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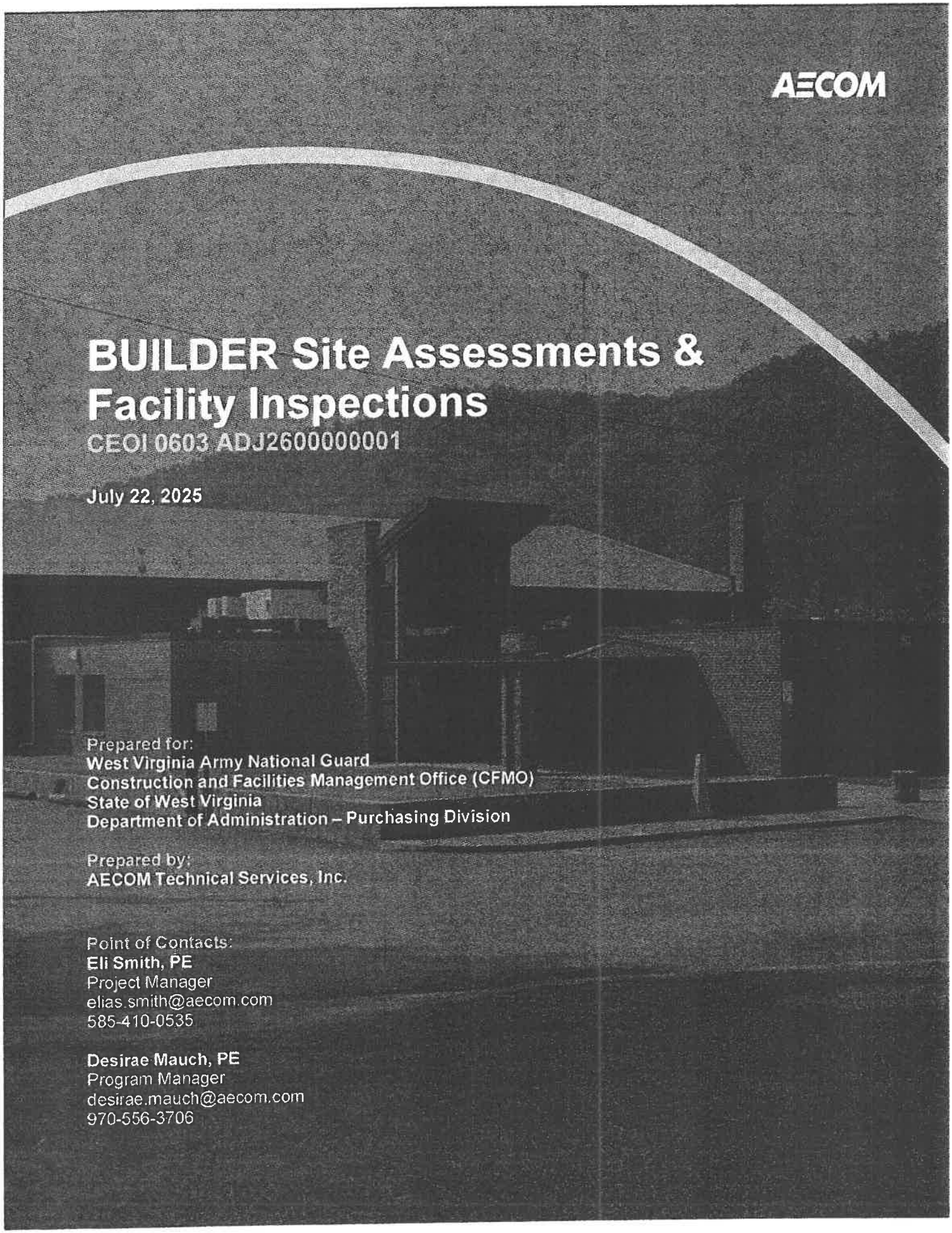
FAX COVER SHEET

FIELD	ENTRY
VENDOR NAME:	AECOM Technical Services, Inc.
BUYER:	David H Pauline
SOLICITATION NO.:	CEOI 0603 ADJ2600000001
BID OPENING DATE:	July 22, 2025
BID OPENING TIME:	1:30 PM Eastern Time
FAX NUMBER:	(304) 558-3970
DELIVERY ADDRESS:	Department of Administration, Purchasing Division 2019 Washington Street East Charleston, WV 25305-0130



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BUILDER Site Assessments & Facility Inspections

CEOI 0603 ADJ2600000001

July 22, 2025

Prepared for:
West Virginia Army National Guard
Construction and Facilities Management Office (CFMO)
State of West Virginia
Department of Administration – Purchasing Division

Prepared by:
AECOM Technical Services, Inc.

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July 22, 2025
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West Virginia Army National Guard - CFMO
State of West Virginia, Department of Administration – Purchasing Division

Subject: Expression of Interest, BUILDER SMS Site Assessments & Facility Inspections Phase 3 (2025) - Solicitation No: CEOI 0603 ADJ2600000001

Dear Mr. Pauline,

AECOM Technical Services, Inc. is pleased to respond to the West Virginia Army National Guard (WVARNG) Construction and Facilities Management Office (CFMO) Request for Proposal for Site Assessments and Facility Inspections. Our comprehensive experience and proven capabilities in building asset lifecycle management align with the requirements outlined for the BUILDER Sustainment Management System (SMS) initiative.

Proven BUILDER SMS Experience

Our project team offers extensive experience and specialized knowledge in conducting BUILDER facility assessments and inventories, with a successful record of completing similar projects for multiple Army National Guard programs. Our methodology allows field assessors to manage their data from collection through final acceptance, resulting in better accuracy, stronger communication, faster delivery, and higher quality of the final product.

AECOM is a global firm with more than 40,000 professionals. Our Asset Advisory Services team brings over two decades of experience supporting Department of Defense clients with condition assessments and asset management services. We have more than 75 BUILDER-trained staff available and a strong history of coordinating concurrent assessments across multiple sites. AECOM is licensed by ERDC-CERL to provide BUILDER training and technical support. Our project managers are recognized by the National Guard Bureau for their effectiveness in communication and training delivery.

AECOM has completed complex BUILDER assessments for the Army National Guard over the past seven years including:

- West Virginia Army National Guard
- Massachusetts Army National Guard – Second 5-year contract ongoing
- Colorado Army National Guard – Second 5-year contract ongoing
- New Mexico Army National Guard – Second 5-year contract complete
- Hawaii Army National Guard – Second 5-year contract ongoing
- Montana Army National Guard
- Idaho Army National Guard
- Nebraska Army National Guard

As a trusted partner to the West Virginia National Guard, our team brings proven experience and unmatched familiarity with the State's facilities, expectations, and BUILDER SMS requirements. We successfully executed the previous contract for BUILDER facility inspections across West Virginia, demonstrating our ability to manage complex logistics, meet tight deadlines, and deliver data that supports asset management and capital planning. Our deep understanding of West Virginia's priorities, combined with our continuity of personnel and refined workflows, positions us as the most qualified and efficient team to continue this important work without disruption. We are ready to hit the ground running, building on our established performance to provide even greater value in the next phase of assessments.

- **Efficiency Through Familiarity:** Our continuity of staff, tools, and methods will allow WVARNG to avoid redundant training, reduce management burden, and maintain a stable assessment schedule with minimal disruption to facility operations.

- **BUILDER-Qualified Field Staff:** All assessors are BUILDER-trained, all having completed US Army required training and AECOM's internal FCA training. Teams include subject matter experts in architecture, structural systems, HVAC, electrical, plumbing, and fire protection systems.

We offer a proven approach to reassessing and importing updated facility condition data into BUILDER SMS. This approach has been refined through our previous contract with WVARNG and similar efforts across the country. All work will be performed in full compliance with the latest BUILDER Condition Assessment Manual and BUILDER Inspection Standards, in accordance with U.S. Army SMS program guidance.

YOU WILL HAVE ACCESS TO **75+ BUILDER Professionals**

Professional staff, including national and global leaders such as:

Kurt Engler | Principal-in-Charge
Desirae Mauch, PE | Program Manager
Eli Smith, PE | Project Manager

Your Project Manager, Mr. Eli Smith, has a history of delivering excellent quality work, on time and on budget, for clients including West Virginia Army National Guard, Massachusetts Army National Guard, and Hawaii Army Nation Guard.

We can work anywhere, collaborating with our local staff to provide locally-tailored solutions, enhanced by our national BUILDER subject matter experts who bring deep experience from ARNG programs across the country.

AECOM stands ready to provide exceptional BUILDER SMS services to West Virginia ARNG's CFMO. Our extensive experience with similar federal projects, combined with our deep understanding of the BUILDER system and its integration with BRED, uniquely positions us to meet and exceed your expectations. We look forward to the opportunity to support the Department in optimizing your asset management processes and contributing to the long-term sustainability of your facilities.

Yours Sincerely,

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Executive Summary

AECOM is honored to continue its partnership with the West Virginia Army National Guard (WVARNG) by offering comprehensive BUILDER Site Assessments and Facility Inspections aligned with the requirements of the BUILDER Sustainment Management System (SMS). Having delivered BUILDER SMS assessments for multiple ARNG programs nationwide, including prior efforts for WVARNG, we understand the unique logistics, quality standards, and compliance requirements necessary for success in this statewide effort. As an incumbent provider for WVARNG's previous BUILDER contract, AECOM brings unmatched familiarity with the State's facilities, operational needs, and data standards.

Understanding of the Project

AECOM is honored to submit our qualifications in response to CEOI 0603 ADJ2600000001 to support the West Virginia Army National Guard (WVARNG) in executing Phase 3 of its BUILDER™ Sustainment Management System (SMS) implementation. Our team brings unmatched BUILDER SMS expertise, having successfully completed comprehensive assessments for Army National Guard organizations in more than a dozen states, including prior work for WVARNG.

This next phase will require not only technical excellence and efficiency, but also seamless data integration and reporting across systems. AECOM's approach is designed to deliver accurate and actionable facility condition data while minimizing disruption to WVARNG operations. Our proposed methodology includes a proven four-phase execution plan that supports rapid mobilization, rigorous quality control, and final delivery of fully validated BUILDER SMS records, fully aligned with the latest BUILDER™ Condition Assessment Manual and BUILDER™ Inspection Standards as required in the solicitation.

We understand that WVARNG's Phase 3 scope places a strong emphasis on interoperability and strategic decision-making. To support this, our response includes the development of a user-customizable Power BI dashboard capable of integrating with BUILDER, PRIDE, and ePrisms platforms facilitating data gathered through this contract becomes immediately valuable for planning, prioritization, and lifecycle forecasting.

AECOM offers the scale, discipline, and federal project experience required to deliver on WVARNG's goals from day one. Our continuity of staff and deep familiarity with DoD asset management protocols, including SMS implementation best practices, position us to deliver exceptional value, compliance, and results across WVARNG's statewide portfolio.

Methodology Overview

AECOM's approach is tailored to meet WVARNG's Site Assessment & Facility Inspection objectives with a proven four-phase methodology designed to ensure consistency, and accuracy across all facility types and spans:

- Contract mobilization and project management planning
- Facility data review and on-site assessment coordination
- Mobile-enabled inspections via AECOM Assessor
- Centralized quality control and database upload
- Scenario analysis and development of 10-Year Work Plans
- Stakeholder coordination through briefings and summary reporting
- Integrated Data Visualization through delivery of a Power Bi dashboard

Our built-in capacity of over 75 BUILDER-trained professionals, including regional staff, enables us to begin work immediately and deliver rapid, high-quality outcomes tailored to the specific operational requirements of WVARNG.

With deep institutional knowledge, national BUILDER leadership, and a proven track record in West Virginia and beyond, AECOM is prepared to deliver high-performance results from day one of the contract. Our continuity of personnel, technology, and methods improves quality, efficiency, and a smooth transition into the next phase of facility condition reassessments across WVARNG's portfolio.

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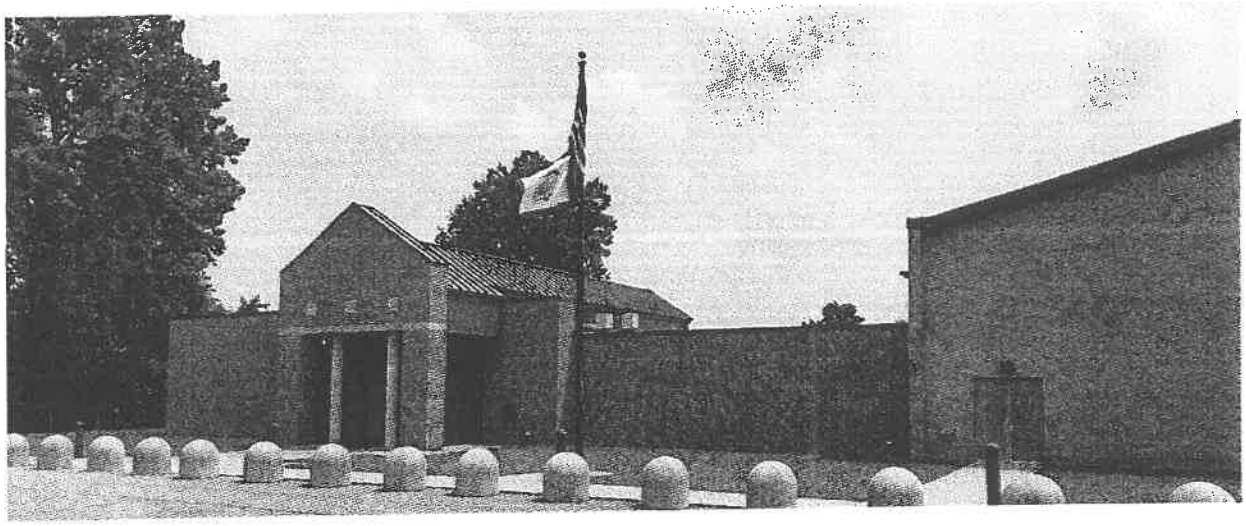


Project Goals and Methodology

Method of Approach Overview

AECOM delivers Credibility, Continuity and Commitment. With experience leading long-term federal contracts serving DoD, DLA, DHS, and more. AECOM has assembled a strong, knowledgeable team, including key personnel, who not only bring qualified, recent BUILDER experience in serving Department of Defense agencies. AECOM has completed other DoD, DLA, DHS (CBP and FEMA), and VA projects nationwide on numerous tasks including BUILDER assessments, A/E services, construction management, developing bridging documents, and providing full design and CPS. AECOM is committed to delivering a comprehensive and methodical technical approach that aligns with the specific requirements detailed in the Scope of Work. Our technical approach leverages our extensive experience with the BUILDER Sustainment Management System (SMS) and our proven track record of successful project execution for military and federal agencies.

Four-Phase Execution Strategy

Our goal is to deliver exceptional value by completing the project on time, within budget, and to the highest standards of quality. AECOM's management methodology is centered around building a partnership with the client, where we act as an extension of your team. By focusing on clear communication, proactive problem-solving, and a commitment to excellence, AECOM positions the project to not only meet but exceed the State of West Virginia Construction and Facilities Management Office's expectations.

Proven Methodology

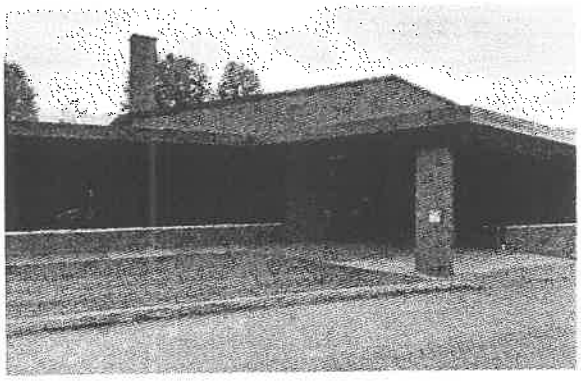
Delivering a seamless and effective execution of BUILDER Sustainment Management System (SMS) services.

AECOM's management methodology for this project is rooted in our proven ability to deliver comprehensive and high-quality outcomes through a structured, yet adaptable approach.

AECOM brings a proven, structured approach to facility assessment utilizing the BUILDER Sustainment Management System (SMS), tailored specifically to support the State of West Virginia Construction and Facilities Management Office. With over 100 million square feet of BUILDER SMS facility data collected nationwide for the Department of Defense and other public agencies, AECOM leverages national best practices, technical precision, and contract-specific responsiveness.

This Work Plan details AECOM's process for carrying out an assessment of a single site in BUILDER from project start through closeout. Our approach is designed to be scalable, ensuring that whether we are inspecting a single building or an entire statewide portfolio, each facility receives the same level of rigor, attention to detail, and quality assurance. We recognize that a single facility's data is as critical to decision-making as enterprise-wide asset intelligence, and we treat every assessment accordingly. AECOM will work with WVARNG to group and schedule site visits in a way that increases efficiency and decrease impact on operational and mission-critical activities at the facilities being assessed.

Our four-phase methodology, planning, on-site assessment, database integration, and closeout, delivers high-quality, compliant deliverables supported by our proprietary mobile platform, AECOM Assessor. This tool enables real-time, validated data collection and enhances consistency across inspection teams. Our work is structured to align directly with the State's Scope of Work and BUILDER SMS Manual, while delivering clear, actionable insights for long-term asset planning.



Phase 1: Project Initiation

Contract Mobilization, and Communication

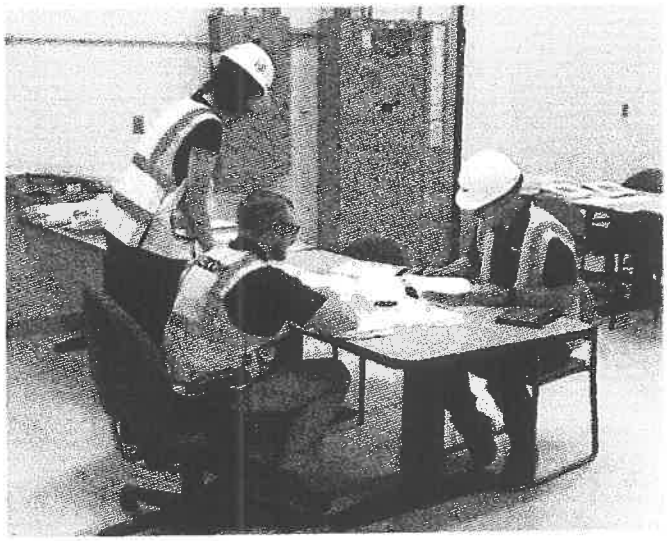
AECOM begins each engagement with a comprehensive review of the contract requirements and an internal mobilization plan that activates committed project staff, establishes reporting protocols, and initiates resource allocation. Within seven business days of receiving the Notice to Proceed (NTP), AECOM conducts a kickoff conference call with the State's Project Manager to align expectations, confirm administrative protocols, and initiate scheduling for orientation activities.

PMP Development and Orientation Meeting

Following the initial call, AECOM submits a Draft Project Management Plan (PMP). The PMP outlines a schedule, the facility-specific Work Action Plan (WAP), Quality Control Plan, and contingency measures to mitigate potential risks. The project orientation meeting establishes alignment between all project stakeholders, defines site-specific considerations, and finalizes technical deliverables, access protocols, and safety expectations.

Execution Schedule Coordination and Progress Tracking

In alignment with WVARNG's contract requirements, AECOM will develop an initial execution schedule as part of the PMP. The schedule will group facility assessments by region and availability, balancing travel efficiency with stakeholder needs. During the kickoff and orientation phases, our Project Manager will collaborate with CFMO staff to sequence assessments and deliverables in a logical order. The schedule will be reviewed and updated monthly to reflect progress, access limitations, and shifting priorities. AECOM uses Microsoft Project to maintain a master timeline, with milestone tracking, deliverable dates, and team assignments, all shared transparently with the client throughout the project lifecycle.



Technical Pre-Assessment Preparation

Each BUILDER assessment begins with a thorough review of available facility documentation to establish an accurate baseline understanding of the site. AECOM's assessment team analyzes architectural and engineering floor plans, historical facility condition assessments or studies, and records of active, completed, or planned construction projects, as well as maintenance work order history. These records offer valuable insight into system modifications, equipment replacements, past deficiencies, and spatial layouts that may not yet be reflected in BUILDER SMS. Reviewing this information in advance helps identify likely data discrepancies, informs estimated install dates, and prepares assessors to ask targeted questions during the site visit.

With this contextual knowledge in hand, AECOM then conducts a pre-site coordination meeting with the Owner's Representative. When probable, at the discretion of the Owner's Representative, the facility manager and other stakeholders are also invited to participate. This meeting is conducted prior to field deployment and is used to align expectations, clarify access logistics, and confirm any facility-specific conditions that might affect inspection planning. The discussion covers anticipated sensitive areas, building access procedures, mission-critical functions, security protocols, photography guidelines, and deliverable expectations. The coordination meeting also establishes the communication and scheduling structure that will support the assessment and previews the location-specific kickoff meeting that will occur on site.

After confirming facility access and schedule alignment, AECOM's BUILDER Subject Matter Expert (SME) performs a technical review of the facility record within BUILDER SMS. The SME evaluates existing real property information, component inventories, inspection history, condition ratings, and section structures to identify any gaps or inconsistencies. The SME then exports the facility record as a BUILDER Remote Entry Database (BRED) and converts it into a SQLite database for deployment via AECOM Assessor, our proprietary mobile application designed to streamline real-time inspections, standardize data collection, and enforce compliance with BUILDER standards.

Finally, AECOM forms a committed field team tailored to the needs of the specific facility. Team composition is based on the building's size, system complexity, and mission type, with personnel selected for their proficiency in architectural, mechanical, electrical, plumbing, fire protection, and structural systems. All assessors are trained and certified in BUILDER SMS protocols, the Army BUILDER Condition Assessment Manual, and AECOM's internal quality assurance processes. Before mobilization, assessors are briefed on the facility's unique safety and security requirements, uniform standards, and logistical expectations to help them arrive fully prepared and compliant. This systematic preparation process supports a smooth on-site assessment with minimal disruption and high-quality data collection from day one.

Phase 2: On-Site Assessments

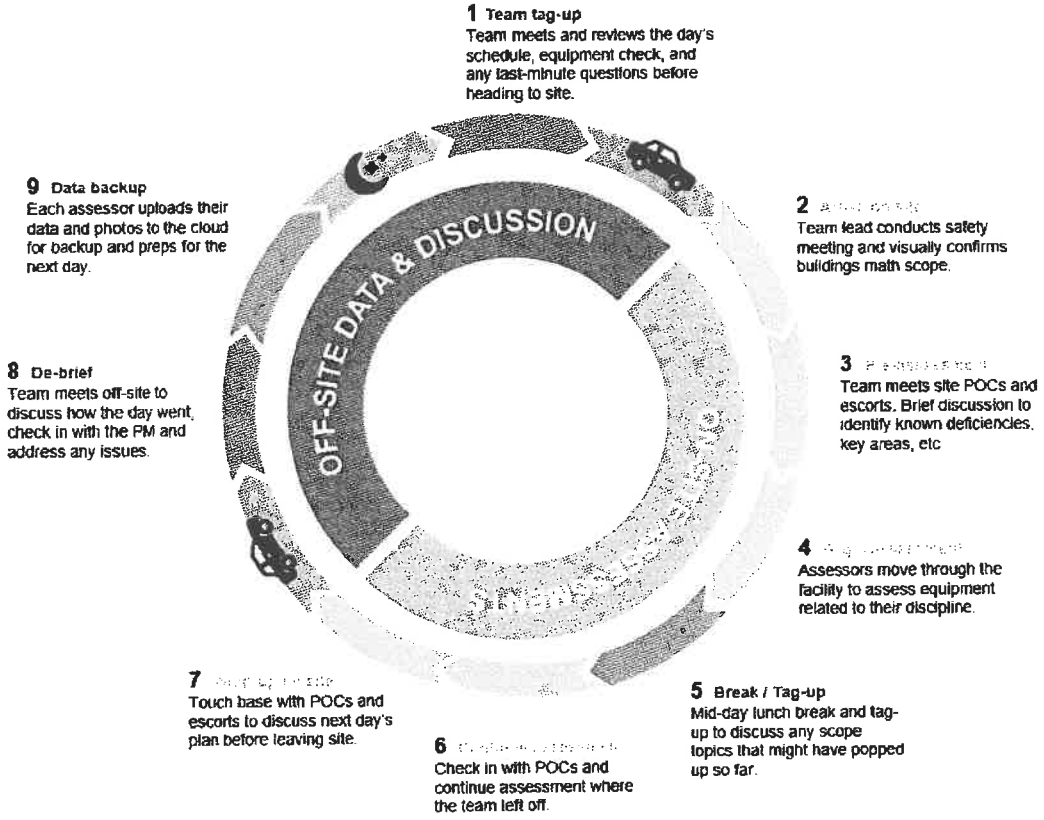
Facility Kickoff and Access Coordination

On the scheduled day of assessment, AECOM's field team arrives at the facility under the direction of the designated Field Team Lead, who manages all on-site activities and serves as the primary point of contact for the Owner's Representative. The day begins with a location-specific kickoff meeting, conducted in person at the facility. This meeting, coordinated with the Owner and attended by the facility manager (if available), addresses conditions unique to the site. It also serves as a continuation of the pre-site coordination meeting held during Phase 1, allowing the field team to confirm and build upon information previously discussed. While the pre-site meeting streamlines field operations, the kickoff provides a final opportunity on-site to confirm details, address late-breaking issues, and reinforce logistical, safety, and operational considerations.

Topics covered include recently completed or ongoing maintenance work, known facility deficiencies, previously "scrubbed" components, access restrictions, building keys, roof access locations, and any scheduled activities that may impact the inspection. This kickoff lays the foundation for the team to begin work fully informed and aligned with the facility's operational conditions.

Systematic Walkthrough and Inspection Protocol

Following the kickoff meeting, AECOM's assessors conduct a comprehensive and systematic walkthrough of the facility, visually inspecting all systems and components down to the Component Subtype Level. This process strictly adheres to the BUILDER SMS Condition Assessment Manual, the Army BUILDER-SMS Manual, and the State of West Virginia Scope of Services. Assessors photograph every system and component in a standardized and exhaustive manner, capturing a full range of imagery from overall facility-level context photos to detailed, component-specific documentation. This includes individual photographs of each piece of equipment, close-ups of any observed deficiencies, and high-resolution images of equipment nameplates to document model numbers, serial numbers, and installation data. These images are not only stored for visual reference but are directly linked to their corresponding inventory records within BUILDER SMS, creating a complete and verifiable visual audit trail. This detailed, structured approach drives full compliance with BUILDER SMS standards and supports consistent data for performance-based analysis.



All assessors are specifically trained to access 100% of available and safe-to-enter spaces. Their field conduct prioritizes minimizing mission impact and avoiding disruption to ongoing operations and facility personnel. Our walkthrough methodology is designed to accommodate complex layouts, security zones, and operationally active environments, allowing for efficient, respectful, and non-intrusive assessments. Assessors communicate in real time, coordinating adjustments when encountering access limitations or unexpected conditions to maintain the continuity and accuracy of the data.

AECOM's systematic inspection process is powered by real-time digital data capture using AECOM Assessor, our proprietary BUILDER-compatible mobile application. Unlike off-the-shelf tools, AECOM Assessor is a proprietary, database-driven application purpose-built to meet BUILDER SMS standards and customizable to meet the unique scope of work and data standards of each client or military branch. It has been refined across more than 100 million square feet of facility assessments, ensuring consistency, flexibility, and precision from field collection to SMS integration.

AECOM Assessor incorporates real-time data validation rules, including mandatory field completion, naming convention enforcement, logical consistency checks, and automatic flagging of anomalies. These validations occur in the field, allowing assessors to identify and correct errors immediately, reducing the risk of data gaps and eliminating the need for costly rework.

Each inventory and inspection record begins with a standardized header (for example, [25MAY29 AECOM EWS]) that enables traceability across the data lifecycle. Assessors document key equipment attributes such as installation dates, material quantities, and nameplate information. Where direct inspection is not probable due to access or safety constraints, the assessor applies BUILDER's age-based rating protocol with accompanying narrative justification.

In instances where components are rated below Green Minus (G-), AECOM Assessor prompts the entry of appropriate distress codes, high-resolution photographs, and standardized narrative comments. These photographs span the full spectrum of documentation, from wide-angle context shots

to close-up images of nameplates and physical deficiencies, and are geolocated and directly linked to the appropriate inventory records within BUILDER SMS.

AECOM Assessor is a fully integrated, database-driven platform and a key differentiator in our assessment methodology. It is purpose-built to align with the specific scope of work and data standards of each client or military branch, allowing for complete customization and standardization across diverse programs. By streamlining data entry and validation processes in the field, AECOM Assessor enables all assessors to capture consistent, high-quality, and actionable data regardless of team size or geographic deployment.

Its real-time validation rules and standardized workflows help maintain consistency across assessors, reduce error rates, and enhance the reliability of every data point entered. The system also accelerates project delivery by shortening the cycle from inspection to submission. This contributes directly to a more agile, efficient, and cost-effective BUILDER program, offering the State of West Virginia increased data confidence, reduced turnaround times, and stronger long-term outcomes.

Coordination Huddle and Facility Closeout

At the end of each inspection day, the Field Team Lead conducts a coordination huddle to review progress, resolve issues, and prepare for the next day's activities. Each team member confirms that all assigned areas were accessed, and that data collection is complete. AECOM Assessor's validation functions automatically flag anomalies or gaps for correction while still on site. This real-time quality control process reduces rework and promises that the facility's dataset is field-verified and ready for the post-site review phase.

Following the internal huddle, the Field Team Lead meets with the facility representative to confirm the completion of work, communicate any major findings or life-safety concerns, and formally exit the facility or site. This final briefing promotes transparency and provides closure for the site personnel, reinforcing AECOM's commitment to professionalism and accountability.

Phase 3: BUILDER SMS Inventory

Post-Site Quality Review

After completing the on-site inspection, AECOM transitions to the post-site quality review. This step promises that all collected information is complete, compliant, and ready for integration into BUILDER SMS. Inspection data from each facility is compiled by the field team and submitted to AECOM's Quality Manager and BUILDER Subject Matter Expert (SME) for centralized validation.

AECOM uses structured quality control tools, including custom Excel-based checklists and macros, to evaluate the dataset for missing fields, formatting issues, inconsistent naming conventions, or deviations from the BUILDER Condition Assessment Manual. Particular attention is given to components rated below Green Minus (G-), confirming that distress codes, photographs, and narrative justifications are included. Section names and data structures are reviewed for clarity, alignment with BUILDER protocol, and readiness for system integration. Review comments are generated and provided to the original assessors for correction and resubmission, and the data is re-checked until it passes all quality control checks.

A key strength of AECOM's process is that the original assessors remain involved throughout the quality control and data analysis process, working under the guidance of the Quality Manager and BUILDER SME. By maintaining continuity from inspection through final data review and deliverables, the team enables faster resolution of anomalies, clearer understanding of field conditions, and fewer data handoff errors. This direct involvement not only results in higher quality, audit-ready deliverables and a well-documented assessment history, but also helps assessors better understand the strict data protocols required in BUILDER SMS. This iterative learning process improves team efficiency, strengthens future assessments, and consistently enhances data quality across the project.

The review process is essential to producing a consistent, maintainable dataset that aligns fully with the Army BUILDER-SMS Manual and the State of West Virginia's Scope of Work. Once validated, the data is prepared for seamless integration into BUILDER SMS and long-term facility management use.

BUILDER SMS Data Integration

AECOM then performs the final data import into the BUILDER SMS platform. The Quality Manager and BUILDER SME oversee the upload process to verify that all inventories, inspections, section details, photographs, and associated metadata are correctly mapped and visible within the system. A final quality control review is then conducted directly within BUILDER SMS to verify that all records are present, recommended formatted, and accessible. Any discrepancies such as misaligned sections, missing attachments, or upload errors are immediately corrected to achieve full compliance with the Army BUILDER-SMS Manual and the West Virginia Scope of Work. This step validates that each facility record is complete, accurate, and ready to support planning, reporting, and capital investment strategies.

Once the data upload and quality control review are complete, AECOM prepares and submits a Draft Data Upload Memo to the Owner's Project Manager to document successful integration into BUILDER SMS. Upon the Owner's review and feedback, AECOM will make any necessary updates to the data and issue a Final Data Upload Memo to confirm compliance and formally close the data integration process.

Scenario Analysis and Work Plan Development

Once the dataset is formally accepted, AECOM uses the validated BUILDER SMS data to generate comprehensive scenario analyses that inform 10-Year Work Plans for each assessed facility. These plans prioritize repairs and replacements based on condition index ratings, system criticality, and forecasted replacement timelines. Outputs are reviewed for consistency and refined to reflect both BUILDER-driven data and AECOM's professional field observations. The result is a data-backed capital improvement strategy aligned with the State's planning goals.

Phase 4: Project Conclusion and Deliverables

Facility Summary Reports and Documentation

AECOM delivers Facility Summary Reports for each location in editable Word or PDF format. Each report includes:

- A facility overview
- Life-safety findings impacting facility occupants or staff
- Items from previous inventories that were not located or were found to be replaced
- Notable challenges that impacted the assessment
- Detailed Work Plan including project costs and projected fiscal years generated from BUILDER's standards and policies
- Naming convention updates aligning with BUILDER Uniformat criteria or correcting legacy inconsistencies

This reporting format fulfills all contract documentation requirements and equips stakeholders with clear, structured deliverables for decision-making.

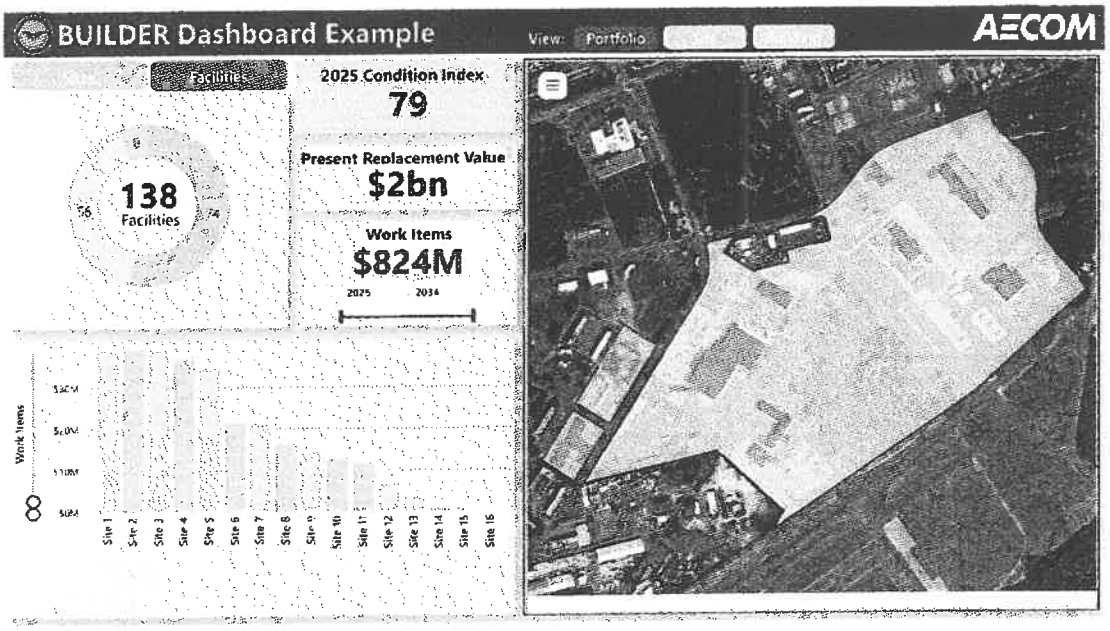
Power BI Dashboard Integration and Reporting Support

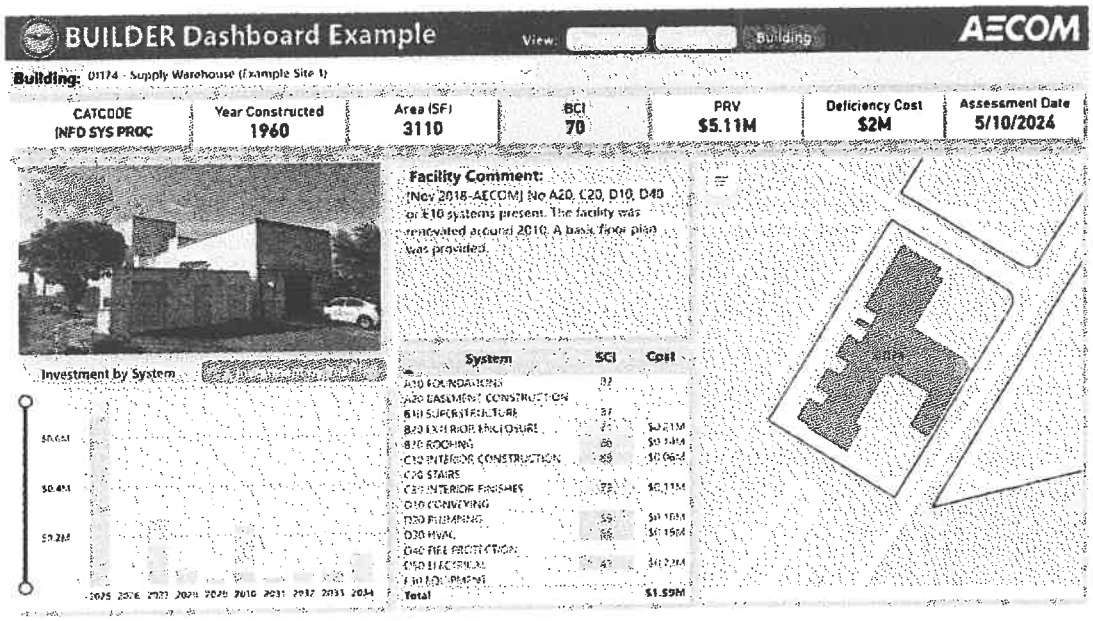
To support WVARNG's Phase 3 objective of enabling strategic, data-driven planning, AECOM will deliver a fully integrated, user-customizable Power BI dashboard designed to consolidate and visualize data f
rom BUILDER SMS, PRIDE, and ePrisms. Developed in close alignment with CFMO's reporting and planning needs, this dashboard will serve as a central platform for turning complex facility data into accessible, actionable insights.

AECOM has successfully designed and implemented similar dashboards for other Army National Guard (ARNG) programs, tailoring each to meet the specific operational and strategic objectives of the client. These tools have helped CFMO teams improve capital planning, streamline data repor
ting, and enhance executive-level visibility into facility conditions and lifecycle priorities.

The WVARNG dashboard will feature interactive filtering capabilities that allow users to explore facility portfolios by location, system type, condition rating, and risk category. Built-in visualizations can include Facility Condition Index trends, system-level degradation forecasts, investment prioritization views, and funding gap summaries. The result is a clear, intuitive interface that enables all stakeholders, from field personnel to decision-makers, to access the insights they need without specialized data skills.

Our data analytics team will configure the necessary crosswalks between BUILDER SMS, PRIDE, and ePrisms to automate data ingestion and maintain consistency across platforms. By eliminating the need for manual data consolidation, WVARNG will gain a streamlined, reliable source of truth that supports scenario planning, budget justification, and long-term infrastructure strategy.





Deliverables and Timeline Alignment

AECOM will meet all contract deliverables as outlined in the final PMP and coordinated in full alignment with the WVARNG execution schedule. Our team will apply a structured, milestone-driven approach to ensure that all outputs are delivered on time, to specification, and in formats compatible with WVARNG systems and workflows.

The deliverables AECOM will provide include, but are not limited to:

- Monthly execution plans and schedule updates, reflecting progress, upcoming tasks, and adjusted timelines.
- BUILDER SMS data uploads and validation reports, developed in accordance with the latest BUILDER SMS and Condition Assessment Manuals.
- Draft and Final Facility Summary Reports, containing asset-level insights, system-level conditions, and key deficiencies suitable for capital planning, lifecycle modeling, and stakeholder briefing.
- Scenario planning outputs and lifecycle cost forecasts, developed using BUILDER to support long-term reinvestment decisions.
- Power BI dashboard product, incorporating BUILDER, PRIDE, and ePrisms data for a unified and intuitive visualization environment that supports strategic portfolio decision-making.

AECOM will work in close collaboration with the CFMO and other designated stakeholders to ensure that all deliverables are closely tied to contract milestones, minimize operational disruptions, and provide WVARNG leadership with timely, defensible, and actionable assessment data across all facility assets.

Out-Briefs and Administrative Record

At the end of each month, AECOM coordinates and leads a formal Out-Brief meeting with the Owner's Project Manager. These sessions are used to review current progress, share lessons learned, and address any contract-related concerns. AECOM is responsible for the agenda, facilitation, and delivery of meeting minutes within three business days. These meetings will be conducted virtually to promote timely participation, decrease travel burden, and maintain continuity across geographically distributed teams.

Upon project closeout, AECOM compiles and submits the full Administrative Record, which includes all project data, analysis, inspection files, correspondence, and meeting documentation. The record is indexed and organized by topic to support future audits or reference and is delivered to the Owner within thirty (30) days of contract completion.

Payment and Final Acceptance

Invoicing is submitted on a monthly basis upon completion and acceptance of deliverables. Each invoice lists completed facilities and is accompanied by supporting documentation. Final payment is subject to the Owner's approval of building reports and overall contract fulfillment.

Through this methodical, field-proven approach, AECOM delivers facility assessments that meet the highest standards for quality, transparency, and actionable insight. Our methodology supports the full contract lifecycle, from Phase 1 mobilization through final acceptance, and provides the State of West Virginia with a powerful, long-term foundation for readiness, reinvestment, and responsible stewardship of its infrastructure portfolio.

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Initial Execution Work Plan

The following Work Plan represents AECOM's typical approach during the initial execution period of a new BUILDER facility condition assessment contract. While this effort supports WVARNG's overall Phase 3 implementation of BUILDER SMS, it marks the beginning of our scope under the current contract. The strategy outlined below reflects our standard framework used across Army National Guard (ARNG) projects nationwide, which we adapt to meet the specific logistical, operational, and technical requirements of each client. This approach ensures that our efforts are aligned with stakeholder goals and that the project is executed efficiently, transparently, and successfully. The plan addresses all core elements of the project, including kickoff meetings, site coordination, inspections, database integration, and monthly reporting. It ensures consistent delivery, robust quality control, and minimal disruption to facility operations.

Example Project Timeline for Initial Execution

Phase	Task	Month 1				Month 2				Month 3				Month 4				Month 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1 - Project Initiation	Receive contract award and Notice to Proceed (NTP)																				
	Conduct initial kickoff coordination call with WVARNG Project Manager																				
	Develop and submit Draft Project Management Plan (PMP)																				
	Conduct BUILDER SMS orientation meeting with WVARNG Stakeholders																				
	Collect and review historical facility documentation																				
	Conduct virtual pre-site logistics and access coordination meeting																				
	Export BUILDER database and configure facility-specific SQLite file for mobile deployment																				
	Assemble field assessment team and conduct pre-deployment briefing																				
2 - On-Site Assessment	Mobilize field assessment team																				
	Conduct facility-specific kickoff meeting with site stakeholders																				
	Execute facility walkthrough and component-level visual inspection capturing high-resolution photographs and entering inventory, inspection, and section data in accordance with BUILDER SMS Manuals and WVARNG Scope of Services using AECOM Assessor																				
	Conduct daily coordination huddles and exit debrief with assessment team and facility staff																				
	Perform daily assessment data backups																				
3 - BUILDER SMS Inventory	Perform centralized quality review of collected facility data																				
	Upload data to BUILDER SMS and conduct post-upload quality control																				
	Submit Draft Data Upload Memo documenting system integration																				
	Government review of draft BUILDER SMS data																				
	Incorporate feedback and submit Final Data Upload Memo																				
	Conduct scenario analysis and generate 10-Year Work Plan																				
4 - Project Conclusion	Prepare and submit Draft Facility Summary Reports and Power BI Dashboards to WVARNG for review and comment																				
	Government review of Draft Facility Summary Report																				
	Incorporate feedback and submit Final Facility Summary Reports and Power BI Dashboards																				
	Owner acceptance																				
	Compile and submit complete indexed Administrative Record																				
	Lead monthly virtual Out-Brief with WVARNG Project Manager																				
	Submit monthly invoice with supporting documentation																				

The following timeline illustrates AECOM's typical step-by-step approach for completing a BUILDER facility condition assessment at a single West Virginia Army National Guard (WVARNG) site. It outlines the key activities required to ensure thorough coordination, accurate data collection, and timely integration into the BUILDER SMS platform while minimizing disruption to facility operations. Although this example reflects the workflow for one site, AECOM

will coordinate closely with the WVARNG project team to group facilities and conduct assessments concurrently across multiple sites. This phased and scalable deployment model supports efficient execution of the project and ensures best value to the client through reduced travel time, optimized staffing, and accelerated delivery of actionable results.

Example Timeline for Carrying out an Assessment of a Single Site in BUILDER

Task	Day 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Collect and review historical facility documentation																														
Conduct virtual pre-site logistics and access coordination meeting																														
Export BUILDER database and configure facility-specific SQLite file for mobile deployment																														
Assemble field assessment team and conduct pre-deployment briefing																														
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Prepare and submit Draft Facility Summary Report and Power BI Dashboards to WVARNG for review and comment																														
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Incorporate feedback and submit Final Facility Summary Report and Power BI Dashboards																														
Owner acceptance																														

Qualifications, Experience, and Past Performance

Firm Overview and National Builder Experience

AECOM brings a wealth of experience in delivering high-quality facility condition assessments and asset management solutions to military and federal agencies across the United States. Our extensive portfolio of similar projects, combined with our deep understanding of the West Virginia Army National Guard Office of Construction and Facilities Management (State's) objectives, positions us as the ideal partner for this project.

Proven Experience with Similar Projects

AECOM has successfully executed numerous BUILDER Sustainment Management System (SMS) projects for various military organizations, including the Army National Guard, U.S. Air Force, and Defense Logistics Agency (DLA). These projects have involved comprehensive assessments of millions of square feet of facilities, including the inventory, condition assessment, and data integration into the BUILDER SMS platform. For example, our work with the Massachusetts Army National Guard (MAARNG) covered 2.6 million square feet across 40 locations, where we delivered accurate facility data and actionable maintenance plans. Similarly, AECOM implemented BUILDER SMS for the Colorado Army National Guard, conducting assessments across 20 sites, which led to extended contract periods due to our successful performance.

Our BUILDER SMS Experience

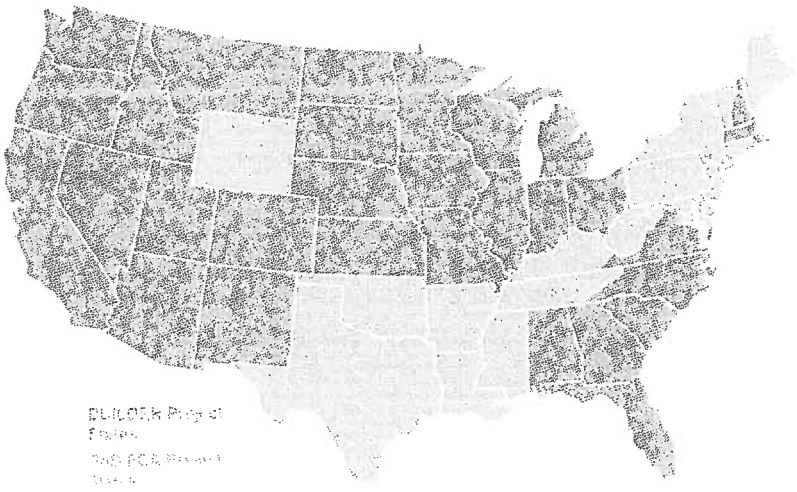
15+
Years

5,820+
Facilities Assessed

420+
Locations

107+
Million Square Feet

Our experience extends to managing complex multi-site and multi-discipline assessments, as demonstrated by our work at the U.S. Air Force Academy, where we assessed over 6.7 million square feet of facilities. These projects required meticulous planning, coordination, and execution, all of which were delivered on time and within budget, earning us high praise and repeat business from our clients. The following example projects describe a portion of our relevant past projects. These example projects highlight AECOM's ability to meet the technical and performance objectives outlines in the request for Proposal including facility condition assessments, inventory updates, and the integration of data into the BUILDER Sustainment Management System (SMS).



BUILDER Site Assessments & Facility Inspections

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The chart below presents a comprehensive summary of AECOM's BUILDER Sustainment Management System (SMS) experience with Army National Guard clients across the country. These projects range from initial assessments to multi-year reassessments and demonstrate our deep and ongoing engagement with National Guard organizations in support of their facility condition assessment and asset management goals. Collectively, this portfolio spans 8 states, covering 212 sites and approximately 1,281 buildings. This extensive reach highlights our capability in managing large-scale, geographically distributed portfolios. It also reinforces our qualifications and strong past performance in delivering accurate facility data, actionable insights, and seamless integration into the BUILDER SMS platform to support long-term asset management strategies.

Relevant No. of Projects	Organization	Sites	Facilities
1	MAARNG	40	294
2	HIARNG	16	109
3	WVARNG	5	28
4	IDARNG	3	126
5	MTARNG	21	169
6	COARNG	21	80
7	NEARNG	28	162
8	NMARNG	24	86
9	*MAARNG *(Reassessments)*	10	31
10	*HIARNG *(Reassessments)*	13	73
11	*COARNG *(Reassessments)*	7	37
12	NMARNG *(Reassessments)*	24	86
	Total	**212**	**1,281**

Multi-year reassessment contract currently ongoing

Relevant Project Examples

BUILDER Sustainment Management System Implementation
Montana Army National Guard

Period of Performance
2018 – 2019

Size
1.6M SF

Location
Statewide, Montana

Relevancy
- Facility Condition Assessment
- BUILDER SMS Integration

Project Description

AECOM was selected to support the West Virginia Army National Guard (WVARNG) in conducting a statewide facility condition inspection program utilizing the BUILDER Sustainment Management System (SMS). The project met DoD BUILDER requirements including the development of a complete asset inventory, and establishment of baseline condition ratings for key facility systems.

Our team led a full-scale inventory and assessment of building systems across WVARNG's portfolio, creating inventory and condition data to maintain compliance with DoD's real property asset management requirements.

Project Execution Highlights:

- **End-to-End BUILDER SMS Integration:** All facility inventory, condition, and inspection data were collected using custom technology and validated through AECOM's in-house quality management platform before final upload into BUILDER SMS.
- **Standardized Assessment and Reporting:** AECOM applied direct rating methods as defined in the BUILDER Condition Assessment Manual and verified each facility's inventory followed ASTM Uniformat II standards. Facility-specific summary reports included life-safety findings and observed deficiencies.
- **Photographic Documentation:** Each BUILDER system down to the component-subtype level was photographed for asset, nameplate, and deficiency photos to support visual validation and future reevaluation efforts.

Benefits to the Client

- ✓ Streamlined Data Management: By using our custom technology and implementing consistent data standards, MTARNG benefited from faster, higher-quality BUILDER uploads.
- ✓ Risk and Compliance Management: The team flagged urgent issues related to safety and asset deterioration and provided actionable insights to facility managers immediately after fieldwork.

BUILDER Sustainment Management System Implementation

Colorado Army National Guard

Period of Performance
2018 – 2023

Size
1.6M SF

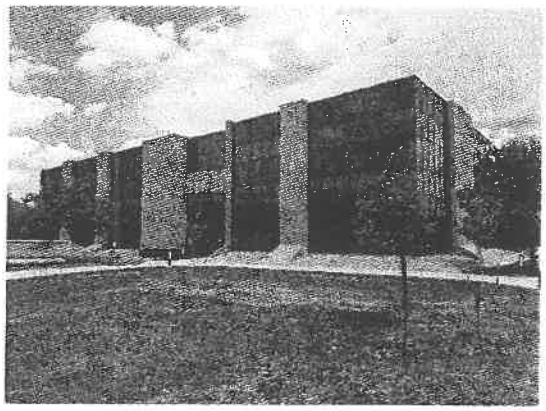
Location
Statewide, Colorado

Relevancy

- Facility Condition Assessment
- BUILDER SMS Integration
- Reinspection for COARNG

Project Description

AECOM was contracted to implement the BUILDER Sustainment Management System (SMS) for all Army National Guard facilities in the State of Colorado that require a condition assessment. The initial one-year contract period was extended for six more one-year increments due to the team's successful performance of the scope elements.



Energy audits (ASHRAE Level II), as-built drawings, and inventory of facility related control systems (FRCS) were included in the scope of work. The contract involved conducting data collection and facility condition assessments at 20 sites located throughout the State of Colorado.

Project Execution Highlights:

- **Comprehensive BUILDER SMS Implementation:** AECOM implemented the BUILDER Sustainment Management System (SMS) for 1.6 million SF of COARNG facilities across 20 sites. Inventory and condition data were collected using BRED, validated through AECOM's QA platform, and uploaded to meet Army SMS and DoD real property asset management standards.
- **Energy and Water Audits (ASHRAE Level II):** The team conducted ASHRAE Level II energy and water assessments for each site. Evaluation reports identified opportunities for electrical, fuel, water, operations and maintenance savings to support COARNG's goals for energy efficiency and long-term utility cost reductions.
- **As-Built Drawings and System Documentation:** Updated as-built drawings were developed for selected architectural, mechanical, electrical, and plumbing systems. Photographs were captured at the component-subtype level for each BUILDER system.

Benefits to the Client

- ✓ Standardized Facility Documentation: Accurate and standardized inventory, system documentation, and energy assessments empowered COARNG to make data-driven maintenance and capital planning decisions.
- ✓ Sustained Program Value High-quality execution led to contract extensions and long-term support for COARNG's compliance, efficiency, and modernization goals.

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BUILDER Sustainment System Management Implementation

Hawaii Army National Guard

Period of Performance
2018 – 2023

Size
1.7M SF

Location
Statewide, Hawaii

Relevancy

- Facility Condition Assessment
- BUILDER SMS Integration

Project Description

AECOM was contracted to assist the BUILDER Sustainment Management System (SMS) for the Hawaii Army National Guard (HIARNG), supporting the Guard's statewide asset management and planning objectives. The assessment scope covered 1.7 million square feet across 96 facilities at 16 sites. The effort established HIARNG's initial BUILDER database and aligned facility data with Department of Defense real property asset management requirements.

Assessments included architectural, structural, mechanical, electrical, plumbing, fire protection, and security/communication systems. AECOM used BUILDER to generate 10-Year Work Plans, condition indices, and Real Property Discrepancy reports which were compiled into an Installation Report to support preventative maintenance and capital planning efforts.

Project Execution Highlights:

- **BUILDER SMS Database Development:** AECOM collected and validated facility condition data, then uploaded it into BUILDER SMS to establish HIARNG's foundational asset management database.
- **System-Wide Assessments & Actionable Planning Tools:** All major building systems were evaluated to provide a comprehensive understanding of each facility's condition.
- **Visual Asset Documentation:** Each system assessed in BUILDER was documented with tagged photographs down to the component-subtype level, ensuring traceable visual records for ongoing evaluation and planning.

Benefits to the Client

- ✓ Efficient Data Integration: AECOM used a standardized approach to collect, validate, and analyze facility data for streamlined entry into BUILDER, providing HIARNG with a strong foundation for future planning.
- ✓ Enhanced Asset Planning Readiness: Deliverables included condition indices, work plans, and discrepancy reports equipped HIARNG with actionable tools for lifecycle management, funding prioritization, and compliance alignment.

BUILDER Sustainment Management System Implementation

Massachusetts Army National Guard

Period of Performance
2019 – 2024

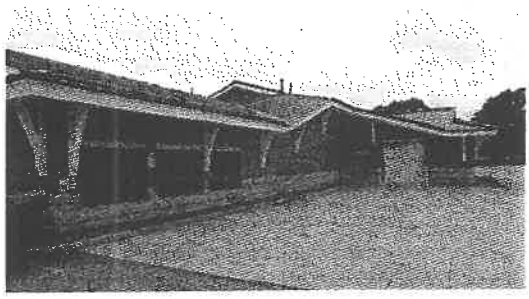
Size
2.6M SF

Location
Statewide, Massachusetts

Relevancy

- Facility Condition Assessment
- BUILDER SMS Integration

Project Description



AECOM was selected to assist the BUILDER Sustainment Management (SMS) for the Massachusetts Army National Guard (MAARNG), covering 2.6 million SF across 294 facilities at 40 sites. The project met DoD BUILDER requirements including the development of a complete asset inventory, and establishment of baseline condition ratings for key facility systems.

Onsite data collection efforts were completed using AECOM's custom mobile application. The collected data was then validated and uploaded into BUILDER to support long-term planning and compliance efforts.

Project Execution Highlights:

- **Asset Inventory and Assessment:** Comprehensive inventories and condition assessments were conducted at all sites, with asset barcoding and detailed documentation of deficiencies.
- **BUILDER SMS Integration:** All data including condition ratings, deficiency descriptions, and photographs were uploaded into BUILDER SMS to establish a centralized baseline for MAARNG's asset management system.
- **Mobile Technology Utilization:** Assessors used AECOM's custom tablet-based app to streamline field data collection, ensuring consistent and high-quality input across all locations.

Benefits to the Client

- ✓ Consistent and Centralized Data: Use of standardized methods and mobile technologies enabled uniform data collection across all sites, resulting in a cohesive BUILDER database for efficient long-term asset management.
- ✓ Improved Compliance and Readiness: The project satisfied the DoD BUILDER mandate while equipping MAARNG with the tools and data necessary for strategic capital investment and lifecycle management.

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BUILDER SMS Implementation

New Mexico Army National Guard

Period of Performance
2023– 2024

Size
1.13M SF

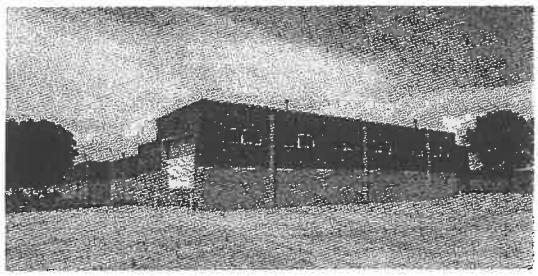
Location
Statewide, New Mexico

Relevancy

- Facility Condition Assessment
- BUILDER SMS Integration

Project Description

AECOM was selected to assist the BUILDER Sustainment Management System (SMS) for the New Mexico Army National Guard (NMARNG), supporting DoD asset management objectives and enabling long-term capital planning. The scope included assessment and documentation of installed equipment across approximately 1.3 million square feet at 30 facilities statewide.



The AECOM team conducted full equipment inventories, collected condition assessment data, and uploaded all findings into BUILDER SMS. Work was performed in alignment with Army SMS protocols and included mechanical, electrical, plumbing, fire protection, structural and architectural systems to establish an accurate baseline for asset conditions and to support Work Plan development.

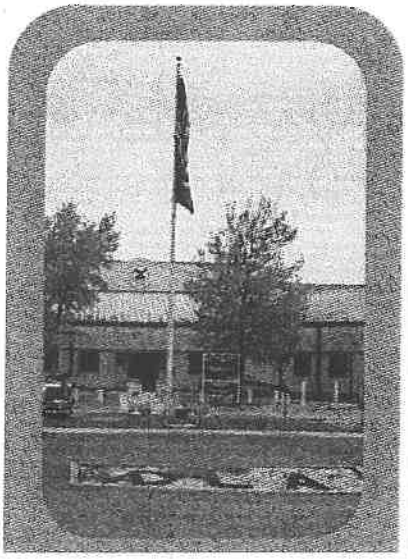
Project Execution Highlights:

- **BUILDER SMS Implementation and Data Delivery:** Facility inventory and condition data were collected using AECOM's mobile-enabled tools and validated through internal QA processes before being integrated into BUILDER SMS, establishing NMARNG's baseline for asset management and future planning.
- **Condition Ratings and Photo Documentation:** Each asset was rated using BUILDER's direct and age-based methods and documented with photographs to support lifecycle planning and visual verification.
- **Mobile-Based Data Collection:** Field teams utilized tablet-based tools to collect equipment data including location, make, model, and condition in a consistent and efficient fashion. Findings were recorded in real time and tagged per BUILDER SMS requirements.

Benefits to the Client

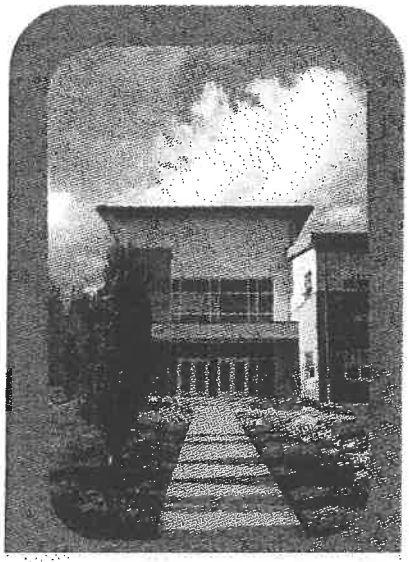
- ✓ **Efficient and Accurate Data Integration:** Leveraging standardized processed and digital collection tools, AECOM facilitated efficient and reliable entry of facility data into BUILDER SMS, enabling New Mexico to maintain a high-quality asset database.
- ✓ **Proactive Facility Risk Identification:** Field teams identified critical safety and condition issues during assessments and delivered immediate, actionable findings to NMARNG staff to support timely maintenance and compliance actions.

Additional Relevant Experience



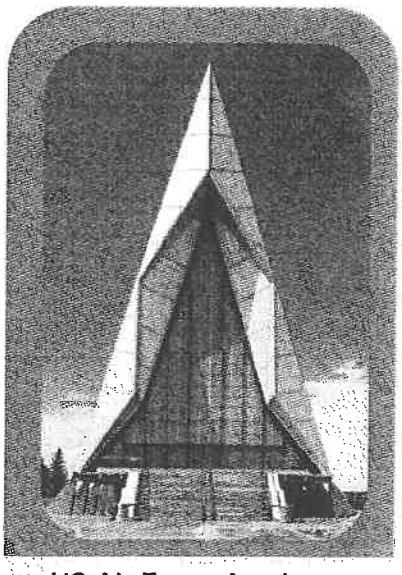
Defense Logistics Agency Red River Army Depot, BUILDER Facility Assessments

AECOM conducted BUILDER SMS assessments for 136 facilities totaling 4.4 million square feet at DLA's Red River Army Depot in just two weeks. The team updated real property data, identified 27 safety hazards, and uploaded all findings to BUILDER for SRM planning. Four field teams completed inventory and condition assessments of all major systems. The project received Exceptional CPARS ratings for schedule and management.



US Army Reserve 88th Regional Support Command, BUILDER Facility Assessments

AECOM supported the 88th RSC with BUILDER SMS facility inventories and assessments across 604 buildings at 175 sites in 18 states, covering 9.9 million square feet. AECOM conducted 100% of QA/QC and BRED uploads and led mobile data collection of barcodes, nameplates, and condition ratings. The project enabled preventive maintenance scheduling and long-term asset planning. AECOM earned an "Exceptional" CPARS rating for its quality, schedule, and small business utilization.



US Air Force Academy, BUILDER 100% Database Update

AECOM performed a full-campus facility condition assessment at the U.S. Air Force Academy, covering 412 buildings and 6.7 million square feet. Using BUILDER SMS and the USAF Direct Rating Method, the team assessed all 17 system categories and developed barcoded asset data, floor plans, and cost estimates. Despite COVID-19 challenges, AECOM completed the project efficiently, supporting USAFA's capital planning and funding efforts.

Key Personnel

AECOM Team Approach

Part of the strength we bring to these assignments is our collective teams' large footprint with the ability to deploy multiple teams from multiple offices. The team's key staff and supporting resources were selected based on relevant BUILDER and large program management experience. The team described herein is the team you will be working with throughout the execution of this program. Our field assessors stay with their data from collection to final acceptance, driving better results, improved communication, and a higher quality of final deliverables.

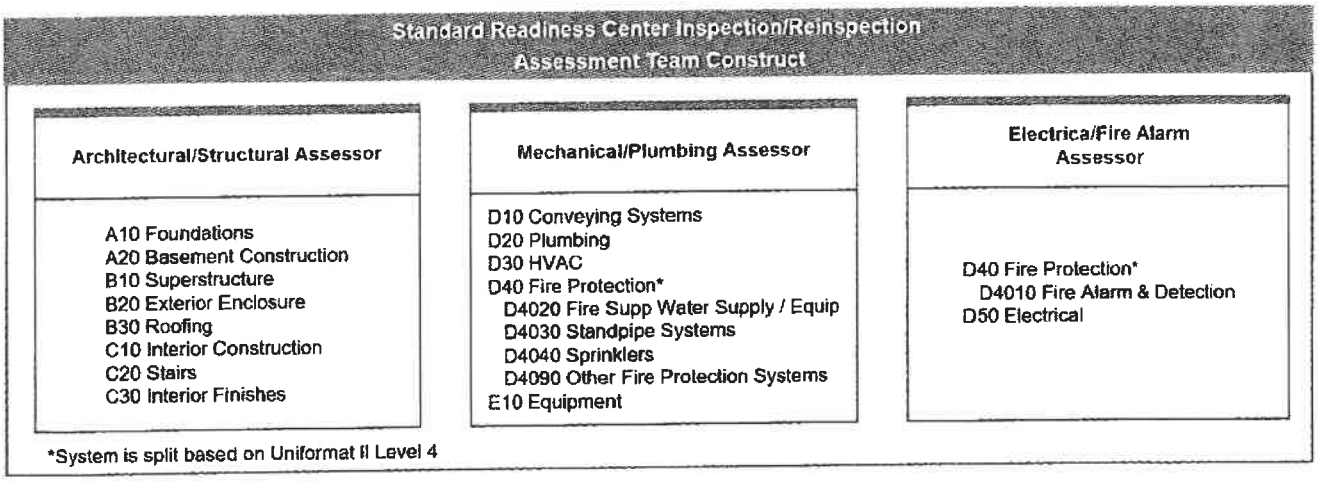
Team Composition and Cross-Disciplinary Capabilities

AECOM deploys a lean, highly skilled team of multidisciplinary assessors tailored to the specific needs of each facility. Field team structure is determined by building size, system complexity, and mission type. While team composition may vary accordingly, a standard three-assessor configuration, Architectural/Structural, Mechanical/Plumbing, and Electrical/Fire Alarm, is commonly used for Readiness Center inspections and reinspection's.

Each assessor is selected for their knowledge in Uniformat II system groups as defined by the Army BUILDER Condition Assessment Manual and receives focused training on the systems within their scope. This structure allows AECOM to clearly delineate responsibility across team members, enabling efficient deployment while ensuring the highest standards of quality and compliance. The standard assessment team construct for Readiness Center inspections and reinspection consists of three core roles: Architectural/Structural Assessor, Mechanical/Plumbing Assessor, and Electrical/Fire Alarm Assessor. The graphic below illustrates the Uniformat II systems each role is responsible for evaluating:

Each assessor brings deep knowledge of the relevant BUILDER methodologies and inspection standards, ensuring high-quality, consistent evaluations across system types. Once an assessor completes their assigned systems, they are trained and expected to support their teammates by performing a variety of collaborative tasks such as field-verifying dimensions, counting repetitive assets, accessing difficult-to-reach areas, ensuring access is set up for controlled areas, and reading nameplate information aloud to team members for faster transcription.

AECOM's multidisciplinary inspectors are equipped to evaluate multiple system types when appropriate. For example, a mechanical assessor may also be qualified to assess plumbing or fire protection systems. This cross-functional capability allows for efficient use of resources while maintaining strict adherence to quality and discipline-specific inspection standards.



Safety Training Protocols

All project staff complete comprehensive safety training aligned with AECOM's global Safety, Health & Environment (SH&E) Policy, Life-Preserving Principles, and client-specific requirements. AECOM is committed to the physical, psychological, and social well-being of its employees and stakeholders, and all team members are empowered to participate in our Safety for Life culture through proactive hazard identification, engagement, and safe behaviors.

Training requirements are based on job duties, site-specific hazards, and regulatory standards. Core training includes, but is not limited to:

- AECOM's Field Safety Training
- Personal Protective Equipment (PPE) usage and hazard assessment
- Fall Prevention and Ladder Safety
- First Aid, CPR, AED, and Bloodborne Pathogen (BBP) Awareness
- Defensive Driving and Vehicle/Driver Safety
- Confined Space Entry Awareness
- Hazard Communication (HAZCOM)
- Electrical Safety
- Site Safety Training
- Site-specific Emergency Action Planning

Additional training may include lockout/tagout, hearing conservation, excavation/trenching awareness, and other competencies listed in AECOM's SH&E Training Matrix, particularly when working under U.S. Army Corps of Engineers' EM 385-1-1 requirements.

Training is validated through documented assessments, and certificates are maintained in AECOM's training records system. Managers are accountable for ensuring compliance.

AECOM promotes a shared responsibility for safety, where every team member is empowered and expected to actively contribute. Any employee, regardless of role or seniority, has the authority and responsibility to stop work immediately if they observe unsafe conditions, behaviors, or potential hazards.

This Stop Work Authority is a core tenet of our Safety for Life culture and is supported by our executive leadership. Employees are encouraged to take this action without fear of reprisal, and management addresses all such concerns promptly and thoroughly.

In accordance with typical ARNG contract requirements, AECOM does not rely on on-site training provided by the client; instead, we confirm all personnel arrive trained, competent, and ready to perform safely from day one.

Uniform and Identification Requirements

To promote visibility, professionalism, and compliance with facility access protocols, AECOM's assessment teams are equipped with clearly defined and standardized attire. Each team member typically wears:

- High-visibility reflective safety vests
- AECOM- or client-issued photo identification badges
- Professional work attire that is neat, clean, and free of rips, tears, or non-work-related slogans/logos
- Proper footwear compliant with safety and durability standards (e.g., steel-toed boots where required)
- Required PPE including hard hats, safety glasses, and hearing protection, as appropriate to the facility or activity

AECOM recognizes that attire should reflect both the operational environment and professional engagement standards. As outlined in our corporate policies, employees are expected to adapt their dress and grooming to meet safety requirements, client-specific protocols, or formal settings such as stakeholder briefings.

In addition to uniform requirements, AECOM coordinates with its Department of Defense (DoD) clients to obtain a photography security letter, endorsed by senior leadership and facility security personnel. This letter authorizes specific individuals to take photos during inspections, verifies that personnel have been vetted and cleared, and confirms that they have been briefed on appropriate photo documentation protocols. Assessors consistently carry copies of this letter and are prepared to share it with any facility occupant or stakeholder who inquiries about photographic activity. This letter is also proactively communicated to all relevant stakeholders and facility occupants to promote transparency and understanding.

This is AECOM's standard approach; however, we are fully prepared to comply with any WVARNG or facility-specific uniform, identification, or access requirements.

Employee Background Checks

To the extent permissible under applicable federal, state, and local laws, AECOM conducts background checks on applicants who are offered employment with the company and, in certain circumstances, employees who are promoted or transferred to a different group or department within the company or where required by contract. Where permissible by law, information collected during a background check may include, but is not limited to, investigative consumer reports, criminal history, driver's license (where required for the position), motor vehicle report, verification of employment, education, professional certification or license, and credit history (where required for the position).

AECOM conducts all third-party background checks in accordance with the Fair Credit Reporting Act (FCRA), other applicable federal and state laws, and established company procedures. These practices maintain compliance while safeguarding access to secure or controlled facilities. The State reserves the right to request personnel background records at any time, and AECOM is prepared to respond promptly to such requests. Any individual not meeting security or conduct standards can be reassigned at the Owner's discretion, with a qualified replacement provided within five business days.

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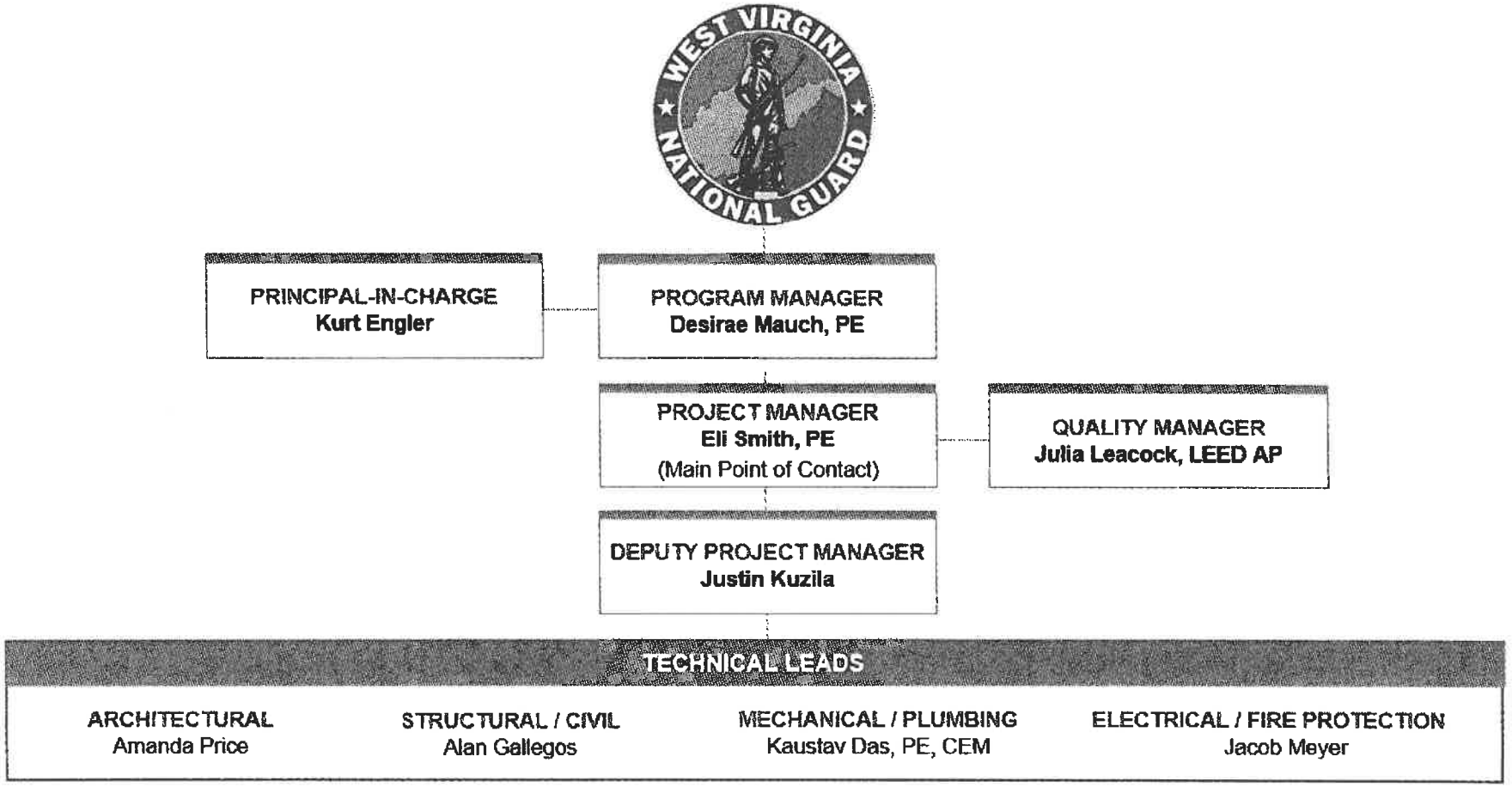
Organizational Chart



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Summary of Qualifications

The following pages describe AECOM staff experience with BUILDER SMS, supporting other States with similar complexity to the needs of West Virginia ARNG.

Kurt Engler

Principal-in-Charge

As an experienced, goal-oriented Principal-in-Charge, Kurt has supported the mission of substantial programs, establishing budgets, and managing risks while supervising the delivery of quality work and products. He increases productivity across large-scale projects and programs.

Career Summary

Years of Experience: 26

Relevant Experience

BUILDER SMS Implementation, Montana Army National Guard, Montana. ***Principal-in-Charge.*** Oversaw statewide facility assessments and BUILDER SMS integration. Directed QA/QC, data uploads, and reporting, ensuring accurate, actionable insights for asset management and capital planning.

BUILDER SMS Implementation Colorado Army National Guard, Colorado. ***Principal-in-Charge.*** Provided quality control leadership for field data collection, database integration into BUILDER SMS, and final report delivery.

BUILDER SMS Implementation, Hawaii Army National Guard, Hawaii. ***Principal-in-Charge***. Supported and coordinated facility assessments and BUILDER data collection for 109 facilities over 1.6M SF. The scope elements completed under this effort included: asset management, facility condition assessments, equipment and real property inventories, BUILDER data upload and management.

Qualifications

- Principal-in-Charge or Program Manager on all previous BUILDER projects
- Led the development of AECOM's mobile Assessor tool for integration with BUILDER

Education

- Bachelor of Science, Economics and Business, Colorado School of Mines

Training/Certifications

- BUILDER Assessor
- BUILDER Work Planner

BUILDER SMS Implementation, New Mexico Army National Guard, New Mexico. ***Principal-in-Charge***. Provided advisory services and oversight of a two-year project building schedule for 122 facilities across 37 Army National Guard sites. Coordinated project requirements to meet client needs, scheduled field teams to collect data under a time-sensitive schedule.

BUILDER Facility Inventories and Assessments, U.S Army Reserve 88th Regional Support Command, 198 Installations, 18 States. ***Program Manager***. Established program processes using tablet-based field data collection application for real-time data analysis. Assigned, trained, deployed field teams in geographically dispersed locations (9.9 million square feet) to collect data for integration into BUILDER SMS. Conducted quality assurance on deliverables, managed budget/schedule.

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Desirae Mauch, PE

Program Manager

Desirae is an experienced Program Manager, specializing in assessment planning, coordination, and the strategic use of data to support long-term investment planning. Desirae oversees that the data collected is not only accurate and consistent, but also effectively integrated into BUILDER SMS.

Career Summary

Years of Experience: 10

Relevant Experience

BUILDER SMS Implementation Colorado Army National Guard, Colorado. ***Project Manager.*** Developed multi-year project building schedule for facilities. Responsible for inventory and assessment of plumbing, HVAC, and fire protection systems, and Real Property asset verification for multiple facilities. Assisted with QC of collected data, import into BUILDER SMS, and report generation for client deliverables. Created technical report templates and assisted in writing building deficiency summaries.

BUILDER SMS Implementation, Hawaii Army National Guard, Hawaii. ***Deputy Project Manager.*** Oversaw condition assessment teams and reviewed and integrated field data with BUILDER SMS. Developed and delivered submittals. Managed Installation Energy and Water Plan teams during surveys and data collection following ASHRAE 90.1 requirements.

BUILDER SMS Implementation, New Mexico Army National Guard, New Mexico. ***Program Manager*** Developed two-year project building schedule for 122 facilities across 37 Army National Guard sites. Led multidisciplinary field team and was responsible for inventory and assessment of plumbing, HVAC, fire protection and electrical systems for multiple facilities.

BUILDER SMS Implementation, Nebraska Army National Guard, Nebraska. ***Project Manager.*** Provided BUILDER SMS software training and developed reference materials for client. Created five-year assessment schedule to maintain compliance with DoD BUILDER mandate. Led multidisciplinary assessment teams and was responsible for inventory and assessment of plumbing, HVAC, and fire protection systems for multiple Army National Guard sites. Managed merging of all surveyor data, QA/QC of collected data, import to BUILDER SMS, and report generation.

BUILDER Database Update Facility Condition Assessments, US Air Force Academy, Colorado. ***Data Lead.*** Led workshops with client to establish data needs and increase usefulness of data. Developed standardized data update and collection process to achieve consistent data across entire campus. Trained assessors on mobile data collection application and data update process. Led multidisciplinary assessment teams and was the lead assessor for plumbing, HVAC, fire protection and electrical systems. Responsible for quality assurance and consistency checks for all data before import to BUILDER SMS.

Qualifications

- Project Manager on all BUILDER projects
- Developed custom QA/QC processes for BUILDER data

Education

- Bachelor of Science, Mechanical Engineering, University of Colorado

Training/Certifications

- BUILDER Assessor
- BUILDER Work Planner
- Professional Engineer: CA, CO, FL, IL, TX, VA

AECOM

Eli Smith, PE

Project Manager

Eli is a highly skilled Project Manager with extensive knowledge in conducting BUILDER SMS Condition Assessments. He excels in providing clients with defensible data necessary for informed capital planning decisions. His comprehensive understanding of assessment processes, coupled with his ability to analyze and interpret existing data, ensures that clients receive accurate and actionable insights.

Career Summary

Years of Experience: 12

Relevant Experience

BUILDER SMS Implementation, Hawaii Army National Guard, Hawaii. ***Program Manager.*** Responsible for coordinating five phases of facility condition assessments and equipment inventories at all Army National Guard facilities in Hawaii. Responsibilities include creating project schedules, establishing efficient, consistent data collection protocols, communicating ongoing project developments, overseeing condition assessment teams, reviewing collected data, integrating field data with BUILDER SMS, and managing the development of submittals and delivery to the client.

BUILDER SMS Implementation, Massachusetts Army National Guard, Massachusetts. ***Program Manager.*** Implemented consistent data collection protocols. Reviewed collected data, integrated field data with BUILDER SMS, and managed development of submittals and delivery to the client. The size of the project was 2.7M SF over 294 Facilities.

Defense Logistics Agency (DLA) Red River Army Depot (RRAD) BUILDER Sustainment Management System Update. ***Program Manager.*** Responsible for the coordination of the execution of a comprehensive BUILDER Sustainment Management System (SMS) implementation for 136 facilities over 4.476 MSF. The Facility Condition Assessments (FCAs) updated the existing BUILDER SMS database by inventorying and assessing Real Property Inventory (RPI) to accurately reflect current conditions found in the field.

BUILDER SMS Implementation Colorado Army National Guard, Colorado. ***Site Sustainment Planner.*** Supporting the development of site sustainment plans for their strategic facility planning initiative, integrating mission requirements with facility condition data to identify and prioritize infrastructure investments. Working closely with the project manager on site-level assessments, stakeholder engagement, and gap analyses to develop multi-year sustainment strategies aligned with operational goals.

Qualifications

- Program Manager or Project Manager on all previous BUILDER projects
- Executed the development of AECOM's mobile Assessor tool

Education

- Bachelor of Science, Civil Engineering, Syracuse University

Training/Certifications

- BUILDER Assessor
- BUILDER Work Planner
- Professional Engineer: NC, CO, TX, FL, CT, VA, IL
- Licensed for Unmanned Aerial Vehicles

BUILDER Site Assessments & Facility Inspections

AECOM

Justin Kuzila

Deputy Project Manager

Justin is a Deputy Project Manager specializing in assessment planning, project coordination, and the strategic application of data to support long-term investment planning. He brings a deep understanding of facility condition assessments, leveraging this knowledge to guide data-driven decisions and optimize asset management strategies.

Career Summary

Years of Experience: 8

Relevant Experience

BUILDER SMS Implementation Colorado Army National Guard, Colorado. ***Facility Assessor*** responsible for evaluating the interior and exterior architectural systems at Army National Guard sites in Colorado under a state contract.

BUILDER SMS Implementation, Massachusetts Army National Guard, Massachusetts. ***Facility Assessor*** responsible for evaluating the interior and exterior architectural systems for Massachusetts Army National Guard (MAARNG) locations utilizing the Builder Sustainment Management System program

Defense Logistics Agency (DLA) Anniston Army Depot (ANAD) BUILDER Sustainment Management System Update. ***Field Team Lead*** serving as the primary on-site liaison, ensuring clear and consistent communication between the field team, Deputy Project Manager (DPM), and Project Manager (PM). Responsible for overseeing accurate data collection and aligning field assessments with overall project objectives. Responsible for inventory and assessment of interior and exterior architectural systems.

Denton County Transportation Authority, Transit & Trans Planning MSA 2020-2025 - Intermediate Service Plan, Denton, Texas. ***Deputy Project Manager,*** collaborating with DCTA staff to lead on-call planning initiatives. Projects included the development of an Intermediate Service Plan focused on expanding fixed-route service and reducing micro transit.

Citibus, General Transit Planning 2022-2025 - Service Plan & Policy Updates, Lubbock, Texas. ***Deputy Project Manager*** for a multi-year task order contract focused on assessing fixed-route transit services in Lubbock. Led the evaluation of existing services and developed system alternatives, incorporating both new and existing fixed-route options.

City of St. Joseph, Metropolitan Transportation Plan Update, Saint Joseph, Missouri. ***Deputy Project Manager*** led an assessment of the need for expanded nighttime transit service for the City of St. Joseph. Conducted research on existing conditions and service gaps, and developed a range of service scenarios, including extended fixed-route operations and a citywide microtransit zone, to address identified needs and opportunities.

Qualifications

- Field Team Lead on multiple BUILDER projects
- Extensive Deputy Project Manager experience

Education

- Master of Arts, Urban Planning, University of Kansas
- Bachelor of Science, City and Regional Planning, Iowa State University

Training/Certifications

- BUILDER Assessor
- BUILDER Work Planner

BUILDER Site Assessments & Facility Inspections

AECOM

Julia Leacock, LEED AP

Quality Manager

Julia is an experienced Quality Manager with a unique combination of experience consisting of field assessment, quality assurance, internal and subcontractor team management, scheduling and logistics, and space planning. She has worked in a range of facility condition assessment databases and tools including BUILDER SMS. She is an AECOM Lead Verifier supporting quality control of deliverables to clients.

Career Summary

Years of Experience: 18

Relevant Experience

BUILDER SMS Implementation Colorado Army National Guard, Colorado. *Quality Manager.* Performed quality assurance and quality control procedures on energy efficiency and water audit reporting deliverables, as well as as-built drawings.

BUILDER SMS Implementation, Hawaii Army National Guard, Hawaii. *Quality Manager.* Responsible for quality assurance of data and deliverables across five phases of facility condition assessments and equipment inventories at all Army National Guard facilities in Hawaii. Responsibilities include establishing efficient, consistent data collection protocols, reviewing collected data, integrating field data with BUILDER SMS, and managing the development of submittals and delivery to the client.

Qualifications

- 10+ Years of conducting and reviewing BUILDER data and reports
- AECOM Lead Verifier

Education

- Bachelor of Science, Architecture, University of Virginia

Training/Certifications

- BUILDER Assessor
- BUILDER Work Planner
- LEED Accredited Professional

BUILDER SMS Implementation, Massachusetts Army National Guard, Massachusetts. *Architectural Team Lead.* Assessed condition of buildings across the state within the architectural and structural disciplines. Established plans and processes for quality assurance. Conducted QAQC of all reports to verify consistency and quality of all deliverables.

BUILDER SMS Implementation, New Mexico Army National Guard, New Mexico. *Quality Manager.* Performed quality assurance on BUILDER data collection for mechanical, electrical, and plumbing equipment, as well as quality reviews of BUILDER estimation and work planning data obtained from FCAs performed at over 109 facilities totaling 1.2 million-square-feet.

BUILDER SMS Implementation, Nebraska Army National Guard, Nebraska. *Field Team Lead.* Assessed condition of buildings across the state within the architectural and structural disciplines. Coordinated with project leadership team to maintain a high level of quality.

Defense Logistics Agency (DLA) Red River Army Depot (RRAD) BUILDER Sustainment Management System Update. Texarkana, Texas. *Quality Manager/Field Team Lead.* Acted as Team Lead and Quality Manager for execution of a comprehensive BUILDER SMS implementation for 136 facilities over 4.4 MSF. The FCAs updated the existing BUILDER SMS database by inventorying and assessing Real Property Inventory (RPI) to accurately reflect current conditions found in the field. The data collected during the site visit was uploaded to BUILDER SMS to help forecast funding needs and prioritize future capital expenditures.

AECOM

Amanda Price

Architectural Lead

Education

- Master of Construction Management, University of Florida
- Bachelor of Urban Planning & Design, University of Cincinnati

Training/Certifications

- BUILDER Assessor
- BUILDER Work Planner

Career Summary

Years of Experience: 10

Relevant Experience

- BUILDER SMS Implementation Colorado Army National Guard, Colorado.
- BUILDER SMS Implementation, Hawaii Army National Guard, Hawaii
- BUILDER SMS Implementation, Massachusetts Army National Guard, Massachusetts.
  BUILDER SMS Implementation, New Mexico Army National Guard, New Mexico.
- BUILDER SMS Implementation, Nebraska Army National Guard, Nebraska.
- Defense Logistics Agency (DLA) Red River Army Depot (RRAD) BUILDER Sustainment Management System Update, Texarkana, Texas
- BUILDER Database Update Facility Condition Assessments, US Air Force Academy, Colorado
- BUILDER Facility Inventories and Assessments, U.S Army Reserve 88th Regional Support Command, 198 Installations, 18 States.

Alan Gallegos

Structural / Civil Lead

Education

- Associate of Arts, Architectural Technology, Central New Mexico Community College

Training/Certifications

- BUILDER Assessor
- BUILDER Work Planner

Career Summary

Years of Experience: 37

Relevant Experience

- BUILDER SMS Implementation, Montana Army National Guard, Montana.
- BUILDER SMS Implementation Colorado Army National Guard, Colorado.
- BUILDER SMS Implementation, Hawaii Army National Guard, Hawaii
- BUILDER SMS Implementation, New Mexico Army National Guard, New Mexico.
- Defense Logistics Agency (DLA) Red River Army Depot (RRAD) BUILDER Sustainment Management System Update, Texarkana, Texas
- DLA Anniston Army Depot (ANAD) BUILDER Sustainment Management System Update, Alabama
- BUILDER Database Update Facility Condition Assessments, US Air Force Academy, Colorado
- BUILDER Facility Inventories and Assessments, U.S Army Reserve 88th Regional Support Command, 198 Installations, 18 States.

AECOM

Kaustav Das

Mechanical / Plumbing Lead

Career Summary

Years of Experience: 7

Relevant Experience

- BUILDER SMS Implementation Colorado Army National Guard, Colorado.
- BUILDER SMS Implementation, Hawaii Army National Guard, Hawaii
- BUILDER SMS Implementation, Massachusetts Army National Guard, Massachusetts.
- Defense Logistics Agency Anniston Army Depot (ANAD) BUILDER Sustainment Management System Update, Alabama
- USGS Building 19, San Francisco, California

Education

- Master's in Design & Environmental Analysis, Cornell University
- Bachelor of Arts, Mechanical Engineering, Georgia Institute of Technology

Training/Certifications

- BUILDER Assessor
- BUILDER Work Planner
- Professional Engineer: CA
- LEED AP BD+C
- Certified Energy Manager

Jacob Meyer

Electrical / Fire Protection Lead

Career Summary

Years of Experience: 18

Relevant Experience

- BUILDER SMS Implementation, Montana Army National Guard, Montana.
- BUILDER SMS Implementation Colorado Army National Guard, Colorado.
- BUILDER SMS Implementation, Hawaii Army National Guard, Hawaii
- BUILDER SMS Implementation, Massachusetts Army National Guard, Massachusetts.
- BUILDER SMS Implementation, New Mexico Army National Guard, New Mexico.
- BUILDER SMS Implementation, West Virginia Army National Guard, West Virginia
- BUILDER SMS Implementation, Nebraska Army National Guard, Nebraska.
- Defense Logistics Agency (DLA) Red River Army Depot (RRAD) BUILDER Sustainment Management System Update, Texarkana, Texas
- Defense Logistics Agency Anniston Army Depot (ANAD) BUILDER Sustainment Management System Update, Alabama
- BUILDER Database Update Facility Condition Assessments, US Air Force Academy, Colorado
- BUILDER Facility Inventories and Assessments, U.S Army Reserve 88th Regional Support Command, 198 Installations, 18 States.
- BUILDER, Air Force Civil Engineer Center (AFCEC), Sustainable Infrastructure Assessments II (SIA II), Various Locations, US.

Education

- AS, Electrical Engineering Technology, Virginia Western

Training/Certifications

- BUILDER Assessor
- BUILDER Work Planner
- Certified Energy Manager

BUILDER SMS Training

AECOM's team brings a wealth of relevant experience, certifications, and technical professionals, essential to delivering high-quality BUILDER SMS assessments. Each key team member has been carefully selected based on prior success supporting federal and military BUILDER projects, extensive knowledge of Uniformat II system inspections, and demonstrated proficiency with BUILDER-compatible data tools and QA/QC protocols.

To establish a comprehensive understanding of the BUILDER lifecycle from inventory through work planning, all key personnel assigned to this contract are required to complete:

- U.S. Army BUILDER Assessor Required Training
- U.S. Army BUILDER Work Planner Required Training
- The BUILDER SMS Overview course provided by the Sustainment Management System – Technical Center of Expertise (SMS-TCX)
- The U.S. Army BUILDER Reassessment video course

These trainings are delivered through the Army's Learning Management System (LMS) and cover inventory methodology, component condition assessment, BRED data collection, BUILDER indices, scenario development, and reassessment protocols. The BUILDER SMS Overview and U.S. Army BUILDER Reassessment trainings, while not tracked in the LMS, are a mandatory part of AECOM's internal onboarding for this project.

All project personnel, regardless of role, are also formally trained on the U.S. Army BUILDER SMS Manual to promote complete familiarity and compliance with Army inspection procedures and rating criteria. In addition to the training requirements for key personnel, AECOM mandates that:

- All personnel assigned to the project complete the BUILDER SMS Overview course
- All personnel performing assessments or collecting data in the field complete the SMS Overview, the Assessor Required Training, and the Army Reassessment Videos

Training standards are further reinforced through AECOM-led refresher sessions and peer mentoring to maintain project-wide consistency with BUILDER protocols.

AECOM is a Commercial Licensing Partner of BUILDER SMS and serves as a national leader in BUILDER instruction. Several key team members on this project have authored and delivered formal training courses to both federal and commercial clients, including live instruction in inventory, assessment methodology, and work planning using BRED and BUILDER SMS platforms.

The table on the next page summarizes each core team member's BUILDER SMS experience and U.S. Army certified BUILDER SMS Trainings. Full resumes are included within the section Summary of Qualifications.

Key Personnel	Role	Years of BUILDER SMS Experience	US Army BUILDER Required Training		Relevant Projects							
			Assessor	Work Plan.	Montana ARNG	Colorado ARNG	Hawaii ARNG	Mass. ARNG	New Mexico ARNG	DLA BUILDER	88th Army Res.	US Air Force Academy
Kurt Engler	Principal-in-Charge	15	•	•	•	•	•	•	•	•	•	•
Desirae Mauch	Program Manager	10	•	•	•	•	•	•	•	•	•	•
Eli Smith	Project Manager	12	•	•	•	•	•	•	•	•	•	•
Julia Leacock	Quality Manager	12	•	•	•	•	•	•	•	•	•	•
Justin Kuzila	Deputy Project Manager	2	•	•		•	•	•	•	•		
Amanda Price	Architectural Lead	9	•	•	•	•	•	•	•	•	•	•
Alan Gallegos	Structural / Civil Lead	10	•	•	•	•	•	•	•	•	•	•
Kaustav Das	Mechanical / Plumbing Lead	2	•	•		•	•			•		
Jacob Meyer	Electrical / Fire Protection Lead	12	•	•	•	•	•	•	•	•	•	•

References

Proven Delivery & Client Feedback

AECOM's track record in similar projects is a testament to our commitment to quality and client satisfaction. Our ability to deliver accurate, actionable data and our dedication to maintaining open communication with clients enable us to not only meet but exceed project expectations. We are well-versed in the challenges of managing large-scale assessments and are fully prepared to apply our capability to support State's mission. By choosing AECOM, the State of Montana Department of Military Affairs can be confident in receiving a partner who understands the intricacies of the project and is committed to delivering results that align with the Department's long-term goals.

The following clients are our references to discuss our ability to serve the State of West Virginia:

Organization	Name	Title	Phone	Email
HIARNG	Ms. Rose Buxton	Chief, Facility Planning & Programming Branch	808-561-5121	rose.m.buxton.civ@army.mil
COARNG	Mr. Mike Martin	COARNG ISR/BUILDER Program Manager	720-250-1022	william.m.martin196.nfg@army.mil
MAARNG	Mr. Matt Christopher	MAARNG ISR/BUILDER Program Manger	508-322-0486	matthew.d.christopher.mil@army.mil

Over the past 15 years, the AECOM team has performed BUILDER SMS condition assessments in excess of 100-MSF of government facilities globally. The quality of AECOM's work and the management capabilities of our key personnel are measured in several ways. Most notably, 80% of our

work comes from repeat clients - proof of satisfied clients, successful projects, delivered by qualified managers and teams. We value our long-term relationships with Army National Guard, USACE, US Army Reserves, US Air Force, Defense Health Agency, Defense Logistics Agency, and other DoD agencies. Our repeat work rate is further evidence that we work hard to build these relationships with every project we perform. In addition, our work for the federal government is rated through ACASS/CPAR performance evaluations.

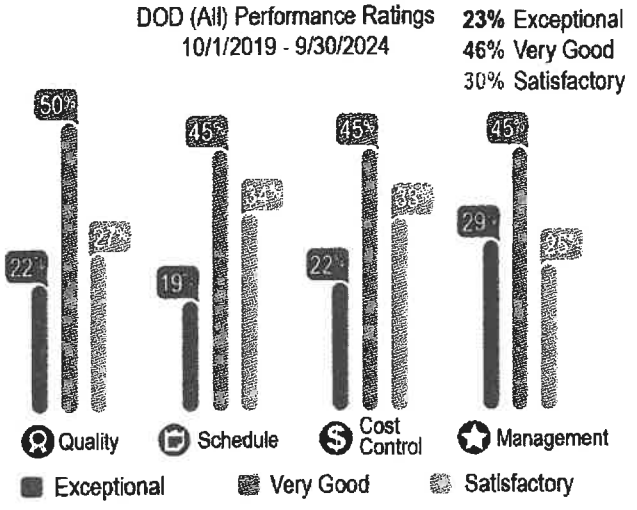
"Among the ten firms that are capable of providing these services to the DoD, AECOM has always been at the top of our 'go to' when we need the job done perfectly."

Bil Hawkins, US Army SMS PM BUILDER, AFCEC Sustainable Infrastructure Assessments, Region 1, Nationwide Program, US Army Corps of Engineers Fort Worth District

We have a project management team in place that is equipped with established management systems, mature and innovative processes and, most importantly, highly qualified personnel with the requisite experience that enables us to execute multiple, concurrent planning and engineering tasks in all areas of work requested for this contract, regardless of location. The key to effective project management is consistent and effective communication. By selecting an experienced BUILDER team for this assignment, AECOM delivers the needed management and key personnel (architects, engineers, and specialists) best matched to the demands of the project. Our team's proven technical acumen, ability to adapt to changing requirements, and time-tested processes position us to deliver on budget and on schedule. AECOM's BUILDER project history and associated performance ratings clearly articulate our ability to monitor and deliver within the contracted requirements leveraging our time-tested process for managing key personnel.

Further evidence is provided through client commendations:
"AECOM was well versed in the use of the BUILDER program. Working in medical facilities requires a high degree of patient/doctor respect and privacy as well as cleanliness. There we no issues during the assessment of over 2,000,000 square feet of medical space. They were very flexible and accommodating as schedules would change due to space availability..." , ***Ron Kalifeh, Project Manager, USACE Mobile District BUILDER Facility Condition Assessments, USACE Mobile District, Hawaii***

"[AECOM] consistently delivered high quality products. Maintained excellent communication and coordination with all parties and worked quickly and proactively to resolve all issues. Overcame initial learning curve on the Space product line requirements and improved rapidly. Very attentive to customer needs, and very effective in relaying information and answering questions during in-briefs, out-briefs and review conferences" , ***Norma Edwards, Program Manager, USACE Ft. Worth, AFCEC SIAs, Region I***



The table below presents our **Management PPQs/CPARS** ratings on two of our most recently completed **BUILDER** projects.

Project	Completion Date	Management Rating
BUILDER SMS Implementation, Hawaii Army National Guard	December 2021	Exceptional
BUILDER SMS Implementation, West Virginia Army National Guard	August 2021	Very Good

In addition to our PPQs / CPARS ratings reflecting Exceptional and Very Good reviews, our team has received the very tangible praise and trust of a job well done by receiving continued repeat work on our prime USAF and other federal contracts. Our government customers' satisfaction in our work is stated as follows:

"Exceptional." The Vendor (AECOM) performed exceptionally over the period of performance. The inventory was conducted at sites over 18 states and included different points of contact at each facility. There were little to no coordination issues with this effort largely due to the attention to detail shown by the vendor's team. In addition, the technical execution was superb. The vendor was able to offer innovative solutions to the requirement and provide a working database of infrastructure items for the entire support command." – *Lisa M. Hendrix, Contracting Officer, Huntsville Engineering and Support Center (BUILDER 88th Regional Support Command Facility Inventories and Assessments)*

Project Management, Quality Assurance, and Cost Control

Project Management Structure

AECOM's project management structure is purpose-built to ensure disciplined execution, transparent communication, and high-quality delivery across all phases of the assessment process. For this project, leadership is anchored by an overarching Program Manager who provides strategic oversight across all ARNG contracts, ensuring consistency, alignment with national standards, and direct escalation support as needed.

Day-to-day operations are led by a dedicated Project Manager, who serves as the primary point of contact for the client. This role is responsible for executing the project work plan, managing schedules, coordinating field deployment, ensuring deliverable quality, and maintaining open lines of communication with all stakeholders.

Supporting the Project Manager is a Deputy Project Manager (DPM), who assists in coordinating logistics, tracking progress, resolving field issues, and maintaining schedule adherence across multiple workstreams. The DPM also serves as a secondary client contact and steps in as acting lead when needed.

The project management team is further supported by key discipline leads:

- Technical Lead – Ensures consistency and technical accuracy across both architectural and MEP scopes; provides guidance to assessors and interprets client standards.
- QA/QC Manager – Oversees quality assurance protocols, conducts multi-stage reviews of collected data and deliverables, and ensures alignment with scope and client expectations.
- Regional Coordinators – Manage field teams across geographic regions, handling access coordination, assessor deployment, and real-time issue resolution in the field.

AECOM implements a tailored Project Management Plan (PMP) for each engagement, supported by a detailed Work Breakdown Structure (WBS), milestone-based scheduling, a proactive risk register, and a structured communication plan. Internal coordination meetings are held weekly to review status, reallocate resources as needed, and ensure data quality. In tandem, biweekly client check-ins maintain alignment, provide progress transparency, and support collaborative decision-making.

Project execution is tracked using cloud-based collaborative platforms that enable real-time visibility into task status, documentation, and field data uploads. All activities, from mobilization to dashboard delivery, are governed by Key Performance Indicators (KPIs) and centralized document control protocols to ensure consistency, versioning, and traceability.

Quality Assurance and Data Validation Plan

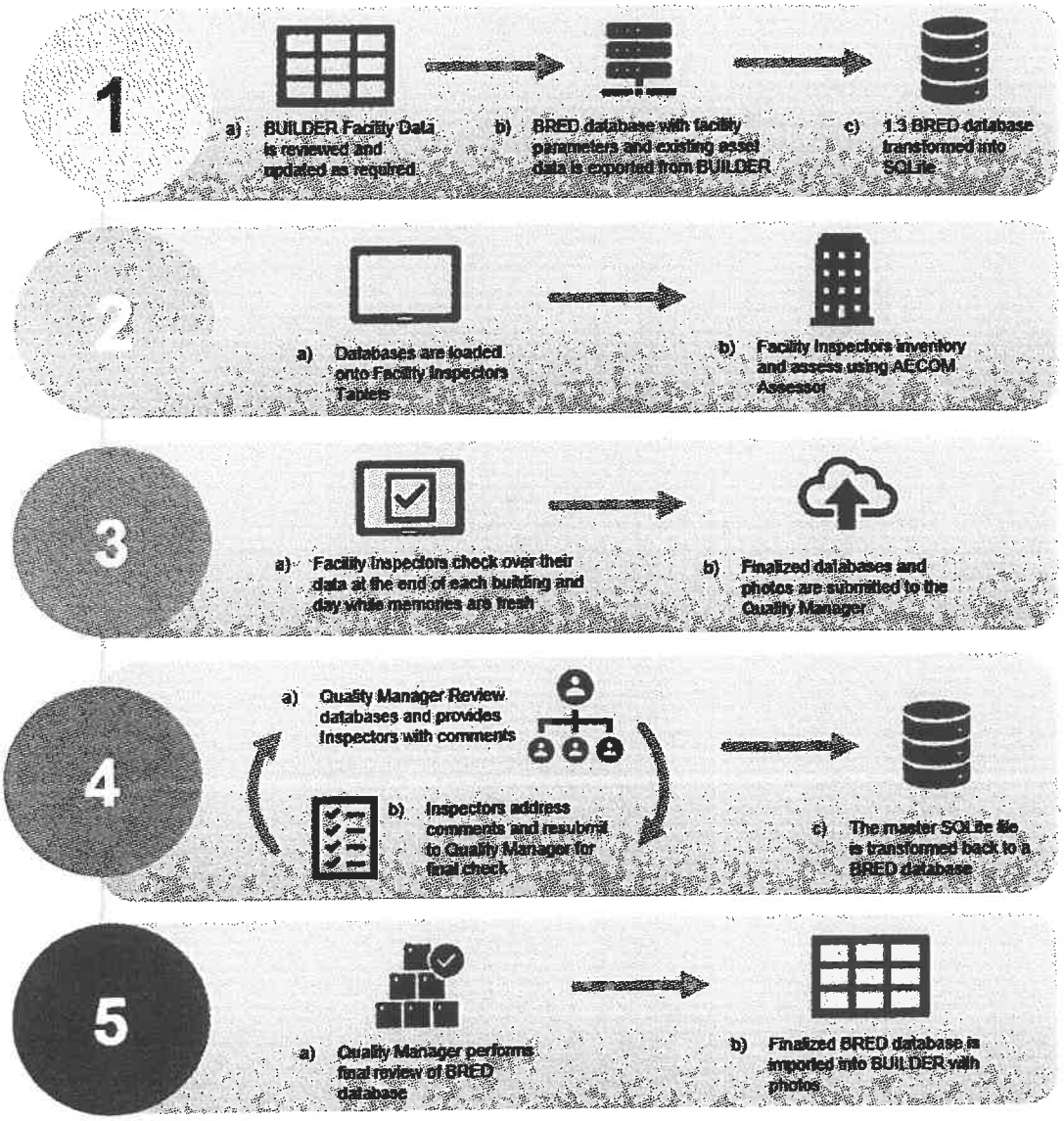
AECOM's quality assurance and data validation framework is embedded at every level of the BUILDER SMS process to ensure data integrity, consistency, and compliance with ERDC standards. Our QA/QC plan is tiered, beginning with assessor-level checks in the field using our AECOM Assessor platform, which enforces standardized input formats, drop-down entry, and required fields to reduce human error and support real-time validation. Each assessor is trained in BUILDER standards and guided by discipline-specific checklists to ensure consistency in inventory collection and condition assessment scoring.

Following field collection, all data undergoes a secondary review by a QA/QC reviewer who was not involved in the initial inspection. This independent review compares uploaded records against source documentation, photo logs, and expected condition benchmarks. Our centralized QA/QC team conducts additional spot checks and coordinates directly with assessors to resolve anomalies. Prior to submittal, compiled data is validated against client requirements, ERDC data formats, and project-specific inventory criteria. The entire quality process is documented and auditable, enabling full transparency and traceability of all changes made from initial inspection through final reporting.

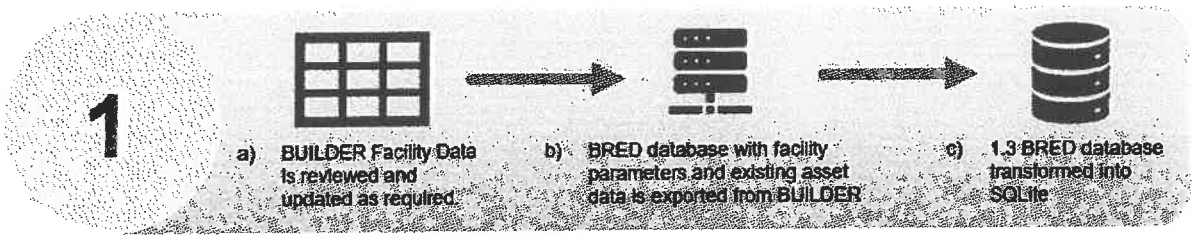
Data Process Flow for BUILDER SMS Projects

File Management Process

AECOM's BUILDER Facility Condition Assessment process is built on a proven, quality-driven workflow that delivers complete, consistent, and high-integrity data to the West Virginia Army National Guard. Our approach aligns with BUILDER SMS standards and incorporates specialized tools, rigorous quality checks, and professional oversight at every phase. From initial database preparation to field deployment, quality control, and final system integration, our methodology verifies that all collected data is accurate, secure, and fully compliant with project requirements. The following outlines our step-by-step process to manage, inspect, and update BUILDER SMS data for each assessed facility.



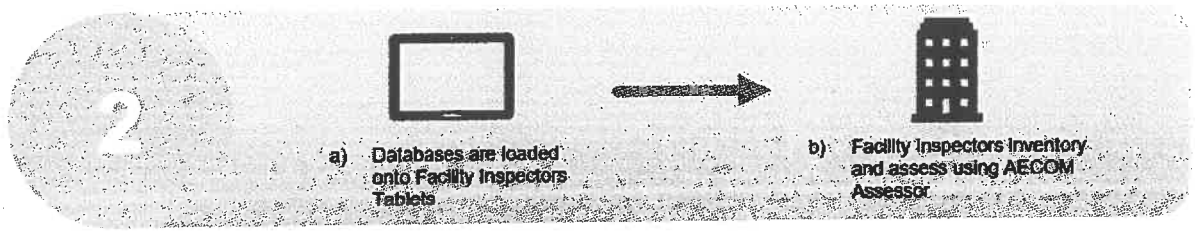
1. BUILDER Database Pre-Assessment



Prior to conducting site assessments, facility information is reviewed in BUILDER for accuracy and completeness against the facility list in the Scope of Work. This review and verification process is managed by our designated BUILDER Subject Matter Expert (SME). Our BUILDER SME is a highly trained, qualified, and experienced specialist who is responsible for managing the entire data lifecycle, including initial export, field handling, quality control, and final re-import of the BRED database. This role maintains data security, compliance, and protection from overwrites or corruption throughout every phase. Responsibilities include safeguarding proper data locking, protection, and verification at each stage to prevent overwrites or data loss during transitions and final integration into BUILDER SMS. The team member also manages database locking and version control within BUILDER, preserving data integrity and alignment with project requirements.

Once reviewed, facilities are then exported as a BUILDER Remote Entry Database (BRED) Microsoft® Access® Database file to be used for field assessments. AECOM creates a backup copy of the BRED Database and photos, serving as a project archive for reference and data restoration. The database, consisting of facility parameters, existing asset/inspection data, and photos, is then transformed from a Microsoft® Access® file into a SQLite database. This transformation optimizes the dataset for enhanced mobile performance, reduced latency, and robust offline capabilities during site inspections.

2. Field Deployment & Data Collection



The optimized SQLite database is then loaded into AECOM Assessor, which is deployed to facility inspectors' mobile devices, assigning each inspector the proper systems and previous asset records for their specific scope of work. During site assessments, field inspectors collect facility and asset data in accordance with BUILDER SMS Condition Assessment Manuals, specifically the ARMY BUILDER-SMS Manual.

During field assessments, AECOM Assessor enforces strict project requirements, ensuring:

- Section names are consistent with BUILDER protocols.
- Nameplate information is complete and aligned with BUILDER SMS standards.
- Distress Types and Inspection Comments are recorded for any asset rated below G-.

- Necessary photographs are captured, recommended named, and cataloged.
- All data is captured in strict accordance with BUILDER SMS standards.

Furthermore, AECOM Assessor enforces strict data requirements, preventing inspectors from completing or closing out any asset record or inspection unless all required data fields are accurately filled and validated. This structured data input undertakings a high-quality, complete dataset before submission, effectively minimizing errors and data gaps during site inspections.

3. On-Site Quality Control and Data Backup

Prior to leaving each facility and at the end of every assessment day, facility inspectors review their data for consistency and completeness within AECOM Assessor. The mobile application includes a built-in Check for Errors function that automatically scans the entire dataset for:

- **Improper Section Names:** Ensuring consistency with BUILDER SMS protocols and project specifications.
- **Poor or Incomplete Inspection Comments:** Identifying insufficient or vague comments that do not meet documentation standards.

Improper Ratings: Highlighting inconsistencies in asset condition ratings that require field verification.

- **Incorrect Install Dates:** Detecting discrepancies in install dates compared to historical records or other assets.
- **Missing Inspections:** Automatically identifies legacy assets that have not been updated, marked as disposed, or otherwise verified during assessments.
- **Various Attribute Checks:** Scanning for other data points that statistically deviate from expected ranges or BUILDER SMS guidelines.

The Check for Errors function is enhanced by a statistical analysis engine that compares collected data against historical information, BUILDER SMS standards, and project-specific requirements. This approach identifies outliers and potential data conflicts proactively, allowing inspectors to address these issues before leaving the site. This validation process improves data quality, reduces rework, and mitigates potential impacts on the project schedule.

In addition to the real-time error detection, inspect

ors are prompted with actionable steps to resolve flagged items on-site, ensuring that corrections are made promptly and in accordance with BUILDER SMS standards. Databases are backed up daily to prevent data loss and maintain a consistent, accurate record of field data.

4. Quality Review

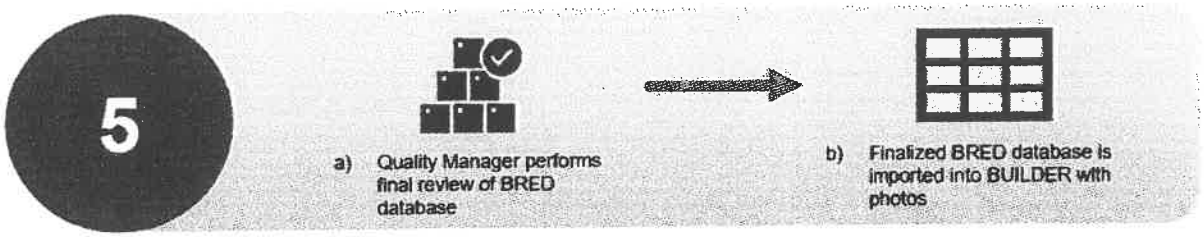
At the conclusion of each assessment, the data collected by each inspector is submitted to the Quality Manager and BUILDER SME. All individual SQLite databases are compiled into a master dataset where detailed quality control (QC) is performed in Microsoft Excel. This detailed review approach provides clear visibility into data inconsistencies, missing information, and alignment with BUILDER SMS requirements, enabling proactive corrections before final submission. The Excel-based QC process includes:

- **Conditional Formatting:** To instantly highlight missing fields, improper formatting, or misalignments with BUILDER standards.
- **Data Validation Checks**: To detect duplicate asset IDs, incomplete nameplate information, and section name discrepancies.
- **Cross-Referencing**: Against the Scope of Work and initial BRED export to confirm accuracy and completeness.
- **Summary Reports**: Generated to identify systemic errors or recurring issues that may need resolution before final submission.

Comments and findings from this detailed QC process are promptly returned to the field inspectors for review and remedy in AECOM Assessor. Inspectors address all comments, resubmit the corrected data, and the master dataset is updated accordingly. This iterative QC process continues until all issues are fully resolved, ensuring compliance with BUILDER SMS standards before final submission. Once all corrections are verified, the master SQLite file containing the complete site's data is fully updated with fie
ld corrections, quality check validations, and inspector-reviewed entries. This optimized dataset is then transformed back into a Microsoft Access Database (BRED) file.

This transformation is conducted exclusively by the BUILDER SME, who verifies that all data mappings are accurate, and the database is securely locked to prevent unintended changes or overwrites. Following this step, the SME performs a final integrity check to validate data accuracy, completeness, and alignment with the Scope of Work before
authorizing the BRED file for re-import into BUILDER SMS.

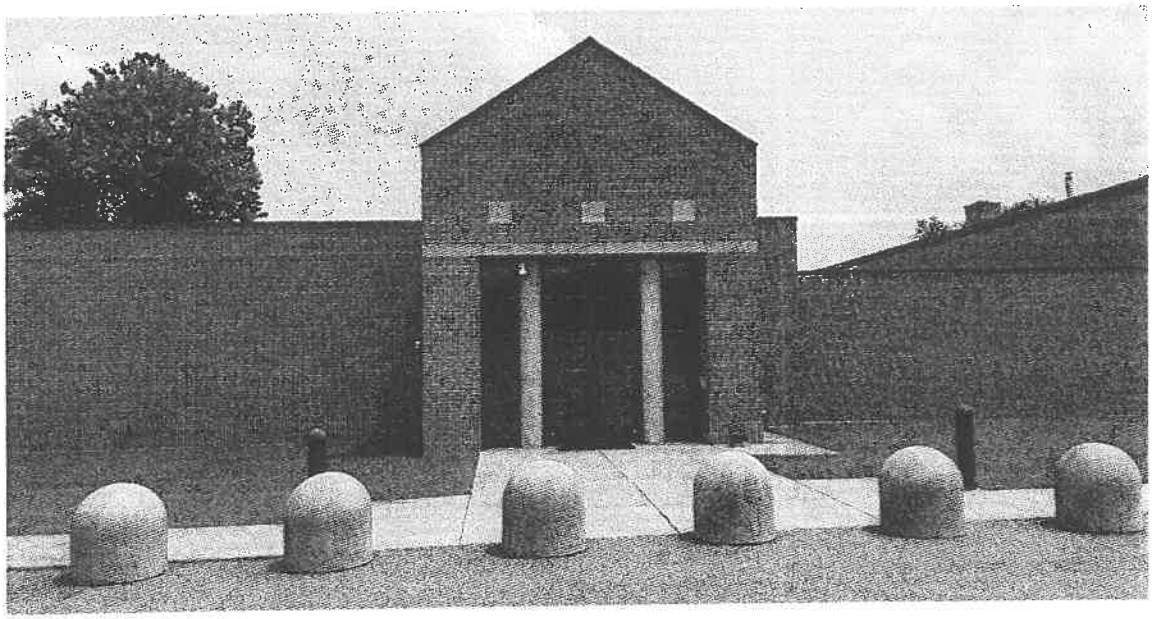
5. Final Review and BUILDER Integration



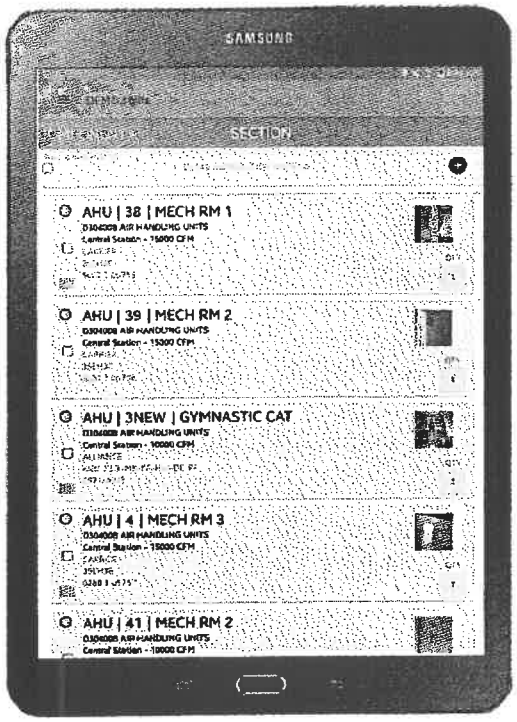
The Quality Manager, in collaboration with the BUILDER SME, conducts a final review to verify that all corrections are accurate, complete, and compliant with BUILDER SMS standards before authorizing the re-import of the master BRED database into BUILDER. During this phase, the master BRED file is thoroughly inspected for alignment with BUILDER SMS standards and the Scope of Work. Then, the BRED database is imported into BUILDER SMS, ensuring seamless integration of all collected data. AECOM then utilizes pre-developed Standard and Custom BUILDER reports to perform a comprehensive integration QC check that includes:

- Verification that the correct number of assets were imported
- Confirmation that photos were successfully uploaded, recommended named, and tagged with location and component identifiers
- Validation of all inventory, section, and inspection information for accuracy and proper display
- Cross-checks against the Scope of Work to confirm complete and thorough data submission.

AECOM Assessor has been purpose-built to support the specific needs of BUILDER SMS projects, providing seamless integration, enhanced data quality, and superior project outcomes



BRED or other BUILDER-compatible Software



AECOM has developed its proprietary mobile application, AECOM Assessor, specifically to optimize efficiency, improve data accuracy, and elevate quality standards in BUILDER SMS projects. Our experience conducting facility condition assessments for the Army National Guard and other federal installations over the past 15 years highlighted the need for a streamlined, consistent, and error-minimized process that fully integrates with BUILDER. AECOM Assessor was created to address these challenges, optimizing data collection and enhancing the quality of BUILDER SMS assessments.

Why We Developed AECOM Assessor for BUILDER SMS

Facility Condition Assessments (FCA) for BUILDER SMS require capturing a vast array of data across multiple systems under strict schedules and logistical constraints. Over the past 15 years, AECOM has utilized various methods, including BUILDER Remote Entry Database (BRED), traditional pen-and-paper with field photographs, and finally, our advanced solution, AECOM Assessor.

Through this evolution, AECOM has demonstrated that AECOM Assessor is more efficient, causes less mission disruption, and is more economical with better results than traditional methods. The integrated mobile application eliminates transcription errors, reduces processing inefficiencies, and enhances overall data integrity, directly supporting BUILDER SMS standards.

- **Efficiency:** Streamlined workflows enable inspectors to capture high volumes of BUILDER-specific data quickly and consistently.
- **Data Accuracy:** Automated quality control measures reduce discrepancies and maintain data integrity before it reaches BUILDER.
- **Integrated Photography:** High-resolution photos are tagged and cataloged automatically during the inspection process. The naming convention is customizable to meet each client's unique requirements, ensuring efficient cataloging and retrieval of images.
- **Barcode Scanning:** When assets are tagged, AECOM Assessor supports barcode scanning for efficient asset identification. Inspectors can quickly scan barcodes to automatically pull up asset records and populate data fields, minimizing manual entry errors.

Cost Control Strategy

AECOM's track record in similar projects is a testament to our unwavering commitment to quality, client satisfaction, and mission-driven results. We have successfully led large-scale facility condition assessment programs across the Army National Guard's nationwide portfolio, including Montana, Colorado, Hawaii, Massachusetts, New Mexico, Nebraska, Idaho, and West Virginia. Our team is deeply familiar with the technical, geographic, and logistical challenges associated with dispersed facility networks, and we bring the systems, processes, and people required to meet those challenges with confidence.

Our strength lies in our ability to deliver accurate, actionable data that supports client decision-making at every level. We prioritize transparency and maintain open communication with our clients throughout the assessment process, which allows us to not only meet, but consistently exceed, project expectations. This client-centric approach ensures our partners are engaged, informed, and supported from kickoff through closeout. We are fully prepared to apply this capability in support of the State's mission, bringing disciplined program management, robust QA/QC, and experienced personnel to the table from day one.

AECOM understands the intricacies of managing complex portfolios under compressed timelines. We've developed proven workflows and tools, such as our proprietary mobile inspection and data validation platform, AECOM Assessor, that streamline field data collection, automate quality checks, and accelerate the delivery of reliable results. This enables our assessors to perform thorough evaluations efficiently, while maintaining a high standard of consistency and accuracy across sites and teams.

While this Expression of Interest does not include a fee proposal, per the requirements of W.Va. Code §5G-1-3, AECOM's pricing approach is firmly grounded in cost-awareness and value maximization. We do not wait until negotiations to consider cost impacts; instead, our team builds each project plan with cost-efficiency as a core objective. We deploy field teams strategically to minimize travel and maximize daily inspection output. We integrate inspection, inventory, quality assurance, and dashboard development within a single cohesive delivery team to avoid redundancy and rework. Our approach reduces onboarding cost
s, leverages regional familiarity, and emphasizes staff continuity, all of which contribute to lower project risk and more predictable outcomes.

By choosing AECOM, the West Virginia Army National Guard, and by extension, the State of West Virginia, can be confident in receiving a trusted partner who not only understands the technical and operational requirements of BUILDER SMS assessments, but who is also committed to aligning our services with the Department's long-term facility planning and sustainment goals. Our goal is not only to deliver high-quality assessments, but also to empower the State with the information and insight needed to make data-driven capital planning decisions well into the future.

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Quality:	Satisfactory	Exceptional
Schedule:	Satisfactory	Exceptional
Cost Control:	Satisfactory	Very Good
Management:	Satisfactory	Very Good
Small Business Subcontracting:	N/A	N/A
Regulatory Compliance:	Satisfactory	Very Good

Anticipated Risks and Mitigation Strategies to Support Cost Control

Cost control on complex, multi-site programs is not only a function of budget awareness, but also of risk anticipation and effective mitigation planning. AECOM brings extensive experience navigating the logistical, technical, and environmental variables that can affect BUILDER SMS programs. Based on our work with Army National Guard organizations across the country, including our previous contract with WVARNG, we have identified key risk categories that may impact cost, schedule, and data quality. For each, our team has developed and deployed proven mitigation strategies designed to maintain momentum, avoid rework, and protect assessment quality.

The following table outlines critical risks, their potential impacts, and AECOM's planned mitigation strategies.

Risk	Potential Impact	AECOM Mitigation Strategy
Access restrictions or delayed coordination with facility staff	Schedule delays and limited access to mission-critical areas	Early and repeated coordination with Owner's representatives, documented pre-site logistics meetings, and backup scheduling windows
Incomplete or outdated facility documentation	Risk of errors in inventory or baseline data	Pre-assessment data validation by BUILDER SME; proactive document review with FMO and facility managers
Weather or travel disruption across statewide sites	Delay in on-site inspections and report submission	Flexible deployment from multiple regional offices; pre-positioned assessment teams and contingency rescheduling protocol
Data upload or integration issues within BUILDER SMS	Data loss or system noncompliance	Proprietary AECOM Assessor™ tool with real-time validation, built-in quality checks, and full traceability from field to upload
Personnel turnover during contract	Loss of continuity, reduced efficiency	Continuity of key staff from past WVARNG contract; cross-trained backup staff with BUILDER certifications available for reassignment within 5 days
Security and safety non-compliance	Access denial or work stoppage	All team members pre-screened, trained, and equipped per WVARNG and DoD standards; Stop Work authority in place for on-site issues

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 $16.1 billion in fiscal year 2024. See how we are delivering sustainable legacies for generations to come at aecom.com and @AECOM