

CONSULTANT AGREEMENT BETWEEN THE CITY OF SANTA ANA AND SYRUSA ENGINEERING, INC. FOR PRECONSTRUCTION ENGINEERING SERVICES

THIS AGREEMENT FOR CONSULTANT SERVICES (“Agreement”) is made and entered into this 18th day of July, 2023 by and between SYRUSA Engineering, Inc. ("Consultant"), and the City of Santa Ana, a charter city and municipal corporation organized and existing under the Constitution and laws of the State of California ("City") hereinafter collectively referred to as the “Parties”.

RECITALS

- A. On March 15, 2023, the City issued a Request for Proposal (“RFP”) No. 23-020, by which it sought to retain a consultant having special skill and knowledge in the field of preconstruction engineering services, construction management services, and contract administration services for the Fairview Bridge Replacement and the 9th Street to 16th Street Improvement Project for the City’s Public Works Agency.
- B. Consultant submitted a responsive proposal that was among those selected by the City. Consultant represents that it is able and willing to provide such services described in the scope of work that was included in the RFP No. 23-020.
- C. In undertaking the performance of this Agreement, Consultant represents that it is knowledgeable in its field and that any services performed by Consultant under this Agreement will be performed in compliance with such standards as may reasonably be expected from a professional consulting firm in the field.

NOW THEREFORE, in consideration of the mutual and respective promises, and subject to the terms and conditions hereinafter set forth, the Parties agree as follows:

1. SCOPE OF SERVICES

During the term of this Agreement, Consultant shall perform all the tasks and obligations described in the scope of work section included within RFP 23-020, including providing all labor, materials, tools, equipment, and incidental customary work required to fully and adequately complete those services described and identified in “**Exhibit A - Scope of Work (Task 1 only)**”, attached hereto and incorporated herein by this reference, and as further described and identified in “**Exhibit B - Consultant’s Proposal**”, attached hereto and incorporated herein by this reference.

2. COMPENSATION

a. City agrees to pay, and Consultant agrees to accept as total payment for its services under this Agreement, the rates and charges identified in “**Exhibit C - Consultant’s Fee Proposal**”, attached hereto and incorporated herein by this reference. The total sum to be expended under the term of this Agreement, including any extension period(s), shall not exceed \$285,620.00, and is comprised of the base amount of \$259,659.00 and a 10% contingency amount

of \$25,961.00 for any additional and necessary services, to be exercised at the City's sole discretion.

b. Payment by City shall be made within 45 days (forty-five) days following receipt of proper invoice evidencing work performed, subject to City accounting procedures. Payment need not be made for work which fails to meet the standards of performance set forth in the Recitals which may reasonably be expected by City.

3. TERM

This Agreement shall commence on the date first written above and shall terminate on July 17, 2026, unless terminated earlier in accordance with Section 15, below. The term of this Agreement may be extended at the sole discretion of City for an additional two (2) year period upon a writing to the Consultant executed by the City Manager and the City Attorney. Thereafter, further extension of this Agreement may only be made by amendment upon mutual agreement of the Parties.

4. INDEPENDENT CONTRACTOR

Consultant shall, during the entire term of this Agreement, be construed to be an independent contractor and not an employee of the City. This Agreement is not intended nor shall it be construed to create an employer-employee relationship, a joint venture relationship, or to allow the City to exercise discretion or control over the professional manner in which Consultant performs the services which are the subject matter of this Agreement; however, the services to be provided by Consultant shall be provided in a manner consistent with all applicable standards and regulations governing such services. Consultant shall pay all salaries and wages, employer's social security taxes, unemployment insurance and similar taxes relating to employees and shall be responsible for all applicable withholding taxes.

5. OWNERSHIP OF MATERIALS

This Agreement creates a non-exclusive and perpetual license for City to copy, use, modify, reuse, or sublicense any and all copyrights, designs, and other intellectual property embodied in plans, specifications, studies, drawings, estimates, and other documents or works of authorship fixed in any tangible medium of expression, including but not limited to, physical drawings or data magnetically or otherwise recorded on computer diskettes, which are prepared or caused to be prepared by Consultant under this Agreement ("Documents & Data"). Consultant shall require all subcontractors to agree in writing that City is granted a non-exclusive and perpetual license for any Documents & Data the subcontractor prepares under this Agreement. Consultant represents and warrants that Consultant has the legal right to license any and all Documents & Data. Consultant makes no such representation and warranty in regard to Documents & Data which were provided to Consultant by the City. City shall not be limited in any way in its use of the Documents and Data at any time, provided that any such use not within the purposes intended by this Agreement shall be at City's sole risk.

6. INSURANCE

Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Consultant, its agents, representatives, employees or subcontractors.

- a. Consultant shall not commence work for the City until it has provided evidence satisfactory to the City that it has secured all insurance required under this Section. In addition, Consultant shall not allow any subconsultant to commence work on any subcontract until it has secured all insurance required under this Section.
- b. Insurance coverage shall be at least as broad as:
 - (i) Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$1,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.
 - (ii) Automobile Liability: Insurance Services Office Form Number CA 0001 covering, Code 1 (any auto), or if Consultant has no owned autos, Code 8 (hired) and 9 (non-owned), with limit no less than \$1,000,000 per accident for bodily injury and property damage.
 - (iii) Workers’ Compensation insurance as required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.
 - (iv) Professional Liability (Errors and Omissions) Insurance appropriate to the Consultant’s profession, with limit no less than \$2,000,000 per occurrence or claim.
 - (v) If the Consultant maintains broader coverage and/or higher limits than the minimums shown above, the City requires and shall be entitled to the broader coverage and/or the higher limits maintained by the Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the City.
- c. Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions:
 - (i) **Additional Insured Status.** The City, its officers, officials, employees,

and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Consultant including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Consultant's insurance (at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 forms if later edition is used).

- (ii) **Primary Coverage.** For any claims related to this contract, the Consultant's insurance coverage shall be primary insurance primary coverage at least as broad as ISO CG 20 01 04 13 as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees, or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.
- (iii) **Notice of Cancellation.** Each insurance policy required above shall state that coverage shall not be canceled, except with notice to the City.
- (iv) **Waiver of Subrogation.** Consultant hereby grants to City a waiver of any right to subrogation which any insurer of said Consultant may acquire against the City by virtue of the payment of any loss under such insurance. Consultant agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.
- (v) **Self-Insured Retentions.** Self-insured retentions must be declared to and approved by the City. The City may require the Consultant to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or City.
- (vi) **Acceptability of Insurers.** Insurance is to be placed with insurers authorized to conduct business in the state with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to the City.
- (vii) **Verification of Coverage.** Consultant shall furnish the City with original Certificates of Insurance including all required amendatory endorsements (or copies of the applicable policy language effecting coverage required by this clause) and a copy of the Declarations and Endorsement Page of the CGL policy listing all policy endorsements to City before work begins. However, failure to obtain the required documents prior to the work beginning shall not waive the Consultant's

obligation to provide them. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

(viii) **Special Risks or Circumstances.** City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

7. INDEMNIFICATION

Consultant agrees to defend, and shall indemnify and hold harmless the City, its officers, agents, employees, contractors, special counsel, and representatives from liability: (1) for, personal injury, damages, just compensation, restitution, judicial or equitable relief arising out of claims for personal injury, including death, and claims for property damage, which may arise from the negligent operations of the Consultant, its subcontractors, agents, employees, or other persons acting on its behalf which relates to the services described in section 1 of this Agreement; and (2) from any claim that personal injury, damages, just compensation, restitution, judicial or equitable relief is due to the negligent operations of the Consultant, its subcontractors, agents, employees, or other persons acting on its behalf which relates to the services described in section 1 of this Agreement. This indemnity and hold harmless agreement applies to all claims for damages, just compensation, restitution, judicial or equitable relief suffered, or alleged to have been suffered, by reason of the events referred to in this Section or by reason of the terms of, or effects, arising from this Agreement. The Consultant further agrees to indemnify, hold harmless, and pay all costs for the defense of the City, including fees and costs for special counsel to be selected by the City, regarding any action by a third party asserting that personal injury, damages, just compensation, restitution, judicial or equitable relief due to personal or property rights arises by reason of the terms of, or effects arising from Consultant's performance under this Agreement. City may make all reasonable decisions with respect to its representation in any legal proceeding. Notwithstanding the foregoing, to the extent Consultant's services are subject to Civil Code Section 2782.8, the above indemnity shall be limited, to the extent required by Civil Code Section 2782.8, to claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant.

8. INTELLECTUAL PROPERTY INDEMNIFICATION

Consultant shall defend and indemnify the City, its officers, agents, representatives, and employees against any and all liability, including costs, for infringement of any United States' letters patent, trademark, or copyright infringement, including costs, contained in the work product or documents provided by Consultant to the City pursuant to this Agreement.

9. RECORDS

Consultant shall keep records and invoices in connection with the work to be performed under this Agreement. Consultant shall maintain complete and accurate records with respect to the costs incurred under this Agreement and any services, expenditures, and disbursements charged to the City for a minimum period of three (3) years, or for any longer period required by law, from the date of final payment to Consultant under this Agreement. All such records and

invoices shall be clearly identifiable. Consultant shall allow a representative of the City to examine, audit, and make transcripts or copies of such records and any other documents created pursuant to this Agreement during regular business hours. Consultant shall allow inspection of all work, data, documents, proceedings, and activities related to this Agreement for a period of three (3) years from the date of final payment to Consultant under this Agreement.

10. CONFIDENTIALITY

If Consultant receives from the City information which due to the nature of such information is reasonably understood to be confidential and/or proprietary, Consultant agrees that it shall not use or disclose such information except in the performance of this Agreement, and further agrees to exercise the same degree of care it uses to protect its own information of like importance, but in no event less than reasonable care. "Confidential Information" shall include all nonpublic information. Confidential information includes not only written information, but also information transferred orally, visually, electronically, or by other means. Confidential information disclosed to either party by any subsidiary and/or agent of the other party is covered by this Agreement. The foregoing obligations of non-use and nondisclosure shall not apply to any information that (a) has been disclosed in publicly available sources; (b) is, through no fault of the Consultant disclosed in a publicly available source; (c) is in rightful possession of the Consultant without an obligation of confidentiality; (d) is required to be disclosed by operation of law; or (e) is independently developed by the Consultant without reference to information disclosed by the City.

11. CONFLICT OF INTEREST CLAUSE

Consultant covenants that it presently has no interests and shall not have interests, direct or indirect, which would conflict in any manner with performance of services specified under this Agreement.

12. NON-DISCRIMINATION

Consultant shall not discriminate because of race, color, creed, religion, sex, marital status, sexual orientation, gender identity, gender expression, gender, medical conditions, genetic information, or military and veteran status, age, national origin, ancestry, or disability, as defined and prohibited by applicable law, in the recruitment, selection, teaching, training, utilization, promotion, termination or other employment related activities or any services provided under this Agreement.

13. EXCLUSIVITY AND AMENDMENT

This Agreement represents the complete and exclusive statement between the City and Consultant, and supersedes any and all other agreements, oral or written, between the Parties. In the event of a conflict between the terms of this Agreement and any exhibits or other attachments hereto, the terms of this Agreement shall prevail. This Agreement may not be modified except by written instrument signed by the City and by an authorized representative of Consultant. The Parties agree that any terms or conditions of any purchase order or other instrument that are

inconsistent with, or in addition to, the terms and conditions hereof, shall not bind or obligate Consultant or the City. Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, orally or otherwise, have been made by any party, or anyone acting on behalf of any party, which is not embodied herein. This Agreement and all related obligations and services hereunder are intended for the sole benefit of City and Consultant and are not intended to create any third-party rights or benefits.

14. ASSIGNMENT

Inasmuch as this Agreement is intended to secure the specialized services of Consultant, Consultant may not assign, transfer, delegate, or subcontract any interest herein without the prior written consent of the City and any such assignment, transfer, delegation or subcontract without the City's prior written consent shall be considered null and void. Nothing in this Agreement shall be construed to limit the City's ability to have any of the services which are the subject to this Agreement performed by City personnel or by other consultants retained by City.

15. TERMINATION

This Agreement may be terminated by either party for default after five (5) days written notice to the other if the other party has substantially failed to fulfill any of its obligations under this Agreement after a thirty (30) day noticed cure period. CITY has and reserves the right to terminate this Agreement at its convenience and without cause upon thirty (30) days written notice to Consultant. In the event that the City should terminate this Agreement for its convenience, Consultant shall be entitled to payment for services provided hereunder, as provided in Section 2, Exhibit A – Phase One, including for such services performed prior to the effective date of said termination, including travel, accrued as of the date of the termination, which payment shall be per the terms set forth in Section 2, Exhibit A – Phase One, subject to the following conditions:

- a. As a condition of such payment, the City may require Consultant to deliver to the City all work product(s) completed as of such date, and in such case such work product shall be the property of the City unless prohibited by law, and Consultant consents to the City's use thereof for such purposes as the City deems appropriate.
- b. Payment need not be made for work which fails to meet the standard of performance specified in the Recitals of this Agreement.

16. WAIVER

No waiver of breach, failure of any condition, or any right or remedy contained in or granted by the provisions of this Agreement shall be effective unless it is in writing and signed by the party waiving the breach, failure, right or remedy. No waiver of any breach, failure or right, or remedy shall be deemed a waiver of any other breach, failure, right or remedy, whether or not similar, nor shall any waiver constitute a continuing waiver unless the writing so specifies.

17. JURISDICTION – VENUE

This Agreement has been executed and delivered in the State of California and the validity, interpretation, performance, and enforcement of any of the clauses of this Agreement shall be determined and governed by the laws of the State of California. Both Parties further agree that Orange County, California, shall be the venue for any action or proceeding that may be brought or arise out of, in connection with or by reason of this Agreement.

18. PROFESSIONAL LICENSES

Consultant shall, throughout the term of this Agreement, maintain all necessary licenses, permits, approvals, waivers, and exemptions necessary for the provision of the services hereunder and required by the laws and regulations of the United States, the State of California, the City of Santa Ana and all other governmental agencies. Consultant shall notify the City immediately and in writing of its inability to obtain or maintain such permits, licenses, approvals, waivers, and exemptions. Said inability shall be cause for termination of this Agreement.

19. NOTICE

Any notice, tender, demand, delivery, or other communication pursuant to this Agreement shall be in writing and shall be deemed to be properly given if delivered in person or mailed by first class or certified mail, postage prepaid, or sent by fax or other telegraphic communication in the manner provided in this Section, to the following persons:

To CITY:

City Clerk
City of Santa Ana
20 Civic Center Plaza (M-30)
P.O. Box 1988
Santa Ana, CA 92702-1988
Fax: 714- 647-6956

With courtesy copies to:

Nabil Saba
Executive Director, Public Works Agency
City of Santa Ana
20 Civic Center Plaza
P.O. Box 1988
Santa Ana, CA 92702

To CONSULTANT:

Gerardo (Jerry) De Santos, PE
Project Manager/Principal Agent
SYRUSA Engineering, Inc.
255 W. Central Ave., Suite 204
Brea, CA 92821

A party may change its address by giving notice in writing to the other party. Thereafter, any communication shall be addressed and transmitted to the new address. If sent by mail, communication shall be effective or deemed to have been given three (3) days after it has been deposited in the United States mail, duly registered or certified, with postage prepaid, and addressed as set forth above. If sent by fax, communication shall be effective or deemed to have been given twenty-four (24) hours after the time set forth on the transmission report issued by the transmitting facsimile machine, addressed as set forth above. For purposes of calculating these time frames, weekends, federal, state, County or City holidays shall be excluded.

Any correctly addressed notice that is refused, unclaimed, or undeliverable because of an act or omission of the party to be notified shall be deemed effective as of the first date that said notice was refused, unclaimed, or deemed undeliverable by the postal authorities, messenger, or overnight delivery service.

20. MISCELLANEOUS PROVISIONS

- a. Each undersigned represents and warrants that its signature herein below has the power, authority and right to bind their respective Parties to each of the terms of this Agreement, and shall indemnify City fully, including reasonable costs and attorney's fees, for any injuries or damages to City in the event that such authority or power is not, in fact, held by the signatory or is withdrawn.
- b. All exhibits referenced herein and attached hereto shall be incorporated as if fully set forth in the body of this Agreement.

{Signatures on following page}

**SIGNATURE PAGE FOR CONSULTANT AGREEMENT BETWEEN THE CITY OF
SANTA ANA AND SYRUSA ENGINEERING, INC. FOR PRECONSTRUCTION
ENGINEERING SERVICES**

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement the date and year first above written.

ATTEST:

CITY OF SANTA ANA:

Jennifer L. Hall
City Clerk

Kristine Ridge
City Manager

APPROVED AS TO FORM:

SONIA R. CARVALHO
City Attorney

SYRUSA ENGINEERING, INC.:





Jonathan T. Martinez
Assistant City Attorney

Gerardo De Santos, PE
Project Manager/Principal Agent

RECOMMENDED FOR APPROVAL:

Nabil Saba
Executive Director
Public Works Agency

EXHIBIT A
SCOPE OF WORK
(Task 1 only)

**Appendix
ATTACHMENT 1
SCOPE OF WORK**

**CITY OF SANTA ANA
REQUEST FOR PROPOSALS
FOR
FAIRVIEW BRIDGE REPLACEMENT AND
STREET IMPROVEMENTS (9TH ST. TO 16TH ST.)
RFP NO. 23-020**

INTRODUCTION/BACKGROUND

The City of Santa Ana has in its budgeted Capital Improvement Program to improve Fairview Street Bridge Replacement and Street Improvement from 9th Street to 16th Street (Project). Fairview Street is a regionally significant arterial roadway, providing north-south travel corridor. Currently, this roadway provides three lanes in each direction south of 9th Street and north of 16th Street. The segment between 9th Street and 16th Street is reduced to two lanes in each direction.

The project includes widening Fairview Street from 9th Street to 16th Street, including replacing the Fairview Street bridge crossing over the Santa Ana River (refer to Figure 1 and 2). The Project would widen Fairview Street from two lanes in each direction to three lanes in each direction. Fairview Street Bridge would be replaced with a new six-lane bridge (three lanes in each direction), including a complete bridge deck with decorative barrier rails, divided railing for shared pedestrian/bike path, a raised median, and lighting (refer to Figure 3).

The proposed bridge would be expanded from approximately 52 feet to 100 feet in width, and would have the same roadway profile as the existing bridge. The eight pier walls that support the existing bridge would be removed, and four new pier walls would be constructed to support the new bridge (refer to Attachment 4 for complete set of plans and specifications).

All proposed right of way acquisition and easement have been completed. The anticipated construction cost for this project is between \$25M to \$30M.

Note: Selected Consultant will have access to the latest documents once the RFP has been awarded.

SCOPE OF WORK

The City of Santa Ana (City) is inviting proposals from experienced and responsive consultants (Consultant) to review and handle the project construction plans for completeness and constructability, the technical specifications and special provisions, the work quality and cost estimates, pre-construction tasks upon City Council construction project award to a contractor, inspections, construction management duties, and managing all construction activities and

schedule for timely work completion. All work will be conducted and prepared in accordance with City and/or Caltrans practices, regulations, policies, procedures, manuals, and standards, as appropriate and includes compliance with Federal Highway Administration requirements through project closeout.

The Consultant shall provide sufficient number individuals to act as Construction Manager (CM), Inspector(s), and a Contract Administrator (CA), and serve as an extension of City staff to timely assist in the overall delivery of this Project. The Consultant team will report directly to the City's Project Manager (PM) or his/her designee authorized representative. City staff will oversee the work of the Construction Manager, Inspector, and Contract Administrator.

The CM shall be a registered Civil or Structural engineer in the State of California and shall represent the City Construction Manager in the field. The CM shall possess a minimum of (5) years' experience in bridge construction management. The Inspector and the Contracts Administrator should have relevant experience in construction management and certifications that affirm their experience.

Consultant Responsibilities

The Consultant's responsibilities shall include the following project tasks:

Task 1: Pre-construction Services

Objectives:

Perform a review of a previously completed constructability review of the Project; analyze the phasing and staging of project construction for conflicts and to minimize the disruption to traffic; review of the Project Plan, the Project Specifications, Estimates, applicable permits, and technical reports for the Project is required for a thorough understanding of the project before advertisement; and provide support during bidding and prepare Caltrans pre-award package.

The pre-construction services including, but not limited to, the following:

1. Provide a thorough review of the previously completed constructability review and provide any comments and/or recommendations to ensure all comments are met and up to date.
2. Provide a thorough review of the construction sequence necessary to complete the improvements included in the construction contract.
3. Review potential utility conflicts and identify items requiring coordination with third party utility agencies.
4. Review measurement and payment sections of the Specifications to ensure that the proposed work specified is covered by a bid item and identify any missing and/or redundant pay items.
5. Perform an Independent Quantity Take-off of all items of work on the Project and make updates to engineer's estimate for current unit pricing.
6. Update and modify the cost estimate and contract documents according to the findings.
7. Prepare and submit an itemized list of findings and outline recommendations to reconcile issues discovered and generally to expedite the project. If it is more efficient to make changes directly on the contract documents, then show changes made on the documents.

8. Conduct site visit/field reviews as part of the plan review to identify any current field conditions not reflected on the Plans.
9. Identify the elements of construction that could be substituted with more efficient materials and associated methods.
10. Review of Geotechnical report and the structural calculations for the purposes of the expected constructability review.
11. Review of the NEPA and CEQA documents for purposes of the expected constructability review and expectation of the Project. Ensure all environmental compliance are met and included in the Project contract document of the following, but not limited to the Mitigation Monitoring and Reporting Program, (MMRP), Environmental Commitments Record (ECR), and permitting agency guidelines and their Special Provisions. It is the Consultant's responsibility to bring on board environmental sub consultant to prepare any pre-construction report/work plan and monitor contractor's mitigation compliance work performed.
12. Review of all regulatory permits, either already approved or currently in review, to ensure all permits are met for the Project. It is the Consultant's responsibility to take over any permits that are currently in review (County and Army Corps of Engineer).
13. Review project phasing/detouring for construction in order to meet the Army Corps of Engineers and Orange County Flood Control District (OCFC) permission to perform work in the riverbed.
14. Provide recommendations for special material testing and inspection that will be needed during the construction phase. Consultant shall bring on board and set aside a budget for material testing and inspection for the duration of the Project.
15. Provide an updated and reasonable construction schedule.
16. Provide support during bidding period, including addenda and answering any questions from bidders, and attend pre-bid job walk, if required.
17. Analyze the bids for accuracy, identify the lowest responsive bidder, check for references, and review all bid forms.
18. Prepare agenda and conduct pre-construction "kick-off meeting". Coordinate and invite contractor, all agencies, and utility companies involved in the Project.
19. Prepare federally funded project pre-award package using Caltrans Local Assistance Procedures Manual documents and forms.
20. Provide and maintain all meeting minutes and notes.

TASK 2: Construction Management, Inspection, and Contract Administration Services

Objectives:

Perform a complete construction management services including inspection and contract administration for the construction contract document in conformance with the requirements set forth in the State's Construction Manual, State's Local Assistance Programs and Procedures Manual, OCFCD encroachment permit/requirements, and other Agencies regulatory permits/requirements. The expectation of the Construction Manager is to enforce the contract requirements, comply with Federal funding guidelines/requirements, and maintain the project schedule for timely work completion.

1. Review of completeness and quantity of all required shop drawings, product data, samples, requests for information (RFI), and other submittals ("Submittals"). Shall review, reject, approval of mix designs and materials and product submittal. Shall establish and implement procedures for expediting the processing and approval of Submittals.
2. Use of Procore software for all aspects of construction management, including, but not limited to, submittals, RFI's contract documents, inspections, drawings, photos, dailies, and weeklies, City will provide license to CM team to monitor and implement.
3. Lead pre-construction meeting and schedule and conduct weekly construction and progress meetings to discuss such matters as procedures, progress, problems and scheduling. Will prepare and promptly distribute minutes.
4. Attend and co-lead up to twenty (20) hours of Construction Update meetings with the community, including a pre-construction meeting. Primary purpose of these meetings are to provide pertinent updates to the community and answer any questions relating to the construction project.
5. Ensure that all regulatory permits, including, but not limited to: 1) USACE Section 408 permit, Section 404 Permit, Section 106, OCFCD, etc. are current and up to date, and that all applicable fees have been paid, and shall obtain approvals from authorities having jurisdiction over the Project. Consultant shall set aside a budget for permit fees as part of this contract.
6. Review construction schedule, including activity sequences and duration, schedule of submittals and schedule of delivery for products with long lead-time. Monitor and obtain two-week look ahead schedule as well as overall updated schedule from the contractor periodically showing current conditions and revisions required by actual progress.
7. Conduct comprehensive evaluation of change order requests, provide independent estimates, negotiate, render recommendations, and assist in claim resolution. Shall regularly monitor and report on the status of the Project Construction Budget on a monthly basis, indicating actual costs for completed activities and work in progress, and indicating estimates for uncompleted work. Report should identify variances between actual and budgeted or estimated costs, and shall advise the City whenever it appears that the Actual Construction Cost has exceeded, or will exceed, the Project Construction Budget for the entire Project or any Project Component.
8. Monitor the contractor's safety program. Take necessary steps to ensure the jobsite conditions are in compliance with OSHA regulations.
9. Monitor and enforce traffic controls and detours. Coordinate in advance of any road closure or detours.

10. Monitor and comply with project funding guidelines and ensure Project meets the federal grant funding expenditure deadlines.
11. Maintain cost accounting records on authorized work performed under unit costs and additional work performed on the basis of actual costs of labor and materials, or other work requiring accounting records.
12. Develop and implement procedures for the review and processing of applications by contractor for progress and final payments. Make recommendations for certification to the City for payment.
13. Determine that the work of contractor is being performed is in accordance with the contract documents. Make recommendations to the City regarding special inspection or testing of work not in compliance with the provisions of the contract documents. Subject to review by the City, reject work which does not conform to the requirements of contract documents.
14. The individuals, Construction Manager, Inspector, and Contract Administrator, shall not be responsible for construction means, methods, techniques, sequences and procedures employed by the contractor in the performance of the contract, and shall not be responsible for the failure of the contractor to carry out work in accordance with the contract documents. However, any errors, omissions, or discrepancies found in the Contract Documents shall be called to the attention of the City's Construction Manager and clarified prior to construction starts.
15. Consult with the City when the contractor requests interpretations of the meaning and intent of the drawings and specifications, and assist in achieving the resolution of problems, which may arise.
16. Record the progress of the project. Submit written daily and progress reports to the City. Keep daily logs containing a record of weather, contractor's work on the site, number of workers and equipment, work accomplished, problems encountered, and other relevant data. Make the log available to the City. Prepare and send Weekly Statement of Working Days to the contractor. Monitor contractor's compliance with labor code requirements.
17. Maintain, in Procore, records of contract documents including drawings, addenda, change orders, and other modifications of plans and specifications marked to show all changes made during construction. Ensure contractor maintain as-built drawings and upload onto Procore on a monthly basis. At the completion of the project, Consultant shall deliver to the City all contract documents in a folder filing system provided by the City.
18. Evaluate the completion of the work of the contractor and make recommendations to the City when work is ready for final inspection. Assist the City in conducting final inspections.
19. Facilitate and coordinate inspection by representatives of other agencies.
20. Consultant shall hire subconsultant, or shall perform the work in-house, to provide special inspection and testing services. The Consultant shall determine the Materials Testing & Special Inspection services as required by the applicable guidelines. Special inspection services may be subject to CWA
21. Assist City with project budget tracking by funding source to ensure progress payment applications are applied appropriately to correct funding sources.

22. Monitor and enforce prevailing wage forms and requirements for conformance to the prevailing wage rates on a weekly basis. Shall verify that all Trade personnel listed in the daily log are also listed in the certified payroll and shall conduct weekly employee interviews, one for each trade, and submit verification with the monthly progress payments.
23. Provide Labor Compliance monitoring. Monitor prevailing wage forms and requirements for conformation to the prevailing wage rates on a weekly basis. This includes verifying that all Trade personnel listed in the daily log are also listed in the certified payroll. Verification of prevailing wage must be provided with the monthly progress payments. These services must be provided, so the labor compliance consultant is at the discretion of the Consultant.
24. Shall coordinate and assist the City's Community Work Force Agreement (CWA) requirement. Consultant shall monitor and enforce the CWA forms and requirements to ensure compliance. Verification should be provided with the monthly progress payments.
25. Responsible for all project closeout items, such as: As-Built plans and related documentation, punch list completion, before and after pictures, commissioning, and review, receive, and approve all warrantee documents for record.
26. Prepare all close out documents for Caltrans Project Close Out. Organize documents in the manner categories for easy search and access in the event of an audit. In the event of an audit to occur, City will amend the contract to include audit support services.
27. Field office is to be provided by the Construction Contractor for weekly construction progress meetings and any other meetings as needed.
28. Provide and maintain all meeting minutes and notes.

The city reserves the right to add or reduce some of the above tasks and duties as it sees fit. The Consultant, serving as staff extension, shall remain sufficiently flexible to meet the needs of the City and of the project.

Fee Proposal:

In addition to Section IV.B.3 (Submittal Requirements: Fee Proposal) fee schedule shall be structured to correspond to the above mentioned tasks as follows:

- Task 1: Pre-construction Services**
 - Subtasks
- Task 2: Construction Management, Inspection, and contracts administration**
 - Subtasks
- Total Fee:** _____

Fee schedule for each task should include an hourly breakdown that corresponds to the task total.

EXHIBIT B

CONSULTANT'S PROPOSAL



CITY OF SANTA ANA

ELECTRONIC

TECHNICAL PROPOSAL

FAIRVIEW BRIDGE REPLACEMENT AND STREET IMPROVEMENTS (9TH ST. TO 16TH ST.)

CONSTRUCTION MANAGEMENT SERVICES

RFP NO. 23-020



1. STATEMENT OF QUALIFICATIONS





Benefits to the City of Santa Ana

- ✔ Experienced team with a history of delivering cost, schedule, and scope goals for local agencies and Caltrans
- ✔ Experienced and highly capable Project Manager/ Principal Agent, Construction Manager/Resident Engineer, and Structure Representative with successful track records delivering public works projects
- ✔ Key personnel are ready to start work at NTP and are 100% committed to this Project
- ✔ Our team has recent and relevant experience in bridge removal, pre-cast girder bridge and pier wall construction over waterways, major roadway widening and improvements, staged construction, community and stakeholder coordination, and we have provided construction management services on similar transportation projects
- ✔ We are extremely knowledgeable and well-practiced in all State and Federal requirements including Caltrans, USACE, CDFW, Cal-OSHA, and ADA
- ✔ SYRUSA is a local Minority/Woman Owned Small Business



A. Cover Letter

City of Santa Ana
Attn.: Mindy Ly
Public Works Agency; M-36
20 Civic Center Plaza; Ross Annex
Santa Ana, CA 92701

Dear Mindy Ly and members of the selection committee,

SYRUSA Engineering, Inc. (SYRUSA) looks forward to working with the City of Santa Ana (City) on the Fairview Street Bridge Replacement and Street Improvement from 9th Street to 16th Street (Project). We are the most qualified firm to provide construction management services throughout all phases of this Project and we have put together a team of construction management experts with recent and relevant experience in similar bridge and roadway construction.

SYRUSA's team represents many years of successful working relationships with local, State, and Federal public agencies such as California Department of Transportation (Caltrans), Orange County Public Works (OCPW), City of Anaheim, City of Corona, US Army Corps of Engineers (USACE), California Department of Fish and Wildlife (CDFW), Santa Ana Regional Water Quality Board (RWQCB), and Orange County Flood Control. Our experience has given us a thorough understanding of the for this Project, including Caltrans, Caltrans Local Assistance Procedures Manual (LAPM), Cal-OSHA, and ADA requirements, practices, and procedures.

The SYRUSA team is fully committed to providing you with experienced personnel to meet the needs of this Project with dedication, commitment to effectiveness, efficiency, and quality. Our team is comprised of personnel who have delivered similar public works projects and our key personnel are ready and available to begin work immediately following notice-to-proceed (NTP).

POINT OF CONTACT

Please contact Project Manager/Principal Agent Gerardo (Jerry) De Santos, PE, if you have any questions regarding our submittal or require any additional information.

Gerardo (Jerry) De Santos, PE
Project Manager/Principal Agent
255 W. Central Ave, Suite 204
Brea, CA 92821
Office: (714) 784-6700
Cell: 949-933-5521
gdesantos@syrusaengineering.com



DESCRIPTION OF SERVICES

SYRUSA offers the City a highly qualified team with comprehensive experience providing construction management services including resident engineer, structure representative, inspection, contract administration, public outreach, traffic control, electrical, material testing and inspection, and environmental services. The table below outlines each member of our team and a description of their proposed services. We have structured our team to meet the City's 7% Disadvantaged Business Enterprise (DBE) requirement.

Figure A.1: SYRUSA's Team

Firm	Certified DBE	Description of Work to Be Performed
SYRUSA Engineering (Prime)		Construction Management and overall responsibility for Project oversight and delivery
Coast Surveying, Inc.	✓	Survey
Connect & Company	✓	Communications/Public Information
Dynamic Engineering Services, Inc.	✓	Electrical Inspection
Geöde Environmental	✓	Environmental Services
Twining, Inc.		Material Testing and Geotechnical Services
ZT Consulting Group Inc.		Source Inspection



I-10 Express Lanes Design-Build



Oso/Crown Valley Parkway



SR-210 Hinge Replacement Project

SIGNATURE AUTHORIZATION

As a Vice President, Construction Services at SYRUSA, I, Gerardo De Santos, PE, am authorized to bind SYRUSA to the terms and conditions as stated in the RFP and related contract. I attest that all information contained herein is true and correct to the best of my knowledge.

We look forward to hearing from you. Please do not hesitate to contact us if you require more information or have any questions.

Sincerely,

SYRUSA Engineering, Inc.

Gerardo De Santos, PE
Vice President, Construction Services
255 W. Central Ave, Suite 204
Brea, CA 92821
Office: (714) 784-6700
Cell: 949-933-5521
gdesantos@syrusaengineering.com





B. Contract Agreement Statement

SYRUSA has no exceptions to any and all provisions contained in the Agreement, Attachment 2, found in the RFP Appendix.

C. Firm and Team Experience

In the past 14 years
SYRUSA has

Provided
**CONSTRUCTION
MANAGEMENT
SERVICES**

on **more than 35
projects**
in **Southern
California**



valued at **more than \$3
billion**

Saved
**PUBLIC AGENCIES
more than
\$2 million**
in project costs



Managed
the construction of
**more than
60 bridges
30 structures
50 miles** of
roadway and
highway



PROFILE OF FIRM'S EXPERIENCE



SYRUSA Engineering, Inc. (SYRUSA) is a California-based construction management firm as well as a Minority and Woman-Owned Small Business focused on providing efficient, client-driven solutions. Known for our expertise in structure, bridge, highway, roadway improvements, and grade separation, our firm provides a full suite of construction management services to public agencies from pre-construction to project closeout.

SYRUSA is based in Orange County, maintaining a focus on projects in Southern California and our headquarters are located in Brea, approximately 14 miles from the Fairview Bridge Replacement and Street Improvements from 9th St. to 16th St. (Project) site.

For more than a decade, SYRUSA has been both the prime and subconsultant for construction management services contracts on transportation projects and as such, we have developed valuable lessons learned, the ability to effectively communicate and collaborate, formed strong partnerships with our subconsultants, and earned our clients' trust by helping them meet their project goals.

Our firm has a clear understanding of local, state, and federal standards and requirements gained from experience working with governing and local transportation agencies such as the California Department of Transportation (Caltrans), Orange County Public Works (OCPW), City of Anaheim, City of Corona, US Army Corps of Engineers (USACE), California Department of Fish and Wildlife (CDFW), Santa Ana Regional Water Quality Board (RWQCB), and OC Flood Control. This, combined with a **history of delivering projects valued at more than \$3 billion throughout Southern California** gives our team first-hand knowledge managing and delivering similar pre-cast bridge replacement over water and arterial roadway widening and improvement projects.

Year Founded: 2009

Headquarters: 255 W. Central Ave.,
Suite 204, Brea, CA 92821

Number of Employees: 18
employees dedicated to serving
Southern California

Services Offered: SYRUSA

provides construction management, structure representative, resident engineer, and structure construction inspection services for highway, bridge, grade separation, building, and roadway construction projects.



Technical Experience

SYRUSA has the technical expertise necessary to analyze and oversee the phasing and staging of this Project in order to eliminate and mitigate conflicts while minimizing disruptions to traffic. Our project history includes providing construction management services on projects with similar complex staging, maintenance of traffic (MOT), utility relocations, jack and bore receiving pits, shoring, and pre-cast bridges. We have first-hand experience and understanding of Caltrans, Caltrans Local Assistance Procedures Manual (LAPM) Cal-OSHA, and Greenbook practices and procedures.

✔ SYRUSA is currently managing all **structures work, leading quality management and providing inspectors** for SBCTA's \$679 million I-10 Corridor



SBCTA I-10
Corridor Express
Lanes Design-
Build
Project

Express Lanes Design-Build Project. This project includes extensive staging and phasing in order to widen 11 miles of existing I-10, add eight new bridges and improvements on 16 bridges, 20 miles of new or reconstructed retaining walls and sound walls, as well as reconstruction and/or modification of existing ramps at 10 interchanges, seven local arterials, and 24 structures. All while keeping five lanes of traffic open during construction in a heavily populated area.

Design Experience

Our firm has a history of applying our construction expertise during the pre-construction phase and leveraging our design experience to conduct effective constructability reviews in order to improve a project's schedule, budget, quality, safety, and reduce project impacts. Our team's personnel are experienced at reviewing project plans, specifications, estimates, permits, technical reports, and conducting constructability reviews in order to provide alternative means and methods prior to construction.

✔ SYRUSA was on the construction management team for the City of Corona's Auto Center Drive



City of Corona
Auto Center
Drive Grade
Separation
Project

Grade Separation Project. This project was **completed ahead of schedule and below budget, in part due to nearly \$2 million in savings from constructability reviews**. The project received the CMAA 2017 Project Achievement Award for achievement in the practice of construction management.

Construction Management Experience

SYRUSA has first-hand experience enforcing contract requirements that comply with Federal funding guidelines and requirements, and we are extremely knowledgeable of the State's Construction Manual, State's Local Assistance Manual (LAMP), OCFCD encroachment permit requirements, and other agency regulatory permit requirements included in this Project. Our firm specializes in delivering construction management, inspection, and contract administration services on similar bridge and roadway construction projects in order to ensure conformance, maintain the project schedule for timely work completion, minimize impacts to the public, and keep the public moving.



OCPW Oso/Crown
Valley Parkway
Project

✔ On the OCPW Oso/Crown Valley Parkway Project, SYRUSA coordinated with the community to communicate the construction schedule and potential impacts in order to **maintain bike, pedestrian, and vehicle flow** along a very busy street, all while protecting the Trabuco Creek and Arroyo Trabuco Wilderness Area below the bridge.



SUBCONSULTANTS

To complement and augment our team, SYRUSA has partnered with subconsultants that have proven experience and were selected for their competence and ability to deliver this Project for the City. We have a history of working with many of these firms and our team includes certified Disadvantage Business Enterprises (DBEs), enabling our team to meet the City’s 7% DBE goal.

COAST SURVEYING, INC. Coast Surveying, Inc. (Coast) specializes in surveying, mapping, aerial photogrammetry, and right-of-way mapping and will provide surveying services to the City as needed. Approximately 95% of the firm’s work is for public agencies throughout Southern California. Coast is a **Certified DBE, Small Business Enterprise (SBE), and Minority Business Enterprise (MBE)** and has a staff of highly qualified and licensed professional land surveyors. Coast has delivered many projects as both prime and sub-consultant performing on-call requests and providing surveying services for various civil engineering and property-related projects. The firm has worked with multiple public agencies throughout Southern California including Metro, California High-Speed Rail, LAWA, Caltrans District 12, and OCTA.

CONNECT Connect & Company (Connect) is a **certified DBE** and will collaborate with the City of Santa Ana’s team to develop and implement a strategic community outreach plan to provide current and relevant project information in English and Spanish to key audiences including; emergency services, elected officials, City staff, key stakeholders, businesses, residents in the project area and the community at large. Since 2018, Connect specializes in providing bilingual community outreach for large transportation infrastructure projects in Southern California for clients including Caltrans District 8, Riverside County Transportation Department, multiple city governments and multiple construction management teams. Andrea Suarez, Connect’s Founder and Principal, has a long history of providing effective and relevant community outreach and public relations for government agencies both as a staff

PIO and a Consultant. Connect has provided these services on similar projects such as the Scott Road/I-215 Interchange Project in Menifee in 2020 and the Avenue 66 Grade Separation project in Mecca, CA in 2021. They’re currently completing outreach for the Ramona Expressway Concrete Median Project near Perris, working on the Hamner Avenue and Bridge Project in Norco and the Jurupa Road Grade Separation project in Jurupa Valley.

DESI Dynamic Engineering Services, Inc. (DESI) has specialized in providing construction management, contract administration, and quality assurance inspection services to cities, counties, state, and transportation agencies for the past eight years. The firm will be providing electrical inspection services as part of SYRUSA’s team. All of DESI’s staff are specialize in electrical Inspection including bridge lighting systems and they are extremely experienced with GREEN BOOK and Caltrans Standards as well as LAPM procedures and guidelines. Their staff all have more than 20 years experience working on public works projects that include Indio - Jefferson Street I/C, Cathedral City-Cathedral Canyon Bridge Over White Water, La Quinta - Dune Palms Bridge, Eastvale - Limonite I/C, Irvine - Venta Spur POC Bridge, RCTD/Corona-River Road Bridge. DESI is a **Certified DBE, SBE, Women-Owned and Minority Business Enterprise (W/MBE), and Underutilized Business Enterprise (UDBE)**.

GEODE ENVIRONMENTAL Geode Environmental (Geode) is a **DBE certified** principal-led, woman-owned environmental and urban planning firm, specializing in regulatory compliance, biological construction monitoring, water quality, permitting, and mitigation. The firm will provide oversight and regulatory compliance; assigning species-specific Biologists for on-going biological monitoring and reporting requirements pursuant to 401/404/1602 permits; and Consultants, and Planners for environmental permit compliance inspections and translation services for Worker Environmental Awareness Trainings (WEAT).

Geode has a proven track record of delivering a full suite of CEQA/NEPA and planning services. Geode and it’s staff have provided on-call environmental



services to SBCTA & Los Angeles County Public Works, and have worked on numerous bridge projects, most recently the North Round Valley Bridge from June of 2021- April of 2023—providing coordination with USACE on the 404 permit, RWQCB on the 401 permit and CDFW on the 1602 and MMRP.

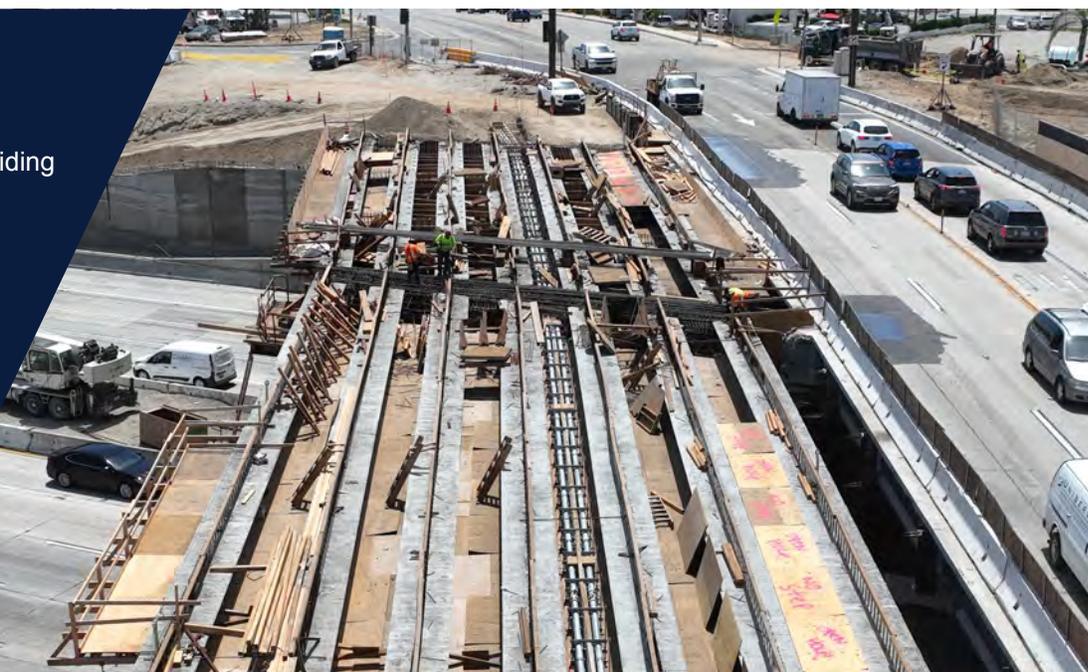


Twining, Inc. (Twining) is a full-service engineering company with unmatched technical expertise providing services from QA/QC, materials testing, and inspection, to highly technical capabilities in applied engineering and integrated disciplines. With laboratories throughout California and a deep bench of engineers, technical experts, materials scientists, technicians, and inspectors, they are unequalled in their core competencies to serve the built environment. Twining will provide material testing and geotechnical services for this Project. They have a history of performing these services on similar projects such as Orange County Public Works Edinger Avenue Bridge Widening On-Call and the City of Long Beach Shoemaker Bridge Replacement project.



ZT Consulting Group Inc. (ZTC) is a consulting engineering firm that is specialized in providing quality assurance (QA) and source inspection/audit support services. The firm will be providing SYRUSA's team with source inspection for the precast prestressed girders and other structural components as required per Project specifications. ZTC has provided source inspection and quality assurance support services to numerous projects in California for public agencies such as SBCTA, Riverside County Transportation Department (RCTD), Metro (LACMTA), Orange County Transit Authority (OCTA), Madera County, City of Hanford, City of Los Angeles, City of Long Beach, City of Ontario, City of San Luis Obispo, City of Calabasas, City of Monterey, City of Menifee City of Santa Barbara and the City of Santa Clarita. ZTC has provided QA verification on approximately 30 bridge construction projects with precast prestressed girders. Their staff have been working with Caltrans Specifications and Standards for precast prestressed girder fabrications for more than a decade and are certified by American Concrete Institute (ACI) and Precast Concrete Institute (PCI). They have ACI I, PCI II, and two of ZTC's staff members have the highest level of certification for precast prestressed concrete QC, PCI Level III.

DESI is currently providing electrical inspection on the **I-10 Express Lanes Design-Build project** and working with SYRUSA on the project.





PROPOSED PERSONNEL

SYRUSA has selected personnel and organized our team to best manage the Project services. We've identified staff that are capable of supporting Project goals related to schedule, budget, quality, and partnership. Our key and additional personnel ensure that at every level our team has the ability to plan and deliver this Project successfully for the City. Detailed personnel resumes are included in the Appendix.

Key Personnel

The key personnel will be dedicated to the project for it's entirety.



JERRY DE SANTOS, PE 
Project Manager / Principal Agent



Years of Experience

25

% of Time Devoted to Project

10%

Why Jerry

- More than 20 years of experience on similar bridge replacement and roadway widening and improvement projects
- Oversight and management on roughly 650 bridges throughout Southern California
- Approximately \$10 billion in projects managed

Expertise

- Working with Caltrans
- Bridge demo and widening
- Agency coordination
- Traffic/safety coordination
- ADA compliance
- Community engagement

Responsibilities: Jerry will serve as the primary contact person to represent SYRUSA. He is licensed Professional Civil Engineer in the State of California and will leverage his in-depth understanding of Caltrans construction practices and procedures along with his thorough understanding of Cal-OSHA requirements. As the Project Manager, he is responsible for reviewing, monitoring, training, and providing general direction for all of our team's personnel. Jerry will assign personnel to the Project on an as-needed basis, ensuring that all tasks are delivered within budget. He is also responsible for preparing monthly reports for the City.

Jerry has 25 years of diverse engineering and construction management experience including planning, local assistance, design, construction, and maintenance across 650 large, complex bridge structure projects throughout Orange County and the Inland Empire with a combined value of \$10 billion. His responsibilities have included managing large complex structure projects while serving in various roles for Caltrans such as District 12 Director in Orange County, Clean California Statewide Coordinator, and Tunnels and Tubes Director in the Bay Area. Working closely with multiple government agencies, including SBCTA, RCTC, TCA, OCTA and Caltrans, Jerry has a solid history of providing excellent services to public transportation agencies.

Relevant Experience

- **Senior Bridge Engineer on SR-22 Design-Build | Caltrans D12 | \$550M** Jerry was responsible for all the structure work, providing acceptance and closure of non-conformance reports on this project that included multiple new and replacement bridges, over and undercrossings, structures and road and freeway widening.
- **Area Construction Manager on Barton Road Bridge Replacement CM/GC | Caltrans D8 | \$55M** Jerry managed staff, project coordination, and project compliance for this bridge replacement project with street improvements, utility upgrades, and on- and off-ramp improvements to enhance movement of travelers on I-215.

"We have been very fortunate to have Jerry working with us the last 6 months and I know that we'll find out at some point what the next round is for District 12, but want to thank you on behalf of myself and the entire OCTA staff for continuing the coordination, a lot of hard things to do and we really appreciate it, so thank you Jerry."

Darrell Johnson OCTA CEO



JOSE CORONA, PE 
Construction Manager / Resident Engineer



Years of Experience

30

% of Time Devoted to Project

10%

Why Jose

- More than 30 years of experience in structure construction in Southern California
- Experienced USACE coordinator with established relationships and understanding of expectations
- Experienced managing structure construction in environmentally sensitive areas

Expertise

- Working with Caltrans
- USACE Coordination
- Bridge construction and retrofit
- Work in/over environmentally sensitive areas

As a Project Manager for the City of Riverside, I had the pleasure of working with Jose Corona on numerous projects over a five year period. Mr. Corona represented the city as a consultant Structural Engineer on 4 bridges. He was always willing to go the extra mile, was very precise in his work, and his work ethics are impeccable.

Michael Wolff
Project Manager, City of Riverside (Retired)

Responsibilities: Jose will monitor and provide daily direction to SYRUSA's team and inspection personnel. He will assign field personnel to specific project tasks; monitor and track the contractor's progress; prepare daily, weekly and monthly reports as required; coordinate utility relocations with appropriate agencies and the utility inspector; and act as prime field contact between various Project contractors and the City's Construction Manager. Jose is a licensed Professional Civil Engineer in the State of California and has the ability to work independently, make effective decisions concerning construction work in progress, and solve field problems.

Jose has an in-depth knowledge and understanding of local structure construction and construction management gained from more than 30 years of relevant experience, including 20 years with Caltrans Division of Structures Construction. He has served as a Resident Engineer from beginning to end of on multiple transportation improvement projects, including bridge replacement and roadway improvement projects. Jose is also experienced in federally funded projects as it relates to compliance, documentation requirements, and funding reimbursement.

Relevant Experience

- **Resident Engineer / Structure Representative on I-10/I-215 Retrofit | Caltrans D8 | \$150 M** This project retrofitted four bridges and a fly-over connector bridge over the Santa Ana River, requiring USACE coordination.
- **Resident Engineer / Structure Representative on I-15 at Cajalco Road | City of Corona | \$45 M** This project included the reconstruction of the Cajalco Road OC, construction of the Bedford Wash off-ramp bridge, MSE walls and various retaining walls, and mass concrete specification in footings and bents..



LUIS NEGRETE, PE 
Structure Representative



Years of Experience

23

% of Time Devoted to Project

50%

Luis has more than 23 years of experience on transportation infrastructure construction projects. He has strong technical skills and engineering judgment, helping to deliver projects on time and on budget, as well as the ability to manage multiple projects simultaneously.



Why Luis

- More than 17 years of experience on similar pre-cast bridges throughout Southern California
- Approximately \$1.6 billion in projects managed
- Two decades of structure representative and inspector experience
- History of successfully working with Caltrans

Expertise

- Pre-cast bridges and pre-cast construction and design
- Multiple agency coordination
- Traffic/Safety coordination
- ADA compliance
- Bridge demo and widening
- Administration and contract requirements/coordination
- Project oversight
- Design and constructability reviews
- Caltrans Local Assistance Procedures Manual (LAPM)

Responsibilities: Luis is a licensed Professional Civil Engineer in the State of California with in-depth knowledge of stress analysis, structural mechanics, and strength of materials. He is experienced with Cal-OSHA practices and procedures as well as Caltrans and Greenbook construction practices and the physical characteristics and properties of various bridge construction materials. Luis will assist in inspections to assure compliance with contract plans, specifications, and special provisions on all phases of structural construction such as bridges, foundations, walls, falsework, shoring, and drainage structures. He will make grade, alignment, quantity, falsework, and shoring calculations. Luis will also assist in the preparation of contract change orders, contract estimates, progress pay estimates, and other documents or reports required for the Project. He will monitor and track Contractor progress and prepare daily, weekly, and monthly reports as required.

Relevant Experience

- **Construction Manager on I-10 DB Express Lanes | SBCTA | \$679M** Luis is providing structure support assistance for the construction of eight replacement bridges and widening 16 existing bridges, 20 miles of new retaining walls, storm drain systems updates, adding two express lanes, improving existing on and off ramps, enhancements to traffic striping to accommodate new car technologies.
- **Structures Representative on Design Build Express Lanes North Direct Connector, 0F5434 | Caltrans District 59 | \$165M** Project included multiple flyovers, bridge replacement, landscaping, utilities, multiple sound walls, various type of retaining walls, HMA and PCC pavement, traffic signals, street improvement, and drainage systems.



ANDREA SUAREZ 
Communications/Outreach



Years of Experience

25

% of Time Devoted to Project

10%

Why Andrea

- Longtime experience working with city and county governments and entities on public works and transportation projects
- Award-winning, bilingual collateral development

Responsibilities: Andrea will collaborate with the City to develop and implement a strategic community outreach plan to provide current and relevant project information in English and Spanish to key audiences including; emergency services, elected officials, City staff, key stakeholders, businesses, residents in the project area and the community at large.

Drawing on an extensive background in public sector communications and community outreach experience, Andrea excels in developing and implementing award-winning communications strategy, community outreach programs and collateral materials. Andrea is the Founder and President of Connect & Company, a full-service, DBE certified PR firm providing public outreach programs for transportation infrastructure projects in Southern California.



Additional Personnel

The following additional personnel will participate in the Project as needed throughout all phases of the Project. **Senior Vice President Faisal Zahlout, is designated to act as associate in charge when project manager/principal agent is unavailable.**

Ryan Vantine, PE | Bridge Inspector

Ryan has over 10 years of experience in inspection/maintenance of highways, roadways, and bridges throughout Southern California and is ACI certified.

Percentage of Time on the Project: 20%

RELEVANT EXPERIENCE

- Structure Rep/Inspector | Arroyo Seco Bridge Improvements | Caltrans D7 | \$1M
- Structure Representative | SR 71 Improvement Project | Caltrans D7 | \$174 M
- Asst. Structure Rep/Inspector | I-210 Hinge Replacement Project | \$1.5M
- Structure Rep/Inspector | Emergency Repair Job on SR-2 | Caltrans | \$1M
- Structure Rep/Inspector | Polyester Concrete Overlay | San Dimas, CA | \$1M
- Clay Ave Grade Separation | RCTD | \$17 M | precast girder bridge

Robert Bersbach, PE, QSD/QSP | Inspector / SWPP

Robert has more than 10 years of experience in construction and infrastructure projects and is ACI certified.

Percentage of Time on the Project: 100%

RELEVANT EXPERIENCE

- Asst. Resident Engineer/Lead Construction Inspector | SR-210 Roadway Improvement Project | Caltrans D7 | \$150M
- Asst. Resident Engineer/Lead Construction Inspector | SR-14 Improvement Project | Caltrans D7 | \$1.6M
- Asst. Resident Engineer/Inspector | I- 5 Improvement Project, Caltrans D7 | \$138M
- Asst. Resident Engineer/Inspector | Mountain Pass Bridge Replacement | Caltrans D8 | \$11M
- Asst. Resident Engineer/Inspector | I-40 Bridge Replacement, Caltrans D8 | \$35 M | six bridges
- Asst. Resident Engineer/Asst. Structure Rep/ Inspector | Auto Center Drive | \$22 M

Mohamad Alsheikh, EIT | Field Inspector

Mohamad has experience in structure construction and as an inspector working on major public works projects for multiple agencies in Orange, Riverside, and Merced Counties and is ACI certified.

Percentage of Time on the Project: 100%

RELEVANT EXPERIENCE

- Field Inspector | I-5 HOV Widening Project | Caltrans D12 | \$100M
- Construction Inspector | SR-99 | Caltrans D59 | \$18.1M
- Construction Inspector | I-405 Design-Build | OCTA | \$198M
- Field Inspector | Various Projects | City of Corona | \$2,5M

Ruth Blas, EIT | Field Inspector

Ruth has experience in structure construction and as an inspector working on major public works projects for multiple agencies in Orange, San Bernardino, Riverside, and Merced Counties and is ACI certified.

Percentage of Time on the Project: 20%

RELEVANT EXPERIENCE

- Construction Inspector | Oso/Crown Valley Parkway Multiple Bridge Rehab | OCPW | \$800K
- Roadway Inspector | SR 99 Improvement Project | Caltrans D59 | \$18.1 M
- Field Engineer | I-10 Express Lanes Design-Build | SBCTA | \$679M



Javier Martinez, EIT | Utility / USACE Coordinator / Inspector

Javier has six years of experience working on major public works projects for multiple agencies.

Percentage of Time on the Project: 100%

RELEVANT EXPERIENCE

- Inspector | 71 Freeway | Caltrans D7
- Field Engineer | SR-91 Corridor Operations Project | RCTC | \$29M
- Project Engineer | Patsaouras Busway Project | LA Metro | \$51M

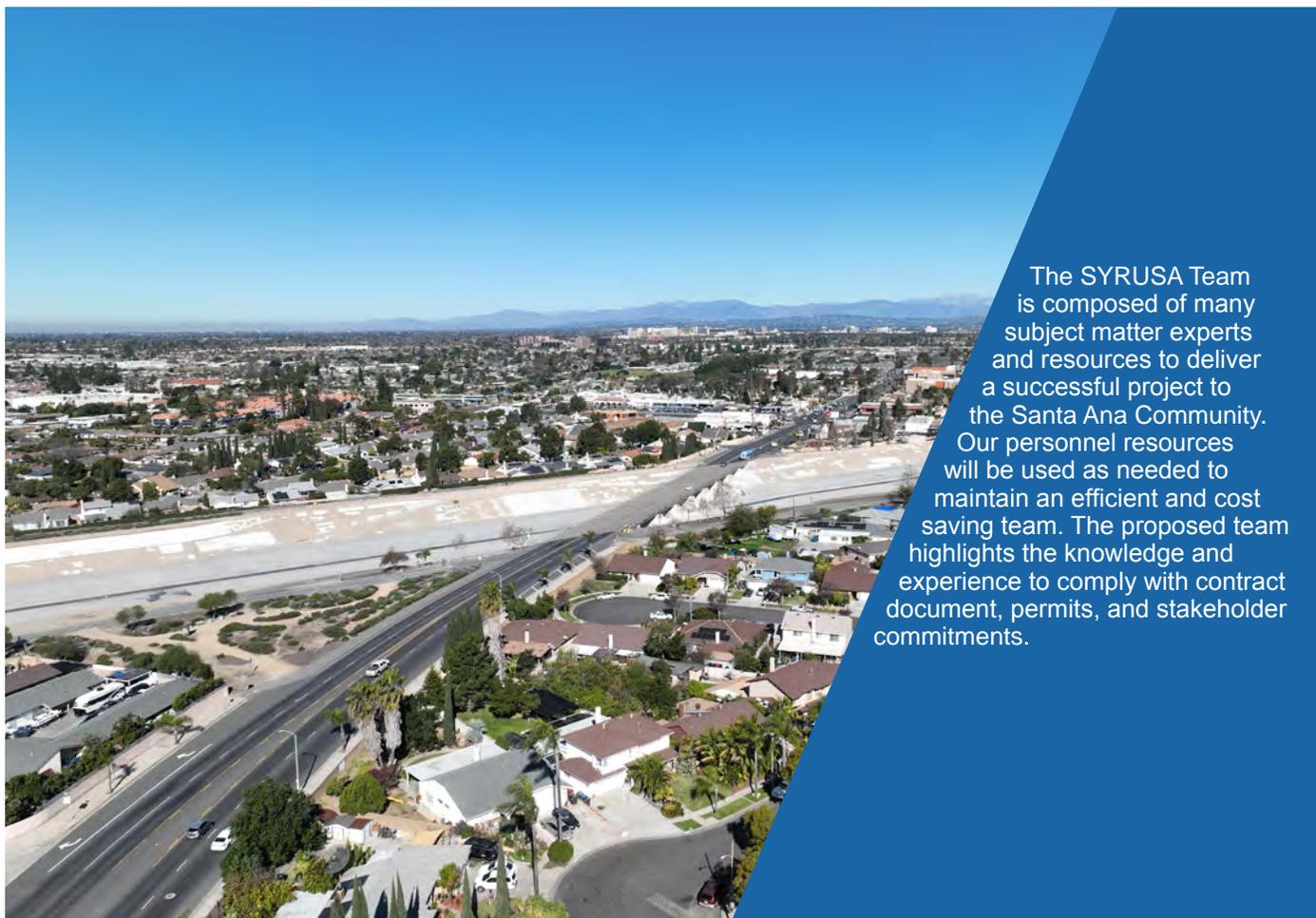
Carol Larsen | Contract Administrator

Carol has more than 17 years of contract administration experience on public works projects.

Percentage of Time on the Project: 10%

RELEVANT EXPERIENCE

- Contract Administrator | On-Call Construction Services | OCPW
- Contract Administrator | On-Call Construction Services | City of Anaheim
- Contract Administrator | I-5 HOV Improvement Project, San Juan Creek to PCH Segment 3 (San Juan Capistrano, CA | Orange County Transportation Authority
- Contract Administrator | Public Outreach for Interstate 5 Central Improvement Project, Between State Route 55 and State Route 57 | Orange County Transportation Authority



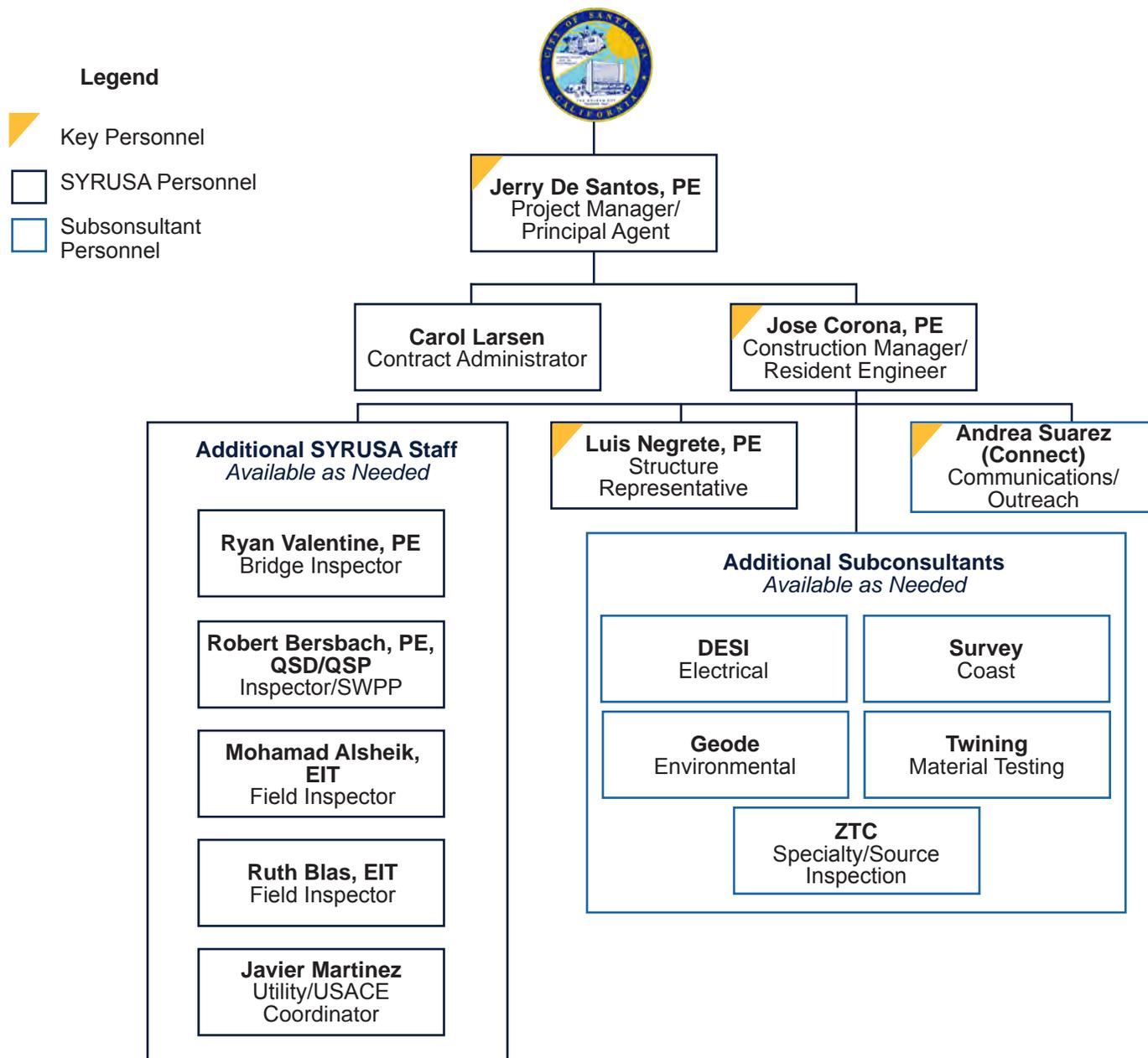


Organization Chart

Our team’s organizational structure is designed to leverage our key personnel’s capabilities and expertise. We have also efficiently resource loaded our pool of specialty and additional personnel, including multiple options for some positions, so that we have the ability to best meet the requirements of this Project while staying within the contract budget.

SYRUSA’s Project Manager Jerry De Santos is the primary point of contact for the City. Jerry has access to all of SYRUSA’s construction management resources, including subconsultants, and will leverage his knowledge and experience to lead our team.

Exhibit C.1: Organizational Chart





D. Understanding of Need

PROJECT UNDERSTANDING

SYRUSA understands that the City is seeking a qualified consulting firm to provide pre-construction and construction management services for the Project.

Project Elements

The Project scope of work required to replace Fairview Bridge and construct street improvements between 9th Street and 16th Street includes:



9th Street to 16th Street Features

- Widening the roadway from two lanes to three lanes on each side.
- Resurfacing street pavement
- New raised landscape median, bike lanes, sidewalks, and streetlights
- Signing and striping
- Relocate of existing utilities and adjust utilities to grade
- Water Quality Management Plan (WQMP) improvements



New Bridge Features

- The new bridge will include a complete bridge deck with barrier rails, sidewalks, bicycle lanes, a raised median, and lighting.
- The proposed bridge will be expanded from approximately 52 ft to 100 ft in width and will have

the same roadway profile as the existing bridge. The eight pier walls that support the existing bridge will be removed, and four new pier walls will be constructed to support the new bridge.

- Maintaining two southbound lanes and one northbound lane during construction.

Project Objectives

- Increase safety for pedestrians, bicyclists, and motorists.
- Provide sidewalk and crash rated barrier rails on the bridge.
- Greater public access with ADA improvements and dedicated bike lanes
- Reduce traffic congestion and provide traffic calming features.
- Compliance with Complete Streets Act (accommodates all users including pedestrians, bicyclists, transit users, and motorists)
- Consistent with the Orange County Master Plan of Arterial Highways and the City's General Plan Circulation Element.
- 500 working day construction project

A critical component of our Project approach is to anticipate, mitigate, and resolve project issues early. Leveraging our understanding of the Project, our team has included a list of challenges that could result from potential issues on this Project and our solutions in ***Exhibit D.1*** on page 14.



Auto Center Drive Grade Separation Project for the City of Corona required similar staged construction in order to avoid interruption of traffic. SYRUSA provided Construction Management services for all construction activities, including complex staging, coordination with multiple utilities and agencies, and field inspections for bridge, MSE walls, roadway, electrical, and utilities. This project was completed on time and below budget.

"SYRUSA team members that worked on the Auto Center Grade Separation Project were professional, and very patient given the extensive coordination (with over seven different parties) required for the construction of the grade separation bridge. The SYRUSA team are thorough, detailed, knowledgeable and totally complement each other and work as a well oiled machine."

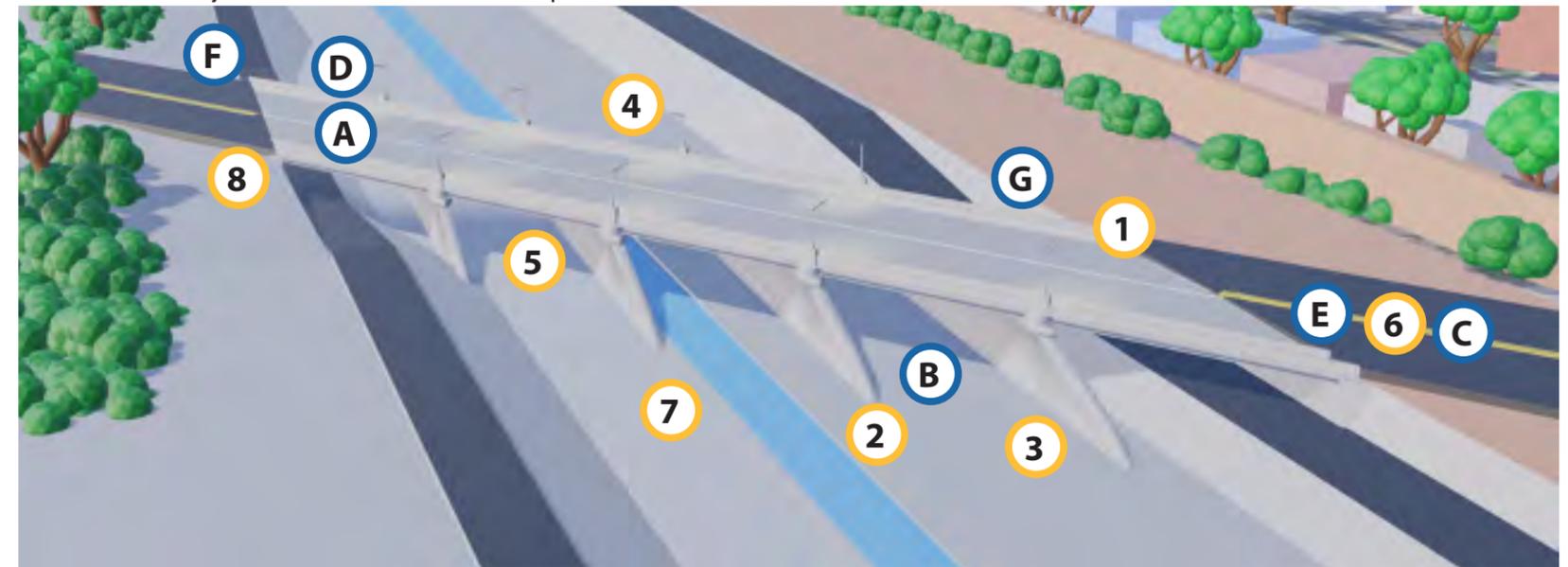
Linda Bazmi, Senior Engineer
City of Corona Public Works



THE FAIRVIEW BRIDGE PROJECT ELEMENTS:

A	A new bridge will be expanded 52 to 100 ft wide and include a complete bridge deck with barrier rails
B	Four new pier walls
C	9th Street to 16th Street improvements include three lanes on each side
D	New bridge lighting
E	Utility relocation into or outside the new bridge
F	Dedicated bike lanes
G	Sidewalks and ADA improvements

Exhibit D.1: Project Elements and Issues Map



ISSUES AND MITIGATIONS:

1 Excavation and shoring	This project comprises of locations requiring excavation and shoring. Soil stability and safety are crucial throughout excavation and shoring operations. Review and approval of excavation and shoring plans should be given particular attention, especially on non-standard situations. Dewatering according to the approved SWPPP.	It is important to meet with the Contractor prior to submitting excavation and shoring plans to discuss proper soil parameters, slope inclinations and stability, surcharges due to construction activity and stored materials, compliance with Cal-OSHA and Caltrans Trenching and Shoring manual requirements and practices, and most importantly, public and personnel safety. SYRUSA will review excavation and shoring plans diligently and ensure safety and technical requirements are met.
2 Pile Driving	Piles will be driven at abutments and piers. Safe handling and driving of piles are important along with noise parameters and vibrations since this operation will take place close to traffic and businesses.	Discuss in advance with the Contractor the required pile driving work plan making sure: 1) all equipment is listed, 2) pile delivery and handling is done safely, 3) pile layout is properly done, 4) survey control points are established, and 4) vibration and noise levels stay within the allowable.
3 Use of HP steel Piles	Steel piles will be driven in a riverbed which is a wet/moist environment and structural integrity due to material corrosion is a concern. Noise and vibration during pile driving.	Consider using a different type of pile to better withstand the environment and assure structural performance over time, some examples of alternatives include concrete piles or cast-in-steel-shell piles. Mitigate sound impact with sound curtains, driving times, informing residence in advance.
4 Existing bridge and channel removal.	The existing bridge and channel will be removed in two stages. A complete bridge demolition is always a critical operation because of safety and structural stability.	The Contractor is required to submit a demolition plan for this operation. SYRUSA will perform a diligent review of this plan and coordinate with the Contractor to identify all potential issues and contemplate contingency plans. We will ensure that the demolition plan designer is on site during operation to verify proper and safe removal of structure as required as well as verify that the structure is stable at every stage of removal to ensure all personnel and public safety.
5 PC/PS Girder Procurement and Erection	Fairview Street Bridge will be using 60 PC/PS girders, 25 girders on stage 1 and 35 girders on stage 2. Fabrication, inspection, and erection are crucial to the project schedule and safety.	SYRUSA will perform timely review of shop plans and coordinate timely inspection during fabrication to ensure that girder delivery is per the project schedule. We will diligently review the girder erection plan to ensure all personnel and public safety.
6 Utility Relocation	Communication and water utilities will be relocated. Effective relocation is important to maintain services running without major interruptions.	SYRUSA will coordinate with utility companies, agencies, and the Contractor to ensure proper planning and an effective process for relocations to take place.
7 Environmental Concerns	Working inside the riverbed can be environmentally challenging, strict restrictions for the Contractor can be imposed possibly restricting operations.	We will coordinate with the Contractor and agencies to ensure complete understanding of any environmental restrictions and all measures to be taken during construction operations. SYRUSA will perform regular environmental assessments and conform to all required regulations.
8 Stage construction, traffic handling, and pedestrian/bike traffic.	The project requires stage construction, it is important to maintain effective traffic patterns and ensure public, pedestrian and bike traffic, and personnel safety working adjacent to traffic.	SYRUSA will ensure that traffic handling is implemented as shown in the contract plans, verify all signage and temporary barriers are properly installed, ensure pedestrian and bike traffic are guided safely through the project site, and perform frequent inspections to maintain public and personnel safety.



Additional Project Considerations

In addition to the specific features related to construction of the Project outlined above, our team also understands the following Project elements that require special consideration in order to minimize impacts to the public.

Utilities to be Relocated

- Relocate AT&T Conduits (bank of 12) for future use.
 - From existing to slightly east of the existing location
- Relocate city 12-inch water during Stage 1 construction and move back to existing location during Stage 2 construction.
 - Incorporate a temporary 12-inch HDPE bypass during construction along bridge deck removal line.
 - 25'x10' jacking/receiving pit at each abutment. Shoring requirement.

Community Outreach

The Fairview Street bridge spans the Santa Ana River. The SART (Class I bikeway and an off-street bikeway) runs on the east side of the Santa Ana River. In addition, Fairview Street is surrounded by a variety of property types, including single-family and multifamily residences, parks, restaurants, commercial uses, light industrial uses, and vacant lands. Specifically, the residence access to the north of the project onto W. 16th Street and to the South onto W. 12th Street will be impacted during the construction staging.

The SYRUSA Team has partnered with Connect & Company (Connect) to be an extension of the City's public outreach liaison and provide staff and presentation material for outreach meetings. Connect is currently providing community outreach for two bridge replacement projects in Riverside County, the \$71 million Hamner Avenue Bridge and Widening project and the \$133.4 million Jurupa Road Grade Separation project in Jurupa Valley. Connect developed and is implementing the community outreach plans, is working closely with the local cities to provide project information and related traffic impacts to residents, businesses and visitors. *Exhibit D.2* includes two examples of social media posts from these projects.

Exhibit D.2: Community Outreach Examples



Public Transportation

SYRUSA's team will coordinate with the Orange County Transportation Authority (OCTA) to minimize any disruption to its operations. OCTA Bus Route 47 travels North and South on Fairview Street, Monday-Friday from 4:37 am to 11:18 pm and Saturday, Sunday & Holidays from 5:27 am to 10:16 pm. OCTA will be notified of temporary traffic control that might affect its service.

Bus stops are located at:

- Fairview-Westminster for Northbound stop 47 and Southbound stop 47
- Fairview-12th for Southbound stop 47
- Fairview-Civic Center for Northbound stop 47, 47A and Southbound stop 47

Emergency Services

There will be temporary traffic control and changes in lane configuration during the construction staging along Fairview Street, which could delay emergency response times. SYRUSA's team will communicate temporary lane closures and prior to each traffic switch of the construction staging with the OCFA and SAPD.

The City contracts the Orange County Fire Authority and we will coordinate with the following local fire stations adjacent to Project:

- OCFA Station 71, East on 17th St.
- OCFA Station 83, Northwest on Trask Ave
- OCFA Station 73, South on Franklin St.
- OCFA Station 78, Southwest on Newhope St.



We will coordinate with the local Santa Ana Police Department adjacent to Project:

- 60 Civic Center Plaza, Southwest on Civic Center
- 2750 W. McFadden Ave, Suite I, South at Harbor
- Santa Ana Police Department 1.9 miles southwest of project site

Schools

Recognizing that access to education for the community is very important to the City, SYRUSA will closely coordinate with the following schools near the Project prior to work that may disrupt the school commutes:

- REACH Academy Community Day Intermediate and High School, adjacent to the south border of the Project site
- Santiago High School, about 4000ft Northwest of the Project site
- Leroy L Doig Intermediate School, about 3500 ft Northwest from the Project site
- Orangewood Academy, about 3500ft Northwest from the Project site
- Fremont Elementary School, 2500 ft Southeast from the Project site
- Godinez Fundamental High School, 3002 Centennial Rd, Santa Ana, CA 92704

Community Services

During the Project construction, SYRUSA's team will maintain access to:

- Santa Ana River Trail
- Fairview Triangle Park
- Jerome Community Center, about 1.5 miles south of the Project site

Pedestrian and Bicyclist Access

During construction, pedestrians and bicyclists will be detoured away from the Fairview Street bridge to the 17th Street bridge to cross the Santa Ana River by way of the Santa Ana River Trail (SART) between the hours of 9:00 a.m. and 7:00 p.m., when the gates to the SART are open and unlocked. After hours, pedestrians and bicyclists wishing to cross the Santa Ana River will be detoured to adjacent Santa Ana streets such as King Street.

Pedestrian detours during construction are:

Stage 1 – along King St

Stage 2 – along King St, looping W. 16th and N. Huron Dr.

Stage 3 – along West side of new bridge

Santa Ana River Trail Access During Construction

Construction of the proposed Project would require temporary closures of a portion of the SART for the demolition and placement of the bridge superstructure. The SART includes a Class I bike path on the eastern side and a regional riding and hiking trail on the western side. The portion of the SART affected by project construction will need to be temporarily closed four times for approximately eight hours each time for two summer periods in order to place the precast concrete girders. During these periods, SART users will be detoured, and signage will be provided to display the dates of the closures and to identify the detour routes. Work on the north and south sides of the bridge will be



SYRUSA is currently providing construction management services on SBCTA's I-10 Corridor Express Lanes Design-Build Project which travels through multiple municipalities in San Bernardino County and requires extensive partnering and coordination in order to keep traffic moving throughout construction while also minimizing impacts to neighboring communities.



completed during separate periods so that SART users can be detoured to the trail on the opposite side of the Santa Ana River at 5th. There are gates and ramps located on both sides of the SART at 5th Street that provide access to bicyclists and pedestrians for these detours. Details regarding the detour are coordinated with Orange County (OC) Parks. Other short-term closures of up to 15 minutes would be allowed with flagmen. Full detour routing plans will be reviewed by the SYRUSA's team and then submitted to the County of Orange and the City's Traffic Engineer for approval, prior to commencing detour operations.



Traffic Control

Our team understands the importance and safety of traffic control. We will ensure that all work is done in accordance with the latest Work Area Traffic Control Handbook (WATCH), latest Caltrans MUTCD and the City of Santa Ana Standard Plans. Construction operations will be conducted with as little inconvenience as possible to abutting property owners and commuters. All signs, delineators, and barricades will be properly installed prior to the start of construction. Traffic switch for construction staging will be done at the approved times (at night). We will ensure that two through lanes in the Southbound direction are maintained during each construction stage. All traffic detours will be reviewed by the SYRUSA Team and submitted to the City Traffic Engineering Section for approval.

APPROACH

The SYRUSA team is a client based, integrity driven, group of construction management and structure experts, that are committed to delivering the Project within cost, scope, and schedule through the following.



Quality Control

SYRUSA views quality as successfully delivering projects while meeting our clients' needs and expectations. Therefore, our quality procedures encompass all aspects of our performance. Our team will identify the approach to ensure that the Contractor QC process, materials, and work comply with contract requirements using various QA and IQA processes.

Quality Control Approach

Our team approaches all of our projects with established procedures to verify quality. Project Manager Jerry De Santos and his team will prepare and conduct a client expectation survey, Project Execution Plan, and Quality Assurance Plan.

Quality Control Plans

Prior to beginning major project activities, we will meet with the City and conduct the expectation survey, discussing topics such as quality, safety, scope, schedule, communications, staffing, invoicing, and Project risks. This process ensures

that our team fully understands the City's needs, including any unwritten preferences. We will incorporate the feedback from this survey into a Project Expectation Plan that will be integrated into our Work Plan for successfully delivering the City's Project. The Work Plan includes:

1. Project expectations, goals, and scope
2. Organization, roles and responsibilities
3. Deliverables and schedule
4. Document control procedures
5. Project QC/QA plan
6. Standard forms

Quality Control Tools and Systems

The Work Plan will be forwarded to the project team, including the City's team members, and is regularly updated to reflect the status of the Project as it changes. Our team will work to achieve the City's goals, objectives, standards, and requirements. This approach will enable our team to achieve consistent and predictable results, the first time, avoiding costly and time-consuming rework. In addition to planning for quality, this process also assures that we regularly verify that we are following the plan and meeting the City's expectations. Project Manager Jerry De Santos and his team will perform periodic QA audits to verify that we are complying with all project standards and procedures.



Budget Control

The SYRUSA team will complete the City’s Project on time and under budget through:

- **On-going Constructability Reviews:** Thorough review of the contract documents
- **Value Engineering:** We will constantly be looking for means and methods to reduce the project duration and cost, while being thoughtful to not create impacts to the public, the cities, and the environment.
- **Minimize Overhead and Construction Management Cost:** Controlling cost overruns by reducing the number of CCOs from the start, and minimize impact to the schedule to avoid extended overhead charges and construction management cost.
- **CCO Merit:** Thorough evaluation of all contract documents for merit determination during review of CCO requests.
- **Documentation:** Ensuring the daily time and materials reports are accurate and confirmed by inspection staff.
- **Reporting:** Providing a monthly status report of contractor and construction management costs, including costs to date compared to the contract time expended, remaining contract time and budget.

Schedule Control

Schedule control is a critical on-going task which begins with the base-line schedule. The baseline schedule and monthly update are reviewed for compliance with contract specifications. Project Manager Jerry De Santos will insure that the Contractor includes all key items in the baseline schedule, logic sequencing is established, and the following items are followed:

- Major activities are included
- Logic sequencing is established
- Procurement of long lead items and their

TASKS AND DELIVERABLES

The table in **Exhibit D.3** on pages 19-23 outlines the tasks necessary for successful completion of the Project along with deliverables and the responsible personnel for each task. SYRUSA is also focused on minimizing risks throughout the Project and we have identified potential risks and risk mitigation strategies in **Exhibit D.3** associated with each task.

SYRUSA led construction management services and ensured budget and schedule control for Orange County Public Works on a contract for various on-call construction services.



- manufacturing
- Shop drawings submittal and review periods
- Utility relocation and installation
- Float and completion

During construction, monthly schedule updates are maintained and submitted by the contractor and reviewed by our team for compliance with the contract documents. Reported progress by field inspectors and Construction Manager/Resident Engineer Jose Corona are compared to the submitted monthly schedule updates.

A narrative of the schedule should be included in the submitted monthly update and include:

- Work progress for the new period
- Reasons for schedule revisions
- Discussion to the critical path and any change to it
- Documentation to problems and delays

The inspectors’ daily reports will include schedule items and inspectors, as well as our Construction Manager/Resident Engineer Jose Corona, will note discrepancies between the actual field activities and the activities on the schedule. These discrepancies will be discussed with the contractor in the weekly status meetings and a plan will be put in place to get the project back on track, ultimately avoiding delays and claims.

Based on our team’s expertise and decades of experience working in construction management for transportation projects in Southern California, we have the first-hand experience and project understanding to anticipate and mitigate the risks on projects similar to this.

Exhibit D.3: Tasks and Deliverables

	TASK #	TASK	DELIVERABLE	POTENTIAL RISK	RISK MITIGATION STRATEGY	RESPONSIBILITY
Pre-Construction Services	1	Constructability Review: Meet with the project manager and designer as well as performing field visits.	Review completed constructability review providing comments and recommendations.	Cost increase or schedule delay due to constructability issues.	Review contract documents and clarify before going out to bid for construction.	Resident Engineer, Structure Representative
	2	Construction Sequence: Review the construction sequence crucial for completing the improvements in the construction contract.	Create an independent construction schedule with staging and durations.	Cost increase or schedule delay due to construction sequence issues.	Independent schedule compared to planned schedule to identify and discrepancies.	Resident Engineer, Structure Representative
	3	Utility Relocation Assistance: AT&T conduit for future use, 12" water line, Jack and Bore receiving pit.	Utility log. Materials list for temporary water line. Soil parameters in anticipation of shoring.	Schedule delay due to utility coordination.	Review utility agreements to confirm scope and timing. Verify utility locations. Create a materials list for temporary water line. Review soil parameters in anticipation of shoring.	Resident Engineer, Structure Representative, Utility Coordinator
	4	Bid Documents: Review measurement and payment sections of the specifications to ensure bid items cover specified work.	Biddable and buildable contractual documents, and provide bid tabulations, cross referenced with contractual documents (add specifications)	Bidder Inquires not responded accurately or in a timely manner	Visit the site and verify contractual documents to provide accurate and timely responses.	Resident Engineer, Structure Representative
	5	Quantity Take-off:	Implement a Quantity Take-off of all items of work on the Project.	Additional cost or claims, due to item quantity errors.	Independent quantity calculations of bid items.	Resident Engineer, Structure Representative
	6	Budget: Budget control measures initiated through pre-bid review to develop contract bid documents for the purpose of obtaining highly competitive bids. Update and modify the cost estimate and contract documents according to the findings.	Updated cost estimate and comments on contract documents.	Additional cost due to cost estimate and/or contract document errors, like differing site condition.	Prior to construction advertisement, verify and updated as needed the cost estimate and contract documents.	Resident Engineer, Structure Representative
	7	Itemized List of Findings: Analyze project to proactively resolve issues that may delay the project.	SYRUSA will provide issues log, risk register, schedule evaluation and suggested enhancements to expedite the project.	Utility delays, Precast girder procurement, permit compliance, aesthetics, stage construction and traffic handling, and bridge removal.	Review the plans and contract documents, communicate expectations with contractor, evaluating schedule, and monitor for compliance.	Resident Engineer, Structure Representative
	8	Site/Field Visits: Perform visits to the field.	Provide photo documentation of field conditions for accurate plans.	Claims, delays, and additional costs	Utilizing drone services and lidar technology to identify current field conditions and continuity with plans.	Resident Engineer, Structure Representative, Drone Pilot
	9	Material and Method Improvements:	Propose a list of materials and methods to improve the project.	Contractor proposes a cost savings that the owner would pay for.	By proposing material and methods prior to construction advertisement, the City benefits from the savings.	Resident Engineer, Material Testing Engineer
	10	Geotechnical Report and Structure Calculations:	Review completed constructability review providing comments and recommendations.	Cost increase or schedule delay due to constructability issues.	Review contract documents and clarify before going out to bid for construction.	Resident Engineer, Geotechnical Engineer
	11	Environmental Compliance: Analyze NEPA and CEQA documents to assure all environmental compliances are met and monitored	List of constructability review comments for the environmental documents. Prepare any pre-construction report/work plan and monitor contractor's mitigation compliance work performed.	Environmental delays or shutdowns.	Providing constructability review comments for the environmental documents prior to advertisement. Prepare any pre-construction report/work plan and monitor prior to advertisement. Contractor's mitigation compliance work performed.	Resident Engineer, Environmental Specialist
	12	Permits: Assure that the contractor has applied conforms with all permits.(County, USACE, and AQMD)	Accurate and complete permits. Environmental commitments records for example, noise, hazardous material, biological resources, and cultural resources if needed.	Permits are approved and finalized to avoid delays.	Review all required permits and assure all requirements are met.	Resident Engineer, Structure Representative



Exhibit D.3: Tasks and Deliverables (continued)

	TASK #	TASK	DELIVERABLE	POTENTIAL RISK	RISK MITIGATION STRATEGY	RESPONSIBILITY
Pre-Construction Services	13	Project Phasing/ Detouring: Review and understand permits in conjunction with project phasing and detouring for construction for compliance.	List of constructability review comments to meet the USACE and OCFC permission to perform work in the riverbed's mitigation compliance work performed.	Cost increase or schedule delay due to constructability issues.	Review contract documents and clarify before going out to bid for construction.	Resident Engineer, Structure Representative, Environmental Specialist
	14	Materials Testing, Source Inspection, and Geotechnical Services: SYRUSA will oversee our subconsultants work for materials testing, source inspection, and geotechnical services.	All material test results will be in accordance with the Contractual Documents and test methods. Failing test will be immediately reported to the Resident Engineer.	Cost increase or schedule delay due to materials issues.	All material test results will be in accordance with the Contractual Documents and test methods. Failing test will be immediately reported to the Resident Engineer.	Resident Engineer, Structure Representative, Material Testing Project Manager, Source Inspection PM, Source Inspection SMR
	15	Schedule: To successfully complete the Project.	Provide an updated and reasonable construction schedule.	Cost increase or schedule delay due to schedule issues.	Review detailed CPM schedule developed by SYRUSA. Provide recommendations to City of Santa Ana for a safe completion and ways to save time and money.	Resident Engineer, Structure Representative
	16	Bidding Period Support: Provide support as needed.	Provide support during bidding period, including addenda and answering any questions from bidders, and attend pre-bid job walk, if required.	Cost increase or schedule delay due to constructability issues.	Providing detailed responses to bidder questions prior to advertisement.	Project Manager, Resident Engineer, Structure Representative, Office Engineer
	17	Contract Award: Review bids for completeness and responsiveness. Review contractor references, sureties, licenses, insurances, and good standings per the Caltrans LAPM, and city requirements.	Provide support and recommendation to City of Santa Ana for successful award.	A very low bid because of error on plans.	Thorough review of contractual documents. Addressing changes quickly and resolve at lowest cost.	Resident Engineer, Structure Representative
	18	Pre-construction Meetings: Lead pre-construction "kick off" meetings prior to NTP with designers, Utility companies, and City.	Prepare agenda and conduct pre-construction "kick-off meeting". Coordinate and invite contractor, all agencies, and utility companies involved in the Project.	Cost increase or schedule delay due to schedule issues.	Identify roles and responsibilities and required documents.	Project Manager, Resident Engineer, Structure Representative
	19	Caltrans LAPM Pre-award Package:	Prepare federally funded project pre-award package using Caltrans Local Assistance Procedures Manual documents and forms.	Loss of federal funding.	Strict adherence to the Caltrans LAPM.	Project Manager, Resident Engineer, Structure Representative
	20	Office Engineering: meeting minutes and notes will be managed by SYRUSA.	SYRUSA will provide meeting notes and minutes according to office engineering category 22- meetings of job records.	Miscommunication and delays due to not following action items.	Preparing meeting notes and minutes, with tracking logs. Emailed to all participants and stakeholders. With continuous follow-up.	Office Engineer.
Construction Management, Inspection, and Contract Administration Services	1	Shop drawings and submittals: Review and track required shop drawings, RFIs, mix designs, materials, and product submittals for completeness.	Process and monitor the status of submittals. Submittal tracking will be introduced into Procore and status of submittals will be known at all times. The PM will review the completeness and quantity of all required shop drawings, RFIs, mix designs and materials and other submittals received during the construction phase and transmit to City staffing for review and approval.	Cost increase or schedule delay and/ or cost increase due to submittal delays.	Continuous logging and tracking, so all timelines are met by responsible party.	Project Manager, Resident Engineer, Structure Representative, Office Engineer
	2	Procore: Monitor and implement Procore software to manage all aspects of construction management.	Store all documents related to the project including but not limited to, submittals, RFIs, shop drawings, RFI's contract documents, inspections, drawings, photos, and any type of daily or weekly reports.	Failing a job record audit and losing funding.	PM will conduct internal audits to verify proper documentation retention.	Project Manager, Resident Engineer, Structure Representative, Office Engineer
	3	Pre-construction meeting: Weekly meeting to discuss construction progress, procedures, problems, and scheduling.	Lead pre-construction meeting and schedule and conduct weekly construction and progress meetings to discuss such matters as procedures, progress, problems and scheduling. Will prepare and promptly distribute minutes.	Miscommunication and delays due to not following action items.	A pre-construction meeting with all project stakeholders and emergency services will be held to address contract administration items and project concerns. Lead as a separate labor compliance meeting to discuss requirements, submittals, and expectations.	Resident Engineer, Structure Representative, Office Engineer



Exhibit D.3: Tasks and Deliverables (continued)

	TASK #	TASK	DELIVERABLE	POTENTIAL RISK	RISK MITIGATION STRATEGY	RESPONSIBILITY
Construction Management, Inspection, and Contract Administration Services	4	Public Outreach: SYRUSA will support City's public outreach efforts	Public Outreach Liaison to City of Santa Ana.	Traffic delay or impact to public or emergency response.	Attend and co-lead up to twenty (20) hours of Construction Update meetings with the community, including a pre-construction meeting. Primary purpose of these meetings are to provide pertinent updates to the community and answer any questions relating to the construction project.	Project Manager, Resident Engineer, Structure Representative, Community Outreach
	5	Regulatory Permits: Ensure that the status of all permits are updated and paid and obtain approvals for corresponding permits.	Ensure that all regulatory permits, including, but not limited to: 1) USACE Section 408 permit, Section 404 Permit, Section 106, OCFCD, are current and up to date, and that all applicable fees have been paid, and shall obtain approvals from authorities having jurisdiction over the Project.	Schedule delay due to permit issues.	Review of all permits and strict compliance. SYRUSA will set aside a budget for permit fees as part of this contract.	Resident Engineer, Structure Representative, Inspectors, Environmental staff
	6	Schedule Control: Manage project schedule.	Review construction schedule, including activity sequences and duration, schedule of submittals and schedule of delivery for products with long lead-time. Monitor and obtain two-week look ahead schedule as well as overall updated schedule from the contractor periodically showing current conditions and revisions required by actual progress.	Schedule delay and cost increases due to schedule issues.	Review the Contractor's 2 week look ahead schedule verify start and end dates of activities and compare to the monthly update. Changes that may affect the critical path and will be discussed at the weekly progress meetings.	Resident Engineer, Structure Representative, Scheduler
	7	Change order and Project Construction Budget.	Conduct comprehensive evaluation of change order requests, provide independent estimates, negotiate, render recommendations, and assist in claim resolution. Shall regularly monitor and report on the status of the Project Construction Budget on a monthly basis, indicating actual costs for completed activities and work in progress, and indicating estimates for uncompleted work. Report should identify variances between actual and budgeted or estimated costs, and shall advise the City whenever it appears that the Actual Construction Cost has exceeded, or will exceed, the Project Construction Budget for the entire Project or any Project Component	Change order request and claims by Contractor with no merit to make up cost. Exceed the Project Construction Budget.	We will hold the contractors to providing the documents in the scope of work that was bid, without generating unnecessary changes to increase the project cost. We will guard the City's resources, respond rapidly to changing job conditions and issues, and work closely with staff in monitoring our project budgets.	Project Manager, Resident Engineer, Structure Representative, Office Engineer
	8	Contractor's Safety Program	Our team will perform independent safety reviews. Attend Contractor's Tailgate Safety meetings. Review the Code of Safe Practice. We will assure that the various job sites are secured at the end of the shift.	Safety incident.	SYRUSA has a thorough understanding of the State of California Construction Safety Orders (Cal-OSHA). Review Safety Data Sheets (SDS) for material incorporated in the Project. SYRUSA staff will receive safety training including OSHA 10, Temporary Pedestrian Facilities, first aid and CPR.	The SYRUSA Team
	9	Traffic control and detours.	Coordinate in advance any road or trail closure or detour.	Drivers, pedestrians and bicyclist may not be familiar with configuration and stages of construction.	Street closures, detours, signs and barricades used for handling traffic shall conform to the requirements of latest edition of the "Work Area Traffic Control Handbook" (WATCH), City of Santa Ana Standard Plan No. 1125F, California Manual on Uniform Traffic Control Devices (CA MUTCD), and the Special Provisions. Approved by the City Traffic Engineer and County of Orange for SAR Trail.	The SYRUSA Team
	10	Budgeting: Manage project funding in accordance with the federal grant funding expenditures.	Monitor and comply with project funding guidelines and ensure Project meets the federal grant funding expenditure deadlines.	Loss of federal funding.	Strict adherence to the Caltrans LAPM.	Project Manager, Resident Engineer, Structure Representative, Office Engineer
	11	Cost Control: Manage construction and consultant costs.	Monthly Project Summary Reports and SIQMP Monthly Reports. Staffing plan and monthly expenditure plan showing breakdown of staff and sub consultant expenses to complete the project consistent with contractor's monthly schedule updates.	Schedule delays, time related overhead, claims.	Proactively look ahead of the operations to identify issues that can adversely affect cost and make every effort to provide solutions. Clearly define allowable reasons for price escalation and provide a formal request process.	Project Manager, Resident Engineer, Structure Representative



Exhibit D.3: Tasks and Deliverables (continued)

	TASK #	TASK	DELIVERABLE	POTENTIAL RISK	RISK MITIGATION STRATEGY	RESPONSIBILITY
Construction Management, Inspection, and Contract Administration Services	12	Pay Estimates: Carry out procedures that processes progress and final payments.	Progress payment package will include quantity calculation sheet, certified payroll, DBE and EEO records, and submitted to city for payment. There will be no payment for non-compliant work.	Claims due to item over or under runs.	All project expenditures will be tracked and monitored, to verify Project Construction Budget. The actual and anticipated contingency balance will be monitored and reported to City in each monthly progress pay estimate. Any issues relating to cost or project delays will be reported to City.	Resident Engineer, Structure Representative, Inspectors, Office Engineer
	13	Compliance of Contract Documents: Monitor construction activities to assure work conforms with the contract documents.	SYRUSA will make recommendations to the City regarding special inspection or testing of work not in compliance with the contract documents.	Loss of federal funding.	Review contract documents and create a list of materials to be inspected. Document and communicate any non-conforming work to the contractor to repair or remove and replace.	Resident Engineer, Structure Representative, Inspectors
	14	Errors, omissions, or discrepancies in Contract Documents: Notify the City's Construction Manager	SYRUSA will review the Contract Documents and make recommendations to the City Manager regarding errors, omissions, or discrepancies in the contract documents prior to construction start.	Schedule delay and cost increases due to contract document issues.	Review contract documents and create a list of errors, omissions, or discrepancies in the contract documents prior to construction start.	Resident Engineer, Structure Representative, Inspectors
	15	Communication with City: Use engineering knowledge to clarify intent of drawings and specifications to Contractor and keep open and transparent communication with City.	Resolve interpretation of questions, if needed consult with the city.	Schedule delay and cost increases due to contract document issues.	Understand the contract documents to respond to the contractor's requests for interpretations, prior to construction. Engage the city as needed.	Project Manager, Resident Engineer, Structure Representative
	16	Project Records: Update the progress of the project monthly and submit to the City with daily logs of weather, contractor's work on site, number of workers, equipment, work accomplished, problems encountered, and other relevant information.	Record the progress of the project. Submit written daily and progress reports to the City. Keep daily logs and make available to the City. Prepare and send Weekly Statement of Working Days to the contractor. Monitor contractor's compliance with labor code requirements.	Claims or loss of federal funding.	Project Records will be completed in a timely manner and independently reviewed for accuracy. Facts and data, not opinions will be included in documents.	Resident Engineer, Structure Representative, Inspectors, Office Engineer
	17	As Builts: Up keep records of change orders, and modifications of plans and specifications to show changes made during the construction process. Update as-built drawings into Procore on a monthly basis.	Maintain, in Procore, records of contract documents including drawings, addenda, change orders, and other modifications of plans and specifications marked to show all changes made during construction. Ensure contractor maintain as-built drawings and upload onto Procore on a monthly basis. At the completion of the project, Consultant shall deliver to the City all contract documents in a folder filing system provided by the City.	Loss of federal funding. Future cost increases due to poor record keeping.	Ensure that the City's as-builts include RFIs, shop drawing revisions, change order modifications, etc. and are updated weekly. The as-builts will be submitted to the City and the Design Engineer at the completion of the project.	Resident Engineer, Structure Representative, Inspectors, Office Engineer
	18	Final Inspection: City coordination.	Evaluate the completion of the work of the contractor and make recommendations to the City when work is ready for final inspection. Assist the City in conducting final inspections.	Schedule delay and cost increases due to unsatisfactory work.	Ensure work is completed in accordance with the contract documents. Prepare a punch list and clear list before City's final inspection.	Project Manager, Resident Engineer, Structure Representative
	19	Final Inspection: Other Agencies coordination.	Facilitate and coordinate inspection by representatives of other agencies.	Schedule delay and cost increases due to unsatisfactory work.	Ensure work is completed in accordance with the contract documents. Prepare a punch list and clear list before City's final inspection.	Project Manager, Resident Engineer, Structure Representative
	20	Special Inspection and Testing Services: SYRUSA will oversee our subconsultants work for materials testing, source inspection, and geotechnical services.	Determine the Materials Testing & Special Inspection services as required by the applicable guidelines.	Schedule delay, cost increases and loss of federal funding.	All material test results will be in accordance with the Contractual Documents and test methods. Failing test will be immediately reported to the Resident Engineer.	Resident Engineer, Structure Representative, Inspectors, Office Engineer
	21	Project Budget Tracking: Update the progress of the project monthly and submit to the City.	Assist City with project budget tracking by funding source to ensure progress payment applications are applied appropriately to correct funding sources.	Exceed the Project Construction Budget.	Update the progress of the project monthly and submit to the City with daily logs of weather, contractor's work on site, number of workers, equipment, work accomplished, problems encountered, and other relevant information.	Resident Engineer, Structure Representative, Office Engineer



Exhibit D.3: Tasks and Deliverables (continued)

	TASK #	TASK	DELIVERABLE	POTENTIAL RISK	RISK MITIGATION STRATEGY	RESPONSIBILITY
Construction Management, Inspection, and Contract Administration Services	22	Prevailing Wage: Monitor and enforce for compliance.	Monitor and enforce prevailing wage forms and requirements for conformance to the prevailing wage rates on a weekly basis. Shall verify that all Trade personnel listed in the daily log are also listed in the certified payroll and shall conduct weekly employee interviews, one for each trade, and submit verification with the monthly progress payments.	Workers are not paid correctly.	SYRUSA will monitor prevailing wage forms and requirements for conformation to the prevailing wage rates on a weekly basis. SYRUSA will verify that all Trade personnel listed in the daily log are also listed in the certified payroll.	Resident Engineer, Structure Representative, Office Engineer
	23	Labor Compliance: Monitor and enforce for compliance.	Provide Labor Compliance monitoring. Monitor prevailing wage forms and requirements for conformation to the prevailing wage rates on a weekly basis. This includes verifying that all Trade personnel listed in the daily log are also listed in the certified payroll. Verification of prevailing wage must be provided with the monthly progress payments. These services must be provided, so the labor compliance consultant is at the discretion of the Consultant.	Workers are not paid correctly.	SYRUSA will monitor prevailing wage forms and requirements for conformation to the prevailing wage rates on a weekly basis. SYRUSA will verify that all Trade personnel listed in the daily log are also listed in the certified payroll.	Resident Engineer, Structure Representative, Office Engineer
	24	Community Workforce Agreement (CWA): Monitor and enforce for compliance.	Shall coordinate and assist the City's Community Work Force Agreement (CWA) requirement. Consultant shall monitor and enforce the CWA forms and requirements to ensure compliance. Verification should be provided with the monthly progress payments.	Out of compliance.	SYRUSA will monitor CWA forms and requirements for compliance a weekly basis.	Resident Engineer, Structure Representative, Office Engineer
	25	Project Close Out Items: Documents for records.	Responsible for all project closeout items, such as: As-Built plans and related documentation, punch list completion, before and after pictures, commissioning, and review, receive, and approve all warrantee documents for record.	Loss of funding. In accurate job records.	Follow the procedures outlined in Chapter 17 Project Completion of LAPM. We accomplish this by beginning the process early in the project.	Project Manager, Resident Engineer, Structure Representative, Office Engineer
	26	Caltrans Project Close Out: Documents for records.	Prepare all close out documents for Caltrans Project Close Out. Organize documents in the manner categories for easy search and access in the event of an audit. In the event of an audit to occur, City will amend the contract to include audit support services.	Loss of funding. In accurate job records.	Follow the procedures outlined in Chapter 17 Project Completion of LAPM. We accomplish this by beginning the process early in the project.	Project Manager, Resident Engineer, Structure Representative, Office Engineer
	27	Field Office: Update the progress of the project monthly and submit to the City with daily logs of weather, contractor's work on site, number of workers, equipment, work accomplished, problems encountered, and other relevant information.	Field office is to be provided by the Construction Contractor.	No place to meet.	Work with Contractor in advance to ensure a field office is provided.	Project Manager, Resident Engineer
	28	Office Engineering: meeting minutes and notes will be managed by SYRUSA.	SYRUSA will provide meeting notes and minutes according to office engineering category 22- meetings of job records.	Miscommunication and delays due to not following action items.	Preparing meeting notes and minutes, with tracking logs. Emailed to all participants and stakeholders. With continuous follow-up.	Office Engineer.

SYRUSA has a history of successfully managing similar tasks and deliverables that results in project success. Our firm provided construction management, inspection, and contract administration services on bridges over waterways, at the **I-40 over Haller, Rojo, and Clipper Valley Wash Bridge project** which was delivered on time, on budget, and without claims.





SUGGESTIONS OR SPECIAL CONCERNS

SYRUSA has identified the following suggestions and special concerns that improve the Project overall.

Santa Ana River Bike and Hiking Trail Detour

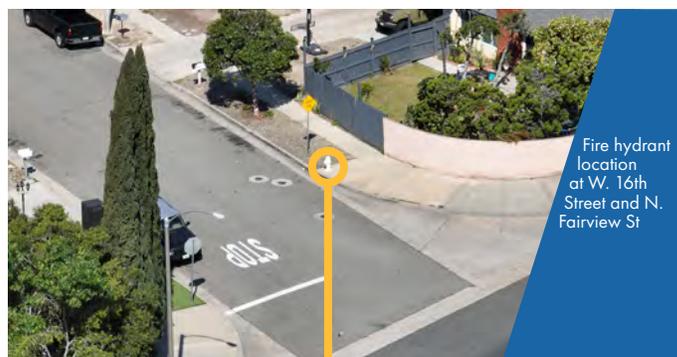
The contract documents require a sign at the SART closure. SYRAUA suggests using a graphic to help communicate the detour that is user friendly with dates, graphics, in multiple languages, and not an engineering plan sheet. Fairview Triangle Habitat Restoration Park has a map now. We suggest adding a detour map at the park, during SART closures. Our communications and public outreach subconsultant, Connect, specializes in creating similar materials for the community and can assist the City with this.



Suggested location for pedestrian and bicyclist detour signage at Triangle Habitat Restoration Park and an example of similar signage created by Connect for another project

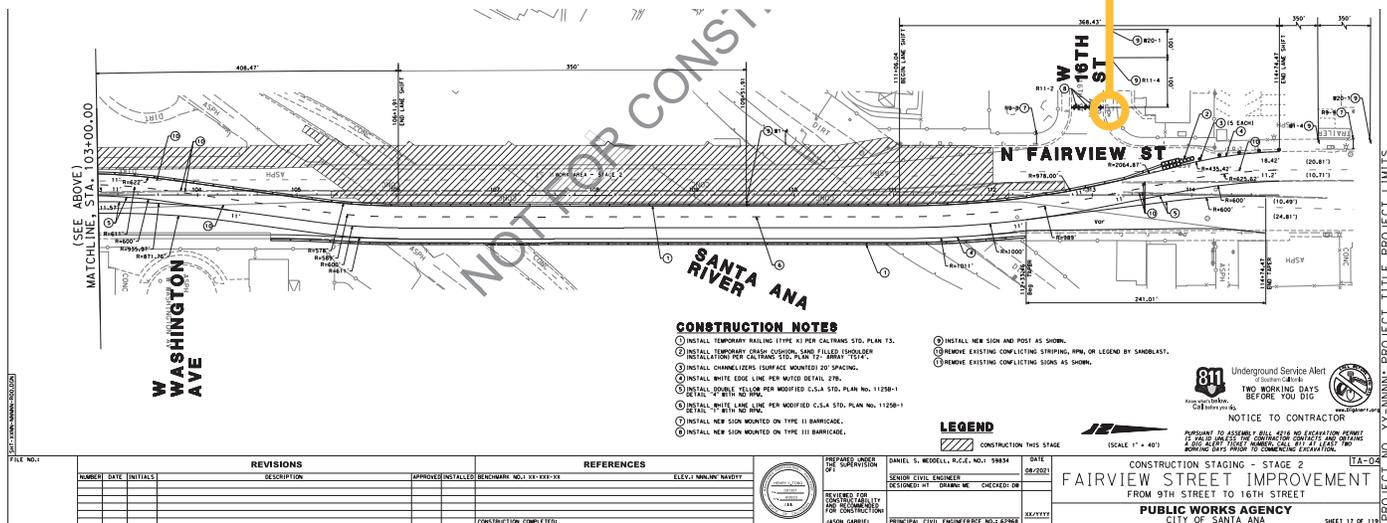
Fire Hydrant Access

Stage 2 of the Project closes access to W. 16th St. from N. Fairview St. There is a fire hydrant located on the northwest corner that presents a challenge and an opportunity. The challenge is that the fire hydrant will be restricted in this construction work area. The SYRUSA team will coordinate with first responders of the limited access to fire hydrant during Stage 2, by providing advance notice of reduce access and durations. The opportunity is that this is a great location for the Contractor to install a water meter.



Fire hydrant location at W. 16th Street and N. Fairview St

FIRE HYDRANT ACCESS AT W. 16TH ST.





ASSUMPTIONS AND/OR EXCLUSIONS USED IN PREPARATION OF THE SCOPE OF WORK AND ASSOCIATED FEE ESTIMATE

Survey

Assumption: The specifications will be enforced for the surveying requirements. If there is a dispute or error with the Contractor provided Land Surveyor, Coast Surveying is a resource on our team that can assist the City.

The Special provisions, 2-9 SURVEYING, 2-9.2 Survey Service states:

*“The **Contractor shall be responsible for directly obtaining the services** of a California Licensed Land Surveyor to be in responsible charge of all survey work performed under this contract.”*

The Special Provision have contract Bid Item No. 13 – Survey Monument Adjust to Finished Grade and Bid Item No. 23 – Construction Survey and Staking.

Coast Surveying (Coast) is an added value member of our team. Coast fully understands the importance of good service and goes out of their way to provide an extremely high level of very responsive service to their clients including, if needed, resolve a discrepancy, survey bust, monumentation, photogrammetry, hydrographic surveys, GIS services, or create exhibit maps. Coast Survey is available to assist the City and Contractor on this contract as needed. Resumes available upon request.

Biologist

Assumption: The specifications will be enforced for the environmental survey requirements.

The Special Provisions 14-6.03A, Biologists, Yuma Myotis bat and Hoary bat states:

“Prior to the start of bridge demolition activities, a qualified bat biologist shall conduct a pre-construction bat survey no more than three days prior to the start of such activities. To avoid direct mortality of individual bats, humane evictions (if bats are present) and exclusions of roosting bats shall be performed under the supervision of a California Department of Fish and Wildlife

(CDFW) approved bat biologist prior to bridge demolition activities. Eviction/exclusion activities shall be performed in the fall (September or October) prior to bridge demolition.

Exclusion activities may be implemented in one or two phases at the discretion of the qualified bat biologist and in coordination with the City Public Works Director or designee and Contractor.”

The Special Provisions have contract Bid Item No. 35 – Bird Survey and Bid Item No. 36 – Bat Survey/Exclusion

Geōde Environmental (Geōde) is an added value member of our team. As needed, Geōde, an environmental and urban planning firm specializing in environmental law, will provide CEQA/NEPA document delivery, regulatory compliance, permitting, and mitigation. Geōde is available to assist the city on this Project.

Specialty Testing

Assumption: Due to federal funding requirements and to comply with the LAPM, a Source Inspection Quality Management Plan (SIQMP) is required.

ZT Consulting Group (ZTC) provides Source Inspection to comply with the LAPM on this Project with Federal Funds. If needed, ZTC specializes in Quality Assurance & Source Inspection (QA, QV, IQA, QMP, SIQMP, QAP and QAM), forensic engineering, and structural health monitoring (SHM). ZTC is available to assist the city on this project.



Exhibit E.1: Similar Project Experience

E. Relevant Project Experience

SYRUSA is experienced in managing and delivering all stages of construction management services on similar projects valued at \$10 million to more than \$600 million. Our firm provides the added value of specializing in highway, bridge, and roadway construction in Southern California and will leverage our technical expertise for the benefit of this Project. *Exhibit E.1* provides a sample of our firm's and personnel's experience providing construction management services for public agencies on federally funded and bridge projects within the past five years. As demonstrated in this table, and on the following featured project descriptions, SYRUSA has the skills, capabilities, and the knowledge necessary to deliver this Project.

Key Similar Project Elements ● Over Water ● Pre-Cast

Project	Location	Owner	Const. Value	Completed on Schedule (* = on going)	Completed on Budget (* = on going)	SERVICES													PROJECT ELEMENTS					
						Construction Management	Project Schedule Evaluation	Constructability Reviews	Construction Project Advertising, Bid Analysis, and Award	Construction Inspection	Construction Surveying	Materials Testing	Contractor Interface and Contract Administration	Office Engineering	Regulatory Permits (408,404,106)	Public Outreach	Project Closeout Items	Stage Construction	Steel Piles	Retaining Wall Construction	Drainage Improvements	SWPPP	ADA Compliance	Utility Coordination
Featured Projects																								
● ●	I-10 Express Lanes Design-Build	Ontario, CA	SBCTA	\$600M	*	*	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	Oso/Crown Valley Parkway over Arroyo Trabuco Creek	Mission Viejo, CA	Orange County Public Works	\$1.1M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	SR-210 Hinge Replacement Over San Gabriel River	Irwindale, CA	Caltrans	\$30M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	I-15 Interchange/Mojave River Bridge	Victorville, CA	Caltrans	\$76M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	SR- 71 For Segment 2 and 3 / Santa Ana Bridge	Chino, CA	SBCTA	\$200M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	River Road Bridge over Santa Ana River	Riverside, CA	Riverside County	\$38M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Additional Projects																								
● ●	I-10/215 Interchange	San Bernardino, CA	Caltrans	\$55M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	SR-60 Widening Over Santa Ana River	Riverside, CA	Caltrans	\$29M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	SR-79 San Jacinto Wash	San Jacinto, CA	Caltrans	\$30M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	I-405 widening over Santa Ana River	Costa Mesa, CA	Caltrans	\$10M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	SR-62 Over Colorado River	Parker, Arizona	Caltrans	\$29M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	US HWY 395 LA Aqueduct Bridge	Independence, CA	Caltrans	\$25M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	I-10 over Santa Ana River	Colton, CA	Caltrans	\$3M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
● ●	Firestone Blvd Bridge over San Gabriel River	Norwalk, CA	City of Norwalk	\$9.5M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	I-210 over Lytle Creek Bridge	San Bernardino, CA	Caltrans	\$38M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	SR-111 White Water Bridge Repair	Palm Springs, CA	Caltrans	\$2M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	I-10 White Water Bridge Repair	Palm Springs, CA	Caltrans	\$2M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	I-210 Cucamonga Wash Bridge	Rancho Cucamonga, CA	Caltrans	\$7M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	I-210 Day Creek Bridge	Rancho Cucamonga, CA	Caltrans	\$3M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	SR-330 City Creek Bridge	San Bernardino, CA	Caltrans	\$0.3M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
● ●	San Dimas widening	San Dimas, CA	Caltrans/USACE	\$24M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	LA River widening	Los Angeles, CA	Caltrans/USACE	\$10M	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●



I-15 Mojave River Bridge



Firestone Blvd Bridge over San Gabriel River



River Road Bridge over SAR



SR-60 Widening Over Santa Ana River

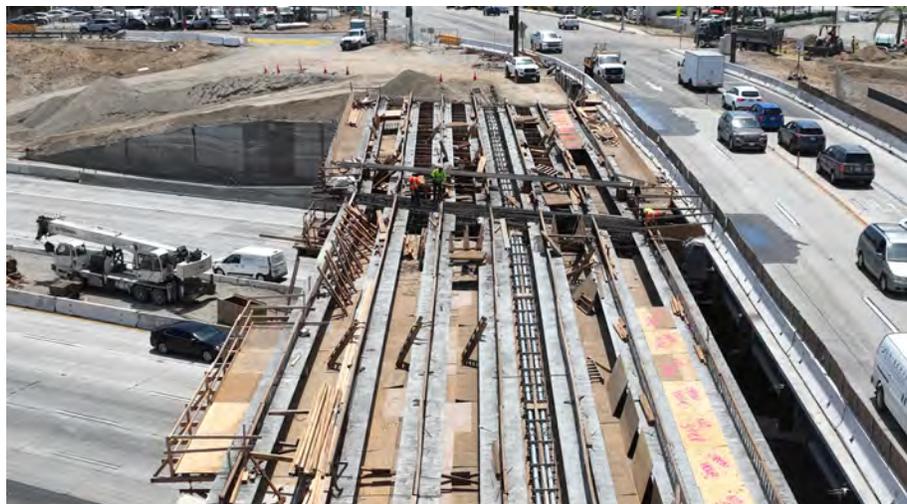


I-10/215 Interchange



I-10 EXPRESS LANES DESIGN-BUILD

Ontario, CA



Client: SBCTA

Role: Structures Representative, Quality Manager, and Inspectors

Cost: \$679 Million (estimated final amount \$ 800 Million)

Duration: 04/2020 – Ongoing (estimated completion April 2023)

SYRUSA Staff on Project: Faisal Zahlout, Jose Corona, Luis Negrete, Ruth Blas

The project includes widening an 11-mile stretch of high-volume, high-speed, multi-lane freeway for a new tolled Express Lane facility maintaining the existing roadway profile – through a heavily populated area with hundreds of commercial and retail properties bordering both sides – while safely keeping five lanes in each direction open at all times, except during critical weekend 55-hour lane closures.

To accommodate the added Express Lanes, the project widens or replaces 20 bridge structures, including six overcrossing replacements, two undercrossing replacements, seven undercrossing widenings, and five bridge widenings over channels using precast girders. The project adds approximately 80 retaining walls of various types, including sub-horizontal ground anchor walls, soldier pile walls, soil nail walls, standard walls and sound wall barriers. New pier walls, overhead signage, and driven piles are also included.

Stage construction, maintaining traffic for community and schools, constant communication with first responders for staging and nightly closures.

SYRUSA is providing construction management in the disciplines of quality management and structures management. Quality management includes materials, roadwork, structures, NCR's, RFI's, inspection audits, traffic management, quality verification and evaluation. SYRUSA is also providing construction training and training modules, safety, review of non-conformance issues, coordination between Caltrans Structures Construction, and structures technical advisor.

BENEFIT TO THE CITY

- ✓ Relevant experience providing construction management in the disciplines of quality management and structures management for SBCTA.
- ✓ Successful coordination between multiple agencies, cities, and utilities while maintaining traffic
- ✓ Includes bridges over channels with pre-cast girders





OSO/CROWN VALLEY PARKWAY

Mission Viejo, CA



Client: Orange County Public Works (OCPW)

Role: Inspectors, Contract Manager

Cost: \$ 1 Million (estimated final amount \$ 1.1 Million)

Duration: 11/2022 – 04/2023

SYRUSA Staff on Project: Jerry De Santos, Luis Negrete, Ruth Blas

Project includes routine maintenance to both the Crown Valley Parkway Bridge and Oso Parkway Bridge to extend the bridges' service life and maintain safe operation. These bridges span over the Trabuco Creek and Arroyo Trabuco Wilderness Area located east of Mission Viejo and west of Ladera Ranch (Crown Valley Parkway Bridge) and Las Flores (Oso Parkway Bridge). Periodically, public dirt trail sections directly below both bridges will be closed as a safety precaution during certain project activities. It repairs road surface areas along the bridges and applies road surface treatment to enhance durability. New stormwater drainage conduit will be installed to protect utility equipment. SYRUSA is providing construction inspection and contract management on this project.

BENEFIT TO THE CITY

- ✔ Maintaining vehicle, bicyclist and pedestrian travel along main city road during construction, including access to public trails
- ✔ Similar project experience in Orange County ✔ Over water

SR-210 HINGE REPLACEMENT PROJECT

Irwindale, CA



Client: Caltrans D7

Role: Structure Representative, Structure Inspector

Cost: \$30 Million (estimated final amount \$31.2 Million)

Duration: 06/2022 – 09/2022

SYRUSA Staff on Project: Jerry De Santos, Ryan Vantine

The purpose of the project is to replace bridge hinges and older bridge railings over the San Gabriel River and bring the freeway into compliance with current standards. The project included improvements to the existing bike and walking trails with all work that impacted trail operations being performed at night with no impact to trail use. This is the first of its kind CMGC accelerated bridge construction/hinge replacement project in Caltrans D7. Approximately 70% of the project was completed during two 126-hour lane closures. SYRUSA is providing structure representative and construction inspection on this project.

BENEFIT TO THE CITY

- ✔ Expedited delivery while minimizing disruption of traffic
- ✔ Over San Gabriel River
- ✔ River Bike/Walking Trail protection



I-15 INTERCHANGE / MOJAVE RIVER BRIDGE

Victorville, CA



Client: Caltrans D8

Role: Construction Project Manager

Cost: \$76M

Duration: 03/2016 – 03/2019

SYRUSA Staff on Project: Jerry De Santos

This project widened the Mojave River Bridge and constructed a new West Frontage Road Bridge over Mojave River through collaboration with USACE. It also featured:

- Upgrading 4.1 miles of existing mainline to current standards,
- Improved traffic safety and operational characteristics of the interchanges at “D” Street, “E” Street and Stoddard Wells Road
- Improved the aesthetics of the gateway to the City of Victorville
- Reconstructed existing “D”, “E” Street and Stoddard Wall Road interchange
- Widened Victorville Separation Overhead
- Constructing a new North bound (N/B) Collector Distributor Bridge over “D” and “E” Streets and Burlington Northern Santa Fe (BNSF) Railroad
- Realigned East Frontage Road, construct new West Frontage Road, and added an auxiliary lane and deceleration lane.
- Two northbound sound walls
- New and replacement landscaping

BENEFIT TO THE CITY

- ✓ Over water
- ✓ USACE coordination

SR 71 FOR SEGMENT 2 AND 3

Chino / Chino Hills, CA



Client: SANBAG

Role: Assistant Structure Representative/Assistant Resident Engineer

Cost: \$200 Million

Duration: 1996-1998

SYRUSA Staff on Project: Jose Corona, Faisal Zahlout

SYRUSA’s Jose Corona and Faisal Zahlout were responsible for the Ramona Ave undercrossing, Soquel Canyon overcrossing Segment 2, Pine Ave overcrossing, and Euclid Ave overcrossing for Segment 2 and 3. Duties included monitoring falsework erection, grades for the soffit and lost deck dowels, concrete pour for the deck, prestressing operation, falsework removal, and installation of all overhead signs and signs mounted on bridges.

BENEFIT TO THE CITY

- ✓ Environmentally sensitive area



RIVER ROAD BRIDGE REPLACEMENT OVER SANTA ANA RIVER

Riverside, CA



SYRUSA's Faisal Zahlout was responsible for all construction activities and construction administration, including complex staging, coordination with multiple utilities and agencies, field inspections, submittal review and documentation, review of shop drawings, shoring, falsework, review of RFI's, negotiations of monthly pay requests, and change orders with the contractor.

The project replaced the existing bridge with a new box girder post-tension bridge with nine spans over the Santa Ana River with length of 1200 ft. Additionally, the road was raised 30 ft. to withstand 200 year flood storm. In addition to the construction of the bridge, an improvement to surrounding streets was completed for traffic light, new HMA, concrete barrier, horse trail, and box culvert.

Client: Riverside County Transportation Department (RCTD)

Role: Assistant Resident Engineer, Structures Representative

Cost: \$35 Million

Duration: 2009-2011

SYRUSA Staff on Project: Faisal Zahlout

BENEFIT TO THE CITY

- ✓ Over Santa Ana River
- ✓ Maintain trail access for residents

F. References

SYRUSA has performed similar construction management, inspection, and contract administration services for the following public agencies within the past five years. We encourage the City to contact these references regarding the quality of our work and the professionalism of our people.

Project References

Project: I-10 DB Express Lanes Project
Owner: SBCTA
Contact: Khalid Bazmi, 909-458-6642, kbazmi@gosbcta.com

Project: Oso/Crown Valley Parkway
Owner: OCPW
Contact: Kevin Tran, 714-647-3934, kevin.tran@ocpw.ocgov.com

Project: SR-210 Hinge Replacement Project
Owner: Caltrans D7
Contact: Quyhn Nguyen, 213-841-3518, quyhn.nguyen@dot.ca.gov

2. SCOPE OF SERVICES AND SCHEDULE





Scope of Services

SYRUSA has selected personnel and organized our team to best manage the Project services. We've identified staff that can support Project goals related to schedule, budget, quality, and partnership. Our key and additional personnel ensure that at every level our team has the ability to plan and deliver this Project successfully for the City.

SYRUSA's team will report directly to the City's Construction Manager. The key personnel for the Project, Project Manager/Principal Agent Jerry De Santos, Construction Manager/Resident Engineer Jose Corona, Structure Representative Luis Negrete, and Communications/Public Outreach Manager Andrea Suarez, have the expertise and experience to assist the City in the successful completion of the Fairview Street bridge over the Santa Ana River.

The SYRUSA Team includes services that are available, as needed, to serve as an extension of City staff. Having all these resources available enables the smooth and timely completion of the project, ensuring that the project is completed in accordance with the contract documents and meets the expectations of the project stakeholders.

Exhibit D.3: Tasks and Deliverables in Section D. Understanding the Need details the Scope of Services, which includes the work phases to be completed, the tasks to be accomplished, the deliverables to be provided, potential risk, and the risk mitigation strategy to complete for the Project.

Below is a summary of the tasks and our strategies for each task, based on the Scope of Work detailed in Attachment 1 of the RFP.

PHASE 1: PRE-CONSTRUCTION SERVICES

1.Task/Deliverable: Constructability Review

- Provide a thorough review of the previously completed constructability review and provide any comments and/or recommendations to ensure all comments are met and up to date.
- Review contract documents and clarify before going out to bid for construction.

2.Task/Deliverable: Schedule and Sequencing

- Provide a thorough review of the construction sequence necessary to complete the improvements included in the construction contract.
- Independent schedule compared to planned schedule to identify and discrepancies.

3.Task/Deliverable: Utilities

- Review potential utility conflicts and identify items requiring coordination with third party utility agencies.
- Review utility agreements to confirm scope and timing.
- Verify utility locations.
- Create a materials list for temporary water line.
- Review soil parameters in anticipation of shoring.

4.Task/Deliverable: Bid Items and Contractual Documents

- Review measurement and payment sections of the Specifications to ensure that the proposed work specified is covered by a bid item and identify any missing and/or redundant pay items.
- Visit the site and verify contractual documents to provide accurate and timely responses.

5.Task/Deliverable: Quantity Take-off

- Perform an Independent Quantity Take-off of all items of work on the Project and make updates to engineer's estimate for current unit pricing.
- Independent quantity calculations of bid items.

6.Task/Deliverable: Budget

- Update and modify the cost estimate and contract documents according to the findings.
- Prior to construction advertisement, verify and updated as needed the cost estimate and contract documents.



7. Task/Deliverable: List of Findings

- Prepare and submit an itemized list of findings and outline recommendations to reconcile issues discovered and generally to expedite the project. If it is more efficient to make changes directly on the contract documents, then show changes made on the documents.
- Review the plans and contract documents, communicate expectations with contractor, evaluating schedule, and monitor for compliance.

8. Task/Deliverable: Plan Review

- Conduct site visit/field reviews as part of the plan review to identify any current field conditions not reflected on the Plans.
- Utilizing drone services and lidar technology to identify current field conditions and continuity with plans.

9. Task/Deliverable: Materials Review

- Identify the elements of construction that could be substituted with more efficient materials and associated methods.
- By proposing material and methods prior to construction advertisement, the City benefits from the savings.

10. Task/Deliverable: Geotechnical

- Review of Geotechnical report and the structural calculations for the purposes of the expected constructability review.
- Review contract documents and clarify before going out to bid for construction.

11. Task/Deliverable: Environmental Permitting

- Review of the NEPA and CEQA documents for purposes of the expected constructability review and expectation of the Project.
- Ensure all environmental compliance are met and included in the Project contract document of the following, but not limited to the Mitigation Monitoring and Reporting Program, (MMRP), Environmental Commitments Record (ECR), and permitting agency guidelines and their Special Provisions. It is the Consultant's responsibility to bring on board environmental sub consultant to prepare any pre-construction report/work plan and monitor contractor's mitigation compliance work performed.
- Providing constructability review comments for the environmental documents prior to advertisement.
- Prepare any pre-construction report/work plan and monitor prior to advertisement. contractor's mitigation compliance work performed.

I-15 Cenda Ditch Bridge Replacement and Widening over Wheaton Wash Project



During the pre-construction phase on the *I-15 Cenda Ditch Bridge Replacement and Widening over Wheaton Wash Project*. When SYRUSA visited the site, we identified severe weather conditions from 120-degree heat during summer months to 27-degree freeze conditions during winter in this environmentally sensitive area, high water table at 5' deep from ground level, which requires daily dewatering. The potential risks of schedule delays and budget increases were mitigated through meetings and communication with the designer, and ultimately updating the special provisions to adequately address the environmental, temperature and ground water concerns, which saved project time and cost that would have been encountered as a change order.



12. Task/Deliverable: Regulatory Permitting

- Review of all regulatory permits, either already approved or currently in review, to ensure all permits are met for the Project. It is the Consultant's responsibility to take over any permits that are currently in review (County and Army Corps of Engineer).
- Review all required permits and assure all requirements are met.

13. Task/Deliverable: Staging

- Review project phasing/detouring for construction in order to meet the Army Corps of Engineers and Orange County Flood Control District (OCFC) permission to perform work in the riverbed.
- Review contract documents and clarify before going out to bid for construction.
- Review contract documents and clarify before going out to bid for construction.

14. Task/Deliverable: Material Testing and Inspection

- Provide recommendations for special material testing and inspection that will be needed during the construction phase. Consultant shall bring on board and set aside a budget for material testing and inspection for the duration of the Project.
- All material test results will be in accordance with the Contractual Documents and test methods. Failing test will be immediately reported to the Resident Engineer.

15. Task/Deliverable: Schedule

- Provide an updated and reasonable construction schedule.
- Review detailed CPM schedule developed by SYRUSA.
- Provide recommendations to City of Santa Ana for a safe completion and ways to save time and money.

16. Task/Deliverable: Bid Documents

- Provide support during bidding period, including addenda and answering any questions from bidders, and attend pre-bid job walk, if required.
- Providing detailed responses to bidder questions prior to advertisement.

17. Task/Deliverable: Bid Process

- Analyze the bids for accuracy, identify the lowest responsive bidder, check for references, and review all bid forms.
- Thorough review of contractual documents. Addressing changes quickly and resolve at lowest cost.

18. Task/Deliverable: Pre-Construction Meeting

- Prepare agenda and conduct pre-construction "kick-off meeting". Coordinate and invite contractor, all agencies, and utility companies involved in the Project.
- Identify roles and responsibilities and required documents.

19. Task/Deliverable: Federal Funding Compliance

- Prepare federally funded project pre-award package using Caltrans Local Assistance Procedures Manual documents and forms.
- Strict adherence to the Caltrans LAPM.

20. Task/Deliverable: Meetings

- Provide and maintain all meeting minutes and notes.
- Preparing meeting notes and minutes, with tracking logs, emailed to all participants and stakeholders.
- With continuous follow-up.



PHASE 2: CONSTRUCTION MANAGEMENT, INSPECTION, AND CONTRACT ADMINISTRATION SERVICES

1.Task/Deliverable: Submittals

- Review of completeness and quantity of all required shop drawings, product data, samples, requests for information (RFI), and other submittals (“Submittals”).
- Shall review, reject, approval of mix designs and materials and product submittal.
- Shall establish and implement procedures for expediting the processing and approval of Submittals.
- Continuous logging and tracking, so all timelines are met by responsible party.

2.Task/Deliverable: Document Control

- Use of Procore software for all aspects of construction management, including, but not limited to, submittals, RFI’s contract documents, inspections, drawings, photos, dailies, and weeklies, City will provide license to construction management team to monitor and implement.
- Project Manager Jerry De Santos will conduct internal audits to verify proper documentation retention.

3.Task/Deliverable: Meetings

- Lead pre-construction meeting and schedule and conduct weekly construction and progress meetings to discuss such matters as procedures, progress, problems and scheduling. Will prepare and promptly distribute minutes.
- A pre-construction meeting with all project stakeholders and emergency services will be held to address contract administration items and project concerns.
- Lead as a separate labor compliance meeting to discuss requirements, submittals, and expectations.

4.Task/Deliverable: Public Outreach

- Attend and co-lead up to twenty (20) hours of Construction Update meetings with the community, including a pre-construction meeting. Primary purpose of these meetings are to provide pertinent updates to the

community and answer any questions relating to the construction project.

- Attend and co-lead up to twenty (20) hours of Construction Update meetings with the community, including a pre-construction meeting. Primary purpose of these meetings are to provide pertinent updates to the community and answer any questions relating to the construction project.

5.Task/Deliverable: Regulatory Permits

- Ensure that all regulatory permits, including, but not limited to: USACE Section 408 permit, Section 404 Permit, Section 106, OCFCD, etc. are current and up to date, and that all applicable fees have been paid and shall obtain approvals from authorities having jurisdiction over the Project.
- The consultant shall set aside a budget for permit fees as part of this contract.
- Review of all permits and strict compliance. SYRUSA will set aside a budget for permit fees as part of this contract.

6.Task/Deliverable: Schedule

- Review construction schedule, including activity sequences and duration, schedule of submittals and schedule of delivery for products with long lead-time.
- Monitor and obtain two-week look ahead schedule as well as overall updated schedule from the contractor periodically showing current conditions and revisions required by actual progress.
- Review the Contractor’s two-week look ahead schedule verify start and end dates of activities and compare to the monthly update.
- Changes that may affect the critical path and will be discussed at the weekly progress meetings.

7.Task/Deliverable: Budget

- Conduct comprehensive evaluation of change order requests, provide independent estimates, negotiate, render recommendations, and assist in claim resolution.



- Shall regularly monitor and report on the status of the Project Construction Budget on a monthly basis, indicating actual costs for completed activities and work in progress and indicating estimates for uncompleted work.
- Report should identify variances between actual and budgeted or estimated costs, and shall advise the City whenever it appears that the Actual Construction Cost has exceeded, or will exceed, the Project Construction Budget for the entire Project or any Project Component.
- We will hold the contractors to providing the documents in the scope of work that was bid, without generating unnecessary changes to increase the project cost. We will guard the City's resources, respond rapidly to changing job conditions and issues, and work closely with staff in monitoring our project budgets.

8.Task/Deliverable: Safety

- Monitor the contractor's safety program. Take necessary steps to ensure the jobsite conditions are in compliance with OSHA regulations.
- The SYRUSA team has a thorough understanding of the State of California Construction Safety Orders (Cal-OSHA).
- Review Safety Data Sheets (SDS) for material incorporated in the project.
- SYRUSA staff will receive safety training, including OSHA 10, Temporary Pedestrian Facilities, first aid and CPR certification.

9.Task/Deliverable: Traffic Control

- Monitor and enforce traffic controls and detours. Coordinate in advance of any road closure or detours.
- Street closures, detours, signs and barricades used for handling traffic shall conform to the requirements of latest edition of the "Work Area Traffic Control Handbook" (WATCH), City of Santa Ana Standard Plan No. 1125F, California Manual on Uniform Traffic Control Devices (CA MUTCD), and the Special Provisions. Approved by the City Traffic Engineer and County of Orange for SAR Trail.

10.Task/Deliverable: Budget

- Monitor and comply with project funding guidelines and ensure Project meets the federal grant funding expenditure deadlines. Strict adherence to the Caltrans LAPM.

11.Task/Deliverable: Cost Control

- Maintain cost accounting records on authorized work performed under unit costs and additional work performed on the basis of actual costs of labor and materials, or other work requiring accounting records.
- Proactively look ahead of the operations to identify issues that can adversely affect cost and make every effort to provide solutions.
- Clearly define allowable reasons for price escalation and provide a formal request process.

12.Task/Deliverable: Pay Estimates

- Develop and implement procedures for the review and processing of applications by contractor for progress and final payments. Make recommendations for certification to the City for payment.
- All project expenditures will be tracked and monitored, to verify Project Construction Budget. The actual and anticipated contingency balance will be monitored and reported to City in each monthly progress pay estimate. Any issues relating to cost or project delays will be reported to City.

13.Task/Deliverable: Quality Assurance

- Determine that the work of contractor is being performed is in accordance with the contract documents.
- Make recommendations to the City regarding special inspection or testing of work not in compliance with the provisions of the contract documents. Subject to review by the City, reject work which does not conform to the requirements of contract documents.
- Review contract documents and create a list of materials to be inspected.
- Document and communicate any non-conforming work to the contractor to repair or remove and replace.

14.Task/Deliverable: Identify Errors

- The individuals, Construction Manager, Inspector, and Contract Administrator, shall not be responsible for construction means, methods, techniques, sequences and procedures employed by the contractor in the performance of the contract, and shall not be



responsible for the failure of the Contractor to carry out work in accordance with the contract documents. However, any errors, omissions, or discrepancies found in the Contract Documents shall be called to the attention of the City's Construction Manager and clarified prior to construction starts.

- Review contract documents and create a list of errors, omissions, or discrepancies in the contract documents prior to construction start.

15. Task/Deliverable: Communication with City

- Consult with the City when the contractor requests interpretations of the meaning and intent of the drawings and specifications, and assist in achieving the resolution of problems, which may arise.
- Understand the contract documents to respond to the contractor's requests for interpretations, prior to construction.
- Engage the city as needed.

16. Task/Deliverable: Project Records

- Record the progress of the project. Submit written daily and progress reports to the City.
- Keep daily logs containing a record of weather, contractor's work on the site, number of workers and equipment, work accomplished, problems encountered, and other relevant data.
- Make the log available to the City. Prepare and send Weekly Statement of Working Days to the contractor.
- Monitor contractor's compliance with labor code requirements.
- Project Records will be completed in a timely manner and independently reviewed for accuracy. Facts and data, not opinions will be included in documents.

17. Task/Deliverable: As Built Plans

- Maintain, in Procore, records of contract documents including drawings, addenda, change orders, and other modifications of plans and specifications marked to show all changes made during construction.
- Ensure contractor maintain as-built drawings and upload onto Procore on a monthly basis.
- At the completion of the project, Consultant

shall deliver to the City all contract documents in a folder filing system provided by the City.

- Ensure that the City's as-builts include RFIs, shop drawing revisions, change order modifications, etc. and are updated weekly.
- The as-builts will be submitted to the City and the Design Engineer at the completion of the project.

18. Task/Deliverable: City's Final Inspection

- Evaluate the completion of the work of the contractor and make recommendations to the City when work is ready for final inspection. Assist the City in conducting final inspections.
- Ensure work is completed in accordance with the contract documents. Prepare a punch list and clear list before City's final inspection.

19. Task/Deliverable: Agencies Final Inspection

- Facilitate and coordinate inspection by representatives of other agencies.
- Ensure work is completed in accordance with the contract documents.
- Prepare a punch list and clear list before City's final inspection.

20. Task/Deliverable: Testing

- Consultant shall hire subconsultant, or shall perform the work in-house, to provide special inspection and testing services.
- The Consultant shall determine the Materials Testing & Special Inspection services as required by the applicable guidelines.
- Special inspection services may be subject to CWA.
- All material test results will be in accordance with the Contractual Documents and test methods. Failing test will be immediately reported to the Resident Engineer.

21. Task/Deliverable: Budget

- Assist the City with project budget tracking by funding source to ensure progress payment applications are applied appropriately to correct funding sources.
- Update the progress of the project monthly and submit to the City with daily logs of weather, contractor's work on site, number of workers, equipment, work accomplished,



problems encountered, and other relevant information.

22. Task/Deliverable: Prevailing Wage

- Monitor and enforce prevailing wage forms and requirements for conformance to the prevailing wage rates on a weekly basis. Shall verify that all Trade personnel listed in the daily log are also listed in the certified payroll and shall conduct weekly employee interviews, one for each trade, and submit verification with the monthly progress payments.
- SYRUSA will monitor prevailing wage forms and requirements for conformation to the prevailing wage rates on a weekly basis.
- SYRUSA will verify that all Trade personnel listed in the daily log are also listed in the certified payroll.

23. Task/Deliverable: Labor Compliance

- Provide Labor Compliance monitoring.
- Monitor prevailing wage forms and requirements for conformation to the prevailing wage rates on a weekly basis. This includes verifying that all Trade personnel listed in the daily log are also listed in the certified payroll.
- Verification of prevailing wage must be provided with the monthly progress payments. These services must be provided, so the labor compliance consultant is at the discretion of the Consultant.
- SYRUSA will monitor prevailing wage forms and requirements for conformation to the prevailing wage rates on a weekly basis.
- SYRUSA will verify that all Trade personnel listed in the daily log are also listed in the certified payroll.

24. Task/Deliverable: CWA

- Shall coordinate and assist the City's Community Work Force Agreement (CWA) requirement.
- Consultant shall monitor and enforce the CWA forms and requirements to ensure compliance.
- Verification should be provided with the monthly progress payments.
- SYRUSA will monitor CWA forms and requirements for compliance a weekly basis.

25. Task/Deliverable: Close Out - City

- Responsible for all project closeout items, such as: As-Built plans and related documentation, punch list completion, before and after pictures, commissioning, and review, receive, and approve all warrantee documents for record.
- Follow the procedures outlined in Chapter 17 Project Completion of LAPM. We accomplish this by beginning the process early in the project.

26. Task/Deliverable: Close Out - Caltrans

- Prepare all close out documents for Caltrans Project Close Out.
- Organize documents in the manner categories for easy search and access in the event of an audit. In the event of an audit to occur, City will amend the contract to include audit support services.
- Follow the procedures outlined in Chapter 17 Project Completion of LAPM. We accomplish this by beginning the process early in the project.

27. Task/Deliverable: Field Office

- Field office is to be provided by the Construction Contractor for weekly construction progress meetings and any other meetings as needed.
- Work with Contractor in advance to ensure a field office is provided.

28. Task/Deliverable: Office Engineering

- Provide and maintain all meeting minutes and notes
- Preparing meeting notes and minutes, with tracking logs.
- Emailed to all participants and stakeholders.
- With continuous follow-up.



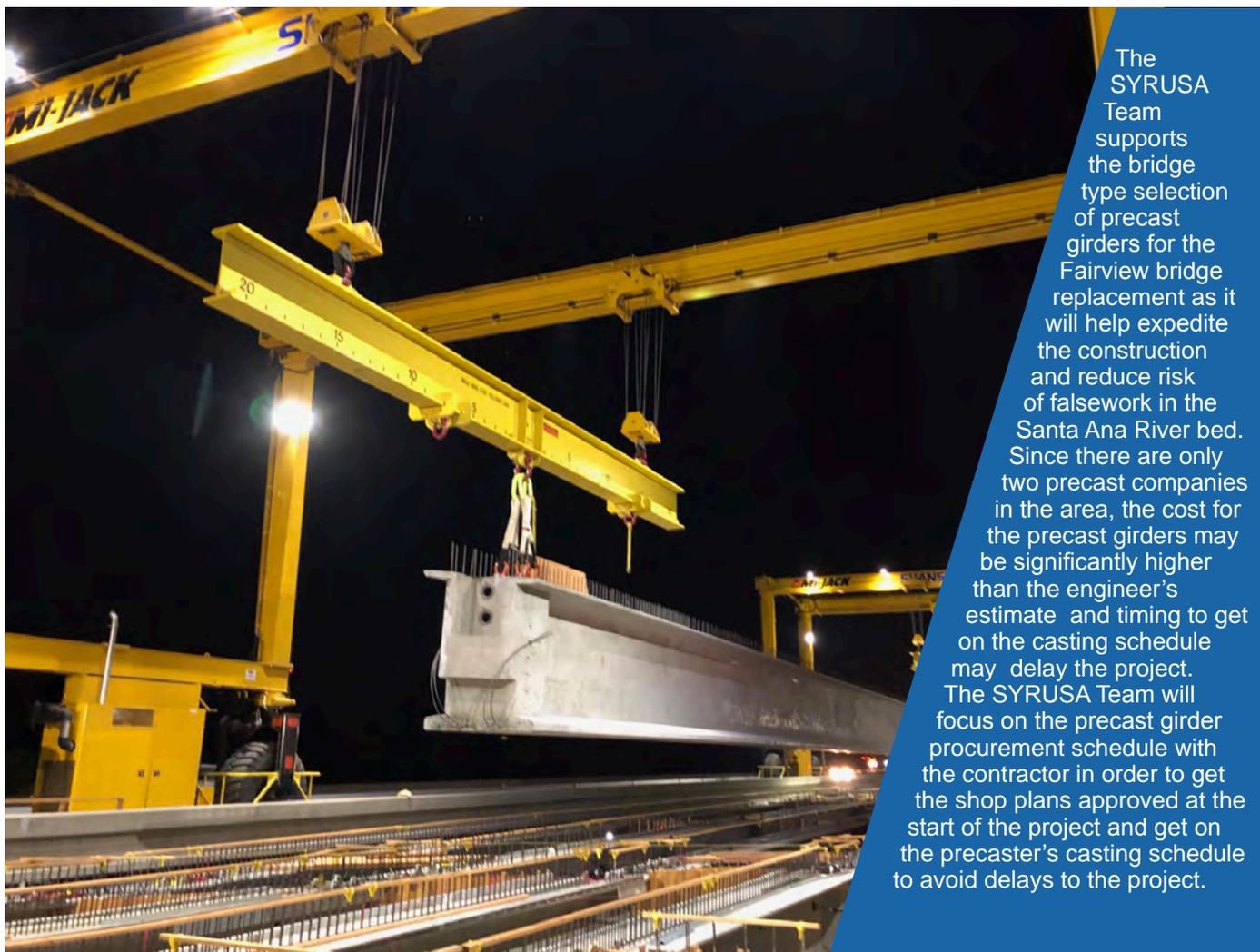
Schedule

Our team has evaluated the plans and developed a schedule to complete the project based upon the scope of work detailed in the RFP, [Exhibit 2.1](#) on page 39.

The schedule uses January 1, 2024, as a benchmark date for NTP. Incorporating the time of construction award to NTP for the contractor to submit the required submittals. The SYRUSA Team proactively works with the contractor to identify the submittal and incorporates review times into the schedule.

The Fairview bridge work is the critical path, the SYRUSA Team, as bridge experts will work with the contractor to complete the project before the specific 500 working days.

Task 1 1, Pre-construction services will be accomplished upon receiving NTP from the City, to allow as much time to for our reviews and analysis to be incorporated into the Contract Documents for advertisement of construction bidding. Not only does understanding the schedule allow for successful completion, cost-savings allows the SYRUSA Team to staff the project as needed to cover any peaks and provide a very cost savings team to the City.



The SYRUSA Team supports the bridge type selection of precast girders for the Fairview bridge replacement as it will help expedite the construction and reduce risk of falsework in the Santa Ana River bed. Since there are only two precast companies in the area, the cost for the precast girders may be significantly higher than the engineer's estimate and timing to get on the casting schedule may delay the project. The SYRUSA Team will focus on the precast girder procurement schedule with the contractor in order to get the shop plans approved at the start of the project and get on the precaster's casting schedule to avoid delays to the project.

Exhibit 2.1: Project Schedule

FAIRVIEW STREET IMPROVEMENT PROJECT				2023		2024												2025											
Activities	Duration	Start	End	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Stage 1																													
Contractors safety plan	5	11/22/23	11/29/23	■																									
Baseline CPM schedule	5	11/30/23	12/6/23		■																								
SWPPP	5	12/7/23	12/13/23		■																								
Demo plan	5	12/14/23	12/20/23		■																								
Shoring plan	5	12/21/23	12/27/23		■																								
Install temporary k-rail and crash cushion	1	12/28/23	12/29/23		■																								
Signage and stripping	1	12/28/23	12/29/23		■																								
Switch traffic to east side of bridge	1	12/28/23	12/29/23		■																								
Excavation and shoring at abutments	15	1/1/24	1/19/24			■																							
Partial removal of existing structure and channel	20	1/22/24	2/9/24			■																							
Pile placement plan	5	2/29/24	2/2/24																										
Drive piles	35	2/5/24	3/22/24				■																						
Concrete mix design	5	2/12/24	2/16/24				■																						
F/P/S Abutments/Shear keys/WW's	30	2/19/24	3/29/24				■																						
Backfill at abutments	5	4/1/24	4/5/24					■																					
F/P/S Piers (Footings and walls) (4 pier walls)	50	4/1/24	6/7/24					■																					
Precast girder shop drawings	5	5/13/24	5/17/24							■																			
Precast quality control plan	5	5/20/24	5/24/24							■																			
Girder erection plan	5	5/27/24	5/31/24							■																			
Erect PC Girders	10	6/3/24	6/14/24							■																			
F/P/S Diaphragms/Bent cap	15	6/17/24	7/5/24							■																			
Stay in place deck forms work plan	5	7/1/24	7/5/24								■																		
F/P/S Deck	30	7/8/24	8/16/24								■																		
Utility relocation	5	8/19/24	8/23/24									■																	
Approach Slabs	10	8/26/24	9/6/24										■																
Barriers/Pilasters	15	9/2/24	9/20/24											■															
Joint seal	2	9/23/24	9/25/24												■														
Stage 2																													
Install k-rail	1	9/23/24	9/24/24												■														
Signage and stripping	1	9/23/24	9/24/24												■														
Switch traffic to west side of new bridge	1	9/23/24	9/24/24												■														
Removal of existing structure and channel	30	9/30/24	11/8/24												■														
Excavation at abutments	15	10/14/24	11/1/24												■														
Drive piles	35	11/4/24	12/20/24												■														
F/P/S Abutments/Shear keys/WW's	30	11/25/24	1/3/25												■														
Backfill at abutments	5	1/6/25	1/10/25													■													
Remove Shoring	5	1/13/25	1/17/25													■													
F/P/S Piers (Footings and walls) (4 pier walls)	50	12/16/24	2/21/25												■														
Precast quality control plan	5	2/10/25	2/14/25													■													
Erect PC Girders	10	2/17/25	2/28/25													■													
F/P/S Diaphragms/Bent cap	15	3/3/25	3/21/25													■													
F/P/S Deck	30	3/24/25	5/2/25													■													
Utility relocation	5	5/5/25	5/9/25														■												
Approach Slabs	10	5/12/25	5/23/25														■												
Barriers/Pilasters	15	5/19/25	6/6/25														■												
Joint seal	2	6/9/25	6/11/25														■												
Stage 3																													
Install channelizers, signage and stripping	5	6/12/25	6/19/25																										
Remove conflicting signage, stripping and barricades	5	6/20/25	6/27/25																										
Final Inspection	1	6/30/25	6/30/25																										

FORMS



Appendix
ATTACHMENT 3-1: NON-COLLUSION AFFIDAVIT
CERTIFICATIONS

NON-COLLUSION AFFIDAVIT
(Title 23 United States Code Section 112 and
Public Contract Code Section 7106)

To the CITY OF SANTA ANA DEPARTMENT OF PUBLIC WORKS

In accordance with Title 23 United States Code Section 112 and Public Contract Code 7106 the BIDDER declares that the bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the bid is genuine and not collusive or sham; that the BIDDER has not directly or indirectly induced or solicited any other BIDDER to put in a false or sham bid, and has not directly or indirectly colluded, conspired, connived or agreed with any BIDDER or anyone else to put in a sham bid, or that anyone shall refrain from bidding; that the BIDDER has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the BIDDER or any BIDDER, or to fix any overhead, profit, or cost element of the bid price, or of that of any other BIDDER, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the bid are true; and, further, that the BIDDER has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

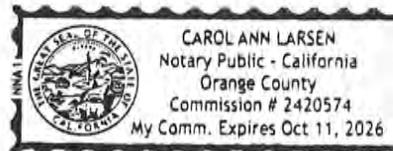
Note: The above Non-collusion Affidavit is part of the Proposal. Signing this Proposal on the signature portion thereof shall also constitute signature of this Non-collusion Affidavit. BIDDERS are cautioned that making a false certification may subject the certifier to criminal prosecution.

Signed Mary M Zahlot

State of California
County of Orange

Subscribed and sworn to (or affirmed) before me on this 6 day of April, 2023 by Mary Zahlot, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Carol Ann Larsen
Notary Public Signature



Notary Public Seal *Please see attached*

CALIFORNIA ACKNOWLEDGMENT

CIVIL CODE § 1189

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California }
County of Orange }

On April 6, 2023 before me, Carol Ann Larsen (Notary Public)
Date Here Insert Name and Title of the Officer

personally appeared Mary Zahlout
Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.



Place Notary Seal and/or Stamp Above

Signature Carol Ann Larsen
Signature of Notary Public

OPTIONAL

Completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: Non-Collusion Affidavit

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer(s)

Signer's Name: _____

- Corporate Officer – Title(s): _____
- Partner – Limited General
- Individual Attorney in Fact
- Trustee Guardian or Conservator
- Other: _____

Signer is Representing: _____

Signer's Name: _____

- Corporate Officer – Title(s): _____
- Partner – Limited General
- Individual Attorney in Fact
- Trustee Guardian or Conservator
- Other: _____

Signer is Representing: _____

Appendix
ATTACHMENT 3-2: NON-LOBBYING CERTIFICATION
CERTIFICATIONS

The prospective participant certifies, by signing and submitting this bid or proposal, to the best of his or her knowledge and belief, that:

1. No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence any officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant loan, loan or cooperative agreement, the undersigned shall complete and submit a "Disclosure of Lobbying Activities".

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The prospective participant also agrees by submitting his or her bid or proposal that he or she shall require that the language of this certification be included in all lower tier subcontracts, which exceed \$100,000 and that all such sub recipients shall certify and disclose accordingly.

Firm SYRUSA Engineering, Inc.

Signed and Printed Name:  Mary Zahlout

Title CFO

Date 4/6/2023

Appendix
ATTACHMENT 3-3: NON-DISCRIMINATION CERTIFICATION
CERTIFICATIONS

The undersigned consultant or corporate officer, during the performance of this contract, certifies as follows:

1. The Consultant shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The Consultant shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Consultant agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.
2. The Consultant shall, in all solicitations or advertisements for employees placed by or on behalf of the Consultant, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin.
3. The Consultant shall send to each labor union or representative of workers with which he/she has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the Consultant's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
4. The Consultant shall comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
5. The Consultant shall furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his/her books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation, to ascertain compliance with such rules, regulations, and orders.
6. In the event of the Consultant's non-compliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, the contract may be canceled, terminated, or suspended in whole or in part and the Consultant may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulations, or order of the Secretary of Labor, or as otherwise provided by law.
7. The Consultant shall include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (7) in every subcontract or purchase order unless exempted

by rules, regulations, or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontract or purchase order as the administering agency may direct as means of enforcing such provisions, including sanctions for noncompliance; provided, however, that in the event the Consultant becomes involved in, or is threatened with, litigation with a sub-consultant or vendor as a result of such direction by the administering agency, the Consultant may request that the United States enter into such litigation to protect the interests of the United States.

8. Pursuant to California Labor Code Section 1735, as added by Chapter 643 Stats. 1939, and as amended,

No discrimination shall be made in the employment of persons upon public works because of race, religious creed, color, national origin, ancestry, physical handicaps, mental condition, marital status, or sex of such persons, except as provided in Section 1420, and any consultant of public works violating this Section is subject to all the penalties imposed for a violation of the Chapter.

Signed: May M Zuhlovit
Title: CFO
Firm: SYRUSA Engineering, Inc.
Date: 4/6/2023

EXHIBIT C

CONSULTANT'S FEE PROPOSAL
(including hourly rates if applicable)



June 9, 2023

City of Santa Ana
Mindy Ly, PE | Civil Engineer
CIP Engineering
20 Civic Center Plaza | Santa Ana, CA 92701

Construction Management and Inspection Services for FAIRVIEW BRIDGE REPLACEMENT AND STREET IMPROVEMENTS (9TH ST TO 16TH ST) Preconstruction Cost

Below is the cost breakdown for the preconstruction services.

The preconstruction service will include bat survey which will be done by Geode Environmental.

Construction Management and Inspection Services for FAIRVIEW BRIDGE REPLACEMENT AND STREET IMPROVEMENTS (9TH ST TO 16TH ST)				
PRECONSTRUCTION PHASE				
SYRUSA Staff				
Classifications/Title	Key Personnel	Total Hours	Hourly Rate	Cost
Project Manager	Jerry De Santos, PE	100	\$267.09	\$26,709.00
Construction Manager/RE	Jose Corona, PE	280	\$289.35	\$81,018.00
Contract Administrator		50	\$138.00	\$6,900.00
Structure Rep	Luis Negrete, PE	100	\$200.32	\$20,032.00
Subconsultants		1	\$125,000.00	\$125,000.00
Preconstruction Phase Total				\$259,659.00

I am authorized to obligate SYRUSA Engineering, Inc. to the City of Santa Ana for this contract. You have our commitment for this work and we look forward to our successful partnership on this new contract. Please contact me at 714-784-6700 or mzahlout@syрусаengineering.com if you have any questions or need additional information.

Sincerely,

Mary Zahlout
CFO

SYRUSA Engineering - JTM 6.14.23 - CAO signed(291184.2) (002)

Final Audit Report

2023-06-16

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