services to MRCA and the design team in a professional and team-oriented manner. We understand the tremendous political and fiscal pressure Owner's face in delivering projects on schedule and within budget, especially high profile public parks. TCM staff will work closely with MRCA to meet the objectives of the program and serve as an extension of their staff. This will include accurate reporting, good communications with project stakeholders, strong interface with the staff, and responsiveness to any board activities. TCM will also work closely with the A/E on constructability reviews, value engineering, response to RFIs and submittals, owner-directed changes, and any requested change notices from the contractor/subcontractor. Working in concert with the A/E, we will protect the interests of MRCA and its stakeholders.

Construction Planning

TCM has successfully managed public improvement projects utilizing all delivery methods and is prepared to discuss and get approval from the District for all bidding strategies, including timing, development of alternates and bid package scoping. We understand how important the implementation of a logistics plan that ensures the safety of staff and students with minimal impact to school operations is. TCM will work collaboratively with MRCA staff and create a logistic plan that identifies staging of construction, staging areas, temporary fencing, office trailer placements, access, and all other aspects of the construction planning process.

Construction Phase

Project Accounting and Management

TCM provides financial planning and reporting services on all aspects of the construction projects using financial management tools developed specifically for educational programs. TCM staff is trained to develop project control systems that integrate the needs of the planning staff with the accounting staff, while tracking costs in a manner that meets the requirements of government funding. TCM also provides scheduling services for our clients at both the program and project level. Our schedulers use state-of-the-art software and integrate all aspects of the work, as required, including planning, design, permitting, construction and startup. Project milestones and critical paths are identified to highlight priorities.

TCM professionals have developed their management expertise through years of practical applications, using leading-edge programs, systems and methodologies that aim to enhance safety, avoid delays, control costs, ensure that the project is built according to specifications, and reduce claims.



1.4 PROJECT APPROACH TO PROPOSED SCOPE OF SERVICES (continued)

Management of Project

TCM's qualified professionals function as the owner's representative to coordinate and schedule the operations of a single general contractor, multiple prime contractors or subcontractors on a project. Utilizing tested and proven management techniques, TCM professionals will manage all the construction-related elements of the project, including advice and recommendations during planning, design, and construction, for the purpose of controlling time, cost, and quality. We maintain all records and daily logs and actively manage the bid construction process. We also place a high level of importance on proper document control and require our field staff to maintain accurate, up-to-date information and schedules on each project from notice to proceed to notice of completion. This becomes particularly important as a project moves forward to ensure all proper documentation at the project level has been developed and submitted to meet required deadlines.

We enforce strict performance requirements on all contractors and our staff proactively works with contractors in the field to ensure proper documentation and adherence to all client milestones, scheduling requirements, and safety compliance. Our staff coordinates and attends job site meetings and takes detailed notes that are then circulated to the owner. We ensure the District is kept up to speed on any conflicts or potential change orders that could affect the project schedule.

Detailed Construction CPM Schedule

Milestone Scheduling will be implemented to ensure timely delivery. Critical Project Design Team input will be integrated into a comprehensive and dynamic scheduling system. Utilizing Primavera P6 software, a cost loaded, viable and intelligent Master Baseline schedule inclusive of design, City of LA review/approval, bidding, construction and closeout activities that will be monitored daily and updated monthly.

RFIs and Change Order Management

TCM staff will closely monitor RFI logs and ensures immediate and complete responses to all requests. We also review potential change orders and document and execute all change orders in a timely manner. Potential changes are communicated to the project controls team and are included in all periodic budget reports. We develop a change control system in conjunction with the control budget. Planning for future change means developing a cost and schedule management plan that provides for review and approval of proposed changes during design and construction, identifies approval levels required (a process when a formal review is not necessary), and what actions to take in an emergency. Cost control during construction is achieved through open channels of communications and awareness of variables that may impact implementation of projects. The Owner will be notified in a timely manner of any potential cost impacts and upon approval from the Owner to proceed with such additional services a complete and transparent cost proposal identifying all subcontractor and general contractor fees will be provided.

Other Services

Energy Efficiency

As an owner of thousands of affordable housing units, TELACU has a keen interest in energy conservation and sustainable design. Each of our projects goes through a rigorous evaluation system and checklist for energy efficiency. The HUD developed projects we build and manage are designed with a 40-year life cycle span for the critical mechanical and electrical components, while conserving energy over



1.4 PROJECT APPROACH TO PROPOSED SCOPE OF SERVICES (continued)

housing projects is to decrease the cost of utilities over the life of the building. In addition, TCM has been involved in the construction management of buildings where elements of sustainable design have been incorporated - such as solar panel systems, energy efficient windows, and additional insulation in the walls and roofs, etc.

Our approach to energy reviews is to establish an energy objective in addition to a cost budget as part of the project definition phase. Our specifications and design standards are based on national energy efficiency guidelines: LEED (Leadership in Energy and Environmental Design), ASHRE 90.1, and Title 9 of the California Public Lighting Act. Our cost-estimating capabilities support these services.

Stake Holder Involvement and Public Information

TCM provides a scope of services to assist with public information for the general community and oversight committees, including assisting on committee formation and general oversight, conducting public hearings, providing status reports, planning and coordination of media events, publishing a monthly newsletter, maintaining a bond website, and public information in additional media as determined by the District.

TCM has extensive experience working in the communities where we provide services. Our roots as part of the nation's largest Community Development Corporation (CDC) truly shine through in our efforts and energies building and maintaining professional relationships in the community with major stockholders, parent groups, community labor groups, and local elected officials. We excel at fostering those relationships and making sure the parties involved feel heard, understood, and that their concerns have been properly addressed.

Dispute Resolution Process

The probability of claims, or unresolved disputes will be greatly diminished by performing a thorough constructability / biddability review during the design review stage and thorough, proactive CM services during construction. TCM has been very instrumental in reducing claims when given the opportunity to perform the constructability review. During the construction stage, TCM will implement aggressive cooperation and communication procedures with all parties, TCM will work to ensure that conflicts in the work are identified ahead of time where possible, that third party (i.e., utilities) impacts to the work are eliminated or minimized, and that timely communications are provided to the contractor. TCM recommends that a "partnering" arrangement be instituted, or that the special provisions outline a similar method to attempt dispute resolution at the lowest level possible, with maximum times set before moving the issue up to the next level on the chain of command. At the same time, TCM staff will keep detailed daily records of crews, equipment, activities, and production, accompanied by photographs. Detailed information is useful in determining the merit of a contractor's claims, and in calculating the actual cost impact of disputed work. When a claim is deemed totally without merit, such detailed information can be helpful in demonstrating that fact to the contractor and in resolving the issue without additional cost.





MOUNTAINS RECREATION CONSERVATION AUTHORITY

**FEE PROPOSAL SUMMARY
FRANKLIN/IVAR PARK PROJECT
CONSTRUCTION MANAGEMENT AND INSPECTION SERVICES**

Preconstruction and Procurement Phase													
PROPOSED STAFFING AND PRECONSTRUCTION/ PROCUREMENT MANAGEMENT FEE	Preconstruction and Design Phase							Procurement Phase			Pre- construction Hours	Pre- construction Fee	
	1	2	3	4	5	6	7	1	2	3			
	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14			Nov-14
Position	HR RATE												
Project Executive	No Charge												
Project Director	\$ 180	4	4	4	4	4	4	4	4	4	4	40	\$ 7,200
Project Manager	\$ 110	12	12	12	12	12	12	12	16	16	16	132	\$ 14,520
Project Engineer	\$ 110												
Scheduler	\$ 125												
Estimator	\$ 135												
Project Administrator	\$ 75												
General Conditions													
Preconstruction Fee Totals											172	\$ 21,720	

Construction and Close-out Phase													
PROPOSED STAFFING AND CONSTRUCTION MANAGEMENT FEE	Construction Phase								Close- Out			Construction Phase Hours	Construction Phase Fee
	1	2	3	4	5	6	7	8	1				
	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15				
Position	HR RATE												
Project Executive	No Charge												
Project Director	\$ 180	2	2	2	2	2	2	2	2	80	16	\$ 2,880	
Project Manager	\$ 110	160	160	160	160	160	160	160	160	80	1360	\$ 149,600	
Project Engineer	\$ 110												
Scheduler	\$ 125												
Estimator	\$ 135												
Project Administrator	\$ 75												
General Conditions		\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00		\$ 9,000.00	
Construction Fee Totals											1376	\$ 161,480	



TELACU Construction Management

Leading the Way in Design, Management and Construction.

For more than four decades, TELACU, the nation's largest Community Development Corporation (CDC), has upheld the principle that business ventures should enhance communities and positively impact people's lives. The founders of TELACU, recognizing the ongoing need for the construction of assets that could benefit the community, such as schools, parks, municipal structures, roads, and infrastructure, formed TELACU Construction Management (TCM).

With the long-term future of Southern California communities in mind, TCM is committed to providing its clients and their communities with the leadership and innovation required for the successful management and completion of projects and programs.

TCM is a wholly owned subsidiary of TELACU Industries, the for-profit subsidiary of TELACU. The dollars earned by TCM and TELACU's other for-profit companies are actively reinvested in the communities they serve. These profits are used to fund social initiatives such as a nationally renowned scholarship program, more than 4,000 units of affordable housing, workforce development programs, and a variety of other initiatives to ensure economic equality and social justice.

While the impact of these social programs is significant, each subsidiary must uphold TELACU's standard of world-class service in the technical areas in which they operate. TCM is no exception. Since 1995, TCM has provided outstanding service to clients in construction management, program management, and construction services.

TCM is an industry leader in the management and design of private and public projects. Its award-winning professional team has brought management expertise to the completion of schools, public buildings, capital improvement projects, transportation, governmental and medical facilities, water transmission and distribution systems, public housing, and recreational centers. TCM's team of 65 experts provides unparalleled expertise in project and program management.

Utilizing rigorously tested and proven management techniques, TCM staff direct all project delivery services, including project development, design oversight, project funding, public outreach, and scheduling. Staff professionals coordinate and schedule all operations of design professionals, prime contractors, and project stakeholders. TCM staff provides complete consultative services during planning, design, and construction to control time, cost, and quality.

TCM has worked with more than twenty-seven K-12 districts in California, completing more than \$3.2 billion of construction as a construction manager or a general contractor.

TELACU Construction Management

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