

ANSER

ADVISORY

Proposal for
Professional Engineering Services,
Preconstruction Assistance, Construction
Management, Material Testing, Survey
Staking, and Public Outreach
for
Arts and Music Line Project

Anser Advisory Management, LLC
73-710 Fred Waring Dr #102
Palm Desert, CA 92260
714.276.1135



CVAG



August 23, 2023

Coachella Valley Association of Governments (CVAG)
74199 El Paseo STE 100,
Palm Desert, CA 92260
Allen McMillen
amcmillen@cvag.org



RE: REQUEST FOR PROPOSALS FOR PROFESSIONAL ENGINEERING SERVICES, PRE-CONSTRUCTION ASSISTANCE, CONSTRUCTION MANAGEMENT, MATERIAL TESTING, SURVEY STAKING AND PUBLIC OUTREACH SERVICES FOR THE ARTS AND MUSIC LINE PROJECT

Dear Allen McMillen and the Selection Committee,

We at Anser Advisory Management, LLC, dba Anser Advisory (Anser) are pleased to present the following proposal to provide Professional Engineering Services, Pre-Construction Assistance, Construction Management, Material Testing, Survey Staking and Public Outreach Services for the Coachella Valley Association of Government (CVAG)'s Arts And Music Line Project.

We recognize that this is a pivotal project for the Coachella Valley community, creating an iconic transportation corridor that infuses art and music while also providing safe connections and routes to local schools, housing, retail and urban centers within Coachella, Indio and La Quinta. The Art and Music Line will also provide three connections to the CV Link, a project that we have been proud to manage over the last few years in partnership with CVAG.

Serving as CVAG's trusted resource and advocate has been one of our team's most valuable responsibilities that we look forward to maintaining throughout the important work ahead on the Art and Music Line project. Leveraging our team's extensive professional experience and lessons learned providing services for project management, feasibility and constructability review, cost estimates, construction bidding assistance, construction support, contract management, inspection services, utility coordination, and project closeout for Southern California public transportation projects enables our team to provide a smooth progression of work for CVAG. We are not only a local firm, with an office in Palm Desert, but we fully understand the unique perspectives of each of the area's stakeholder groups, and have included additional local resources to our team to best address and service the wide range of anticipated project needs. With our combined experience and the understanding of how to coordinate with you and your other ongoing projects, we confidently offer **Experience, Commitment, and Responsiveness** to best service the Art and Music Line project.



Experience: With nearly 20 years of broad transportation and infrastructure project experience gained throughout Southern California and Coachella Valley, Resident Engineer, Tyson Atwood, PE, QSD provides a hands-on approach that best aligns project goals with team actions and outcomes. Tyson is supported by some of the industry's leading professionals who not only largely know and understand the history of work on CVAG's projects but also encompass beneficial experience surrounding each discipline required to effectively execute the important work ahead on this project.



Commitment: The Anser team goes above and beyond for our clients. Our team commits to supporting CVAG's goals through a collaborative approach with both stakeholder groups and project team members alike, enabling stringent compliance to all regulatory requirements while also maintaining CVAG's vision and goals. Our team's local knowledge and presence translates into not only proactive perspectives into the execution of work and cost savings through built-in efficiencies but also keeping dollars spent on this project within Coachella Valley's local economy.



Responsiveness: Information, decisions, cost, and time are all drivers in which our clients assess our performance. Bringing project and construction management veterans with extensive technical expertise and experience in similar work while also creating for efficiencies and responsiveness in proximity and ongoing history with CVAG assures a winning performance. The following table illustrates our proposed team members and the cohesiveness that we bring to meet CVAG’s project needs.

Subconsultant Team Member	Local	Relationship between Offeror and Subcontractor, Recent Project Experience
Danken Construction Engineering Group , Scott Walker, 2151 S. Haven Ave., Suite 100, Ontario, CA 91764, 714.875.4714, scott@dankencom.com		13+ year relationship, CV Link, First Avenue Grade Separation, North Milliken Grade Separation
Burke/Rix Communications , Brian Rix, 431 S. Palm Canyon Drive, Suite 206, Palm Springs, CA 92262, 760.327.9708, brian@burkerix.com	✓	3+ year relationship, including with CVAG CV Link
Michael Baker International , Christopher Alberts, 75-410 Gerald Ford Dr., Suite 100, Palm Desert, CA 92211, 760.341.6110, calberts@mbakerintl.com	✓	5+ year relationship, including with CVAG CV Link
Dynamic Engineering Services, Inc. (DBE), Chia-Chi Wang, 11762 De Palma Road, Suite 1C88, Corona, CA 92883, 951.471.8890, ccwang@dynamicsesi.com		8+ year relationship, CVAG CV Link, RCTD and SANDAG projects
Earth Systems , Josh Thomas, 79-811B Country Club Drive, Bermuda Dunes, CA 92203, 760.345.1588, jthomas@earthsystems.com	✓	New relationship
MLA Consulting Services, Inc. (DBE), Melanie Lopez, President, 51321 Avenida Bermudas, #1929 La Quinta, CA 92247, 323.702.3766, mel@mlacs.com	✓	3+ year relationship, including with CVAG CV Link
Magaña Consulting Services, LLC (MBE), Martin Magaña, 80730 Sunny Cove, Indio, CA, 92201, 760.831.3215, mmagana@maganacconsulting.com	✓	3+ year relationship, including with CVAG CV Link
LSA Associates, Inc. , Ryan Villanueva, Senior Biologist, 3111 E. Tahquitz Canyon Way, Suite 109, Palm Springs, CA 92262, 951.781.9310, ryan.villanueva@lsa.net	✓	2+ year relationship, Diamond Bar Golf Course

The Anser team is enthusiastic to continue our meaningful relationship with CVAG on this Art and Music Line project, and look forward to the next steps in this solicitation process. We attest that all information submitted in this proposal is true and correct. As Principal-in-Charge, I am authorized to bind Anser Advisory to the terms of this proposal. We thank you for your time and consideration of our submission and look forward to the opportunity to be your partner on such an important project for the Coachella Valley community.

Acknowledgements:

- » We acknowledge that one addendum has been issued for this RFP dated August 10, 2023.
- » We acknowledge that this proposal shall remain valid for a period of not less than 180 days from the date of submittal.
- » Anser Advisory does not have any personal, business, and financial relationship with the contractors and subcontractors that will be pursuing this work.

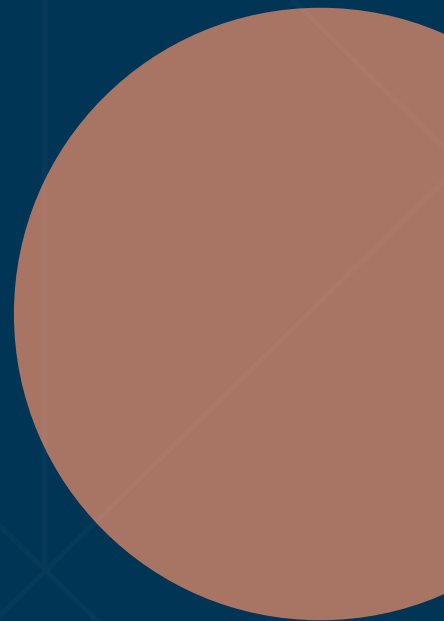
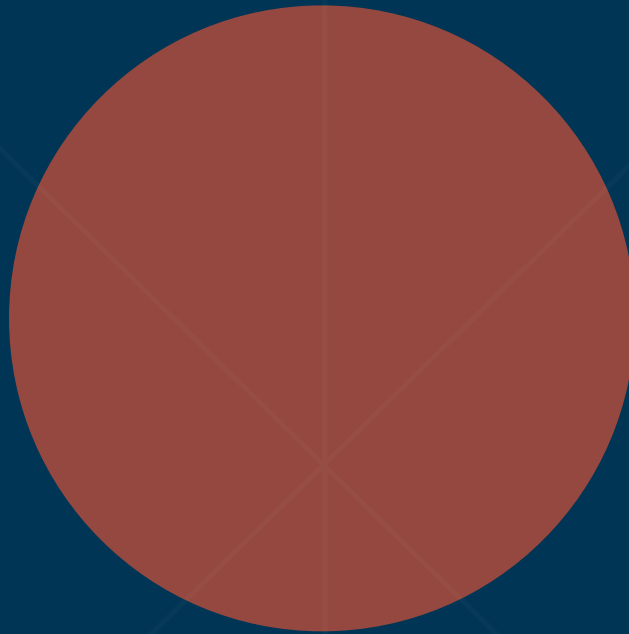
Sincerely,

Lucas Rathe, PE, QSD

Principal-in-Charge | Senior Vice President / Managing Director
 lucas.rathe@anseradvisory.com | 619.755.9596
 73-710 Fred Waring Dr #102, Palm Desert, CA 92260

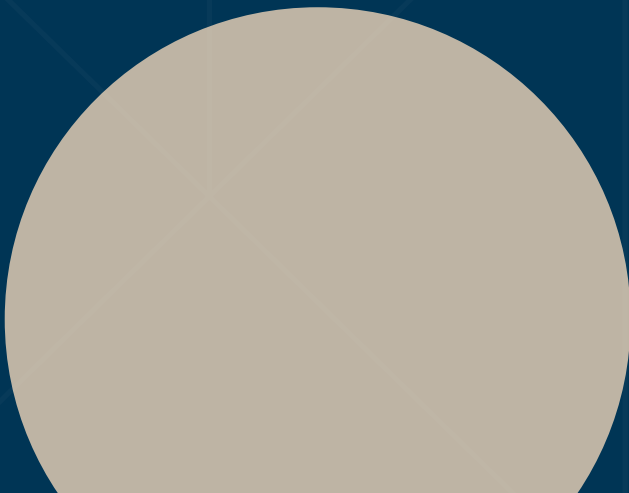
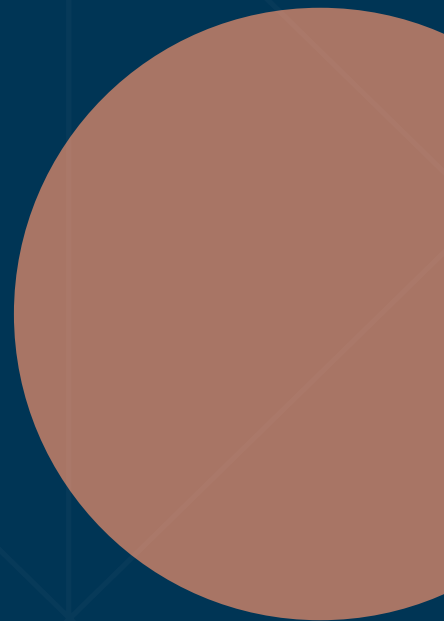
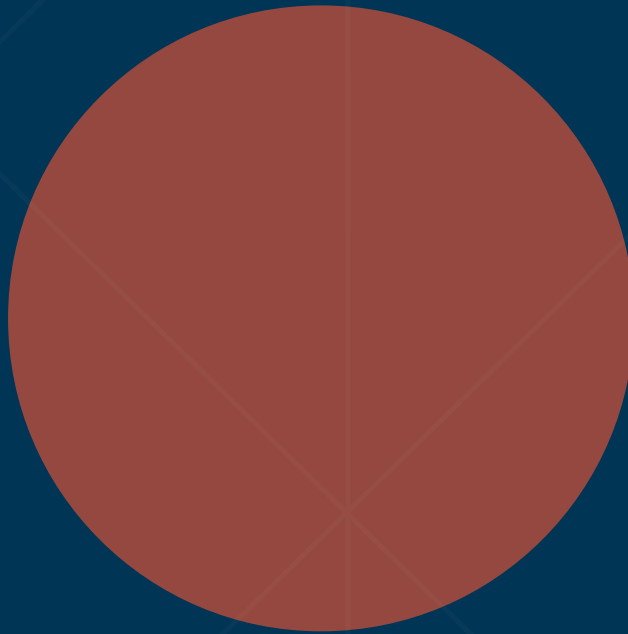
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Section 2

Qualifications, Related Experience and References



Section 2: Qualifications, Related Experience and References



SERVICES OFFERED

Project Management
Construction Management

YEAR FOUNDED

1996

YEAR INCORPORATED

2018

FORM OF ORGANIZATION

Limited Liability Company

LOCAL OFFICE

73-710 Fred Waring Dr #102
Palm Desert, CA 92260

CALIFORNIA OFFICES/ NUMBER OF EMPLOYEES

- San Diego - 25
- Santa Ana - 119
- Cypress - 17
- San Francisco - 5
- National - 900

OUR CLIENTS

- City of Palm Desert
- City of Indio
- San Diego Association of Governments
- Orange County Transportation Authority
- Riverside County Transportation Department
- Riverside County Transportation Commission
- San Bernardino County Transportation Authority
- CALTRANS
- LA Metro
- California High Speed Rail

FIRM RECOGNITIONS

- ENR's 2022 National Top 50 Program Management Firms
- Zweig Hot Firms, top five for five years in a row
- Top Workplaces Certified

FIRM PROFILE AND FINANCIAL CONDITION (I, II)



Anser Advisory (Anser) is a national firm specializing in project and construction management as well as capital program advisory and consulting services, including strategy, funding consulting, process improvement, organization preparedness, as well as project, program and agency construction management and controls.

Anser's services cover the capital development cycle from planning through construction and closeout. Our services begin with early phase strategic, organizational and program planning and continue through managing the tactical execution of each project or initiative. We operate nationally, with a diverse, talented staff of over 900 professionals, however leverage our local offices, established for over 27 years, to support our Southern California clients. With offices located in **Palm Desert**, Santa Ana, Los Angeles, and San Diego and over 250 local employees, including project managers, schedulers, architects, engineers, estimators, inspectors, management consultants, claim specialists, financial analysts, procurement specialists, system configuration specialists, and construction auditors, we offer the most comprehensive services to meet your needs.

Our construction management related services include:

- | | |
|---------------------------------------|--|
| » Project and Construction Management | » Right of Way (ROW) Support |
| » Program Management | » Utility Relocation Management |
| » Risk Mitigation | » Claims Analysis and Support |
| » Resident Engineering (RE) | » Stormwater Pollution Prevention Plan (SWPPP) Support |
| » Structure Representative | » Contract Administration |
| » Office Engineering (OE) | » Zero Emission Planning and Support |
| » Quality Assurance | » Sustainability Program Planning and Support |
| » Project Controls | » Construction Technology Support |
| » Scheduling | » Traffic Control Support |
| » Estimating | » Grants Assistance and Monitoring |
| » Risk Management | » Construction Cost Accounting/Auditing |
| » Inspection | |
| » Constructability Review | |

Anser Advisory recently announced signing an agreement to join Accenture, one of the world's leading consulting firms. This transaction closed in early August 2023. We are extremely excited about the opportunities that combining Anser's capital project/program/construction management expertise with Accenture's data and digital expertise will provide our clients moving forward. There are no anticipated organizational or staffing impacts that would result from closing of this transaction and it will not affect our daily operations nor have CVAG impacts.

Anser has the financial capacity to complete all construction management services as well as the terms of any contract. Our firm maintains its financial strength from strict adherence to best practices and strong understanding of regulatory compliance. Similar to our large firm partners, Anser employs a fully integrated cost accounting system. We also adhere to numerous regulatory compliance guidelines, including the Federal Acquisition Regulations (10CFR48 Part 31) and the Uniform Audit and Accounting Guide developed by AASHTO. We have a strong track record for State and Federal audits, and voluntarily undergo annual CPA audits of our financial statements and indirect cost rate schedules. We are proactive in our compliance and policy administration for Equal Employment Opportunity compliance and employment practices. **Anser has not had any legal proceedings or arbitration pending or concluded within the last five years.**

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With over 250 full-time employees in Southern California supporting public and private clients, we are well-positioned to help CVAG with these proposed projects. We serve as trusted advisors and managers to owners, contractors, consultants and other stakeholders. It is our mission to be client-focused, reduce the risks associated with construction, create a culture of collaboration, provide exceptional high-performing personnel, assist in completing projects on schedule and within budget; mitigating and/or avoiding disputes/litigation and delivering exceptional project outcomes. Our strength lies in our ability to adapt to the ever-changing needs of our clients and local markets, as well as provide seasoned experts who can successfully manage complex projects. We achieve this by working collaboratively in a partnered approach, earning lasting, long-term relationship with our clients.

EXPERIENCE IN WORKING WITH VARIOUS GOVERNMENT AGENCIES (IV)



Anser has extensive experience working with many of the major transportation authorities in Southern California, such as Caltrans Districts 8, 7 and 11, including approximately \$300 million of work in District 8; Riverside County Transportation Department (RCTD); Riverside County Transportation Commission (RCTC); San Diego Association Of Governments (SANDAG), San Bernardino County Transportation Authority (SBCTA); and Los Angeles County Metropolitan Transportation Authority (LA Metro). We are experts in administering projects through the Caltrans Local Assistance Procedures Manual (LAPM), having provided services for over one billion dollars (\$1B) of work related to local agencies, and under the guidelines of the Federal Highway Administration (FHWA).

In addition to our transportation experience, we have gained valuable experience working with the **Cities of Coachella, Indio, and La Quinta** on CVAG's CV Link Multi-Modal Transportation Corridor Project.

FIRM'S EXPERIENCE IN PERFORMING WORK OF A SIMILAR NATURE (III)

Anser specializes in providing construction management and engineering support services for public agencies in California. As shown in our similar project experience below, Anser has extensive experience in bikeway projects, and has been CVAG's trusted partner on the CV Link project for over 3-years. In addition, over the past 5 years our proposed team has completed, or are actively working on, over 15 miles of bikeway infrastructure for SANDAG in San Diego County and Coachella Valley, as well as an additional five (5) miles of bike lanes associated with interchange improvements in Riverside County along the I-215 corridor in Caltrans District 8. We understand the unique challenges that these projects bring. We bring with us valuable Lessons Learned, **including those from our work on CVAG's CV Link and discussed in detail in the Work Plan**, which can be incorporated into the project specific add ons to continue to help lower CVAG's risk.

As shown in our organization chart, Anser has built a team with the skill sets capable of continuing the important work on CV Link. As later discussed in our innovation section, Anser is a Gold Oracle Partner making us uniquely qualified to continue to support the entire CV Link capital program. We have the experience and expertise to help CVAG successfully deliver the entire CV Link bikeway to the Coachella Valley.



CVAG, CV Link Multi-Modal Transportation Corridor Project

CV Link is a 40+ mile bicycle, pedestrian, and neighborhood electric vehicle (NEV) pathway that is being built largely along the Whitewater River, and it extends from Palm Springs to Coachella. CV Link will connect users to employment centers, shopping, schools, and recreational opportunities. This alternative transportation corridor will enable healthier lifestyles, spur economic innovation, and make the Coachella Valley a more sustainable and appealing place to live, work and play. It will bring national recognition to the Coachella Valley as a leader in environmentally friendly transportation.

Major project highlights include, 14-foot-wide concrete path, a new pedestrian bridge, retaining walls, decomposed granite pathway, park like improvements including: shade structures, benches, water fountains, benches, trash and recycling receptacles, and metal railing. The project also includes a number of flood channel improvements in the Whitewater River. Major stakeholders include: City of Palm Springs, City of Palm Desert, City of La Quinta, City of Indio, Army Corps of Engineers, City of Coachella, and Coachella Valley Water District.

Anser currently provides Program and Construction Management services for the entirely CV Link program. Due to funding and right-of-way restrictions, it is anticipated that the program will consist of seven (7) separate construction projects which Anser is supporting from bidding to completion. It is the program goal of being complete by the end of 2024.

City of Palm Desert CV Link On-Street Class IV & NEV Path Project

Anser provided construction management services for a large CV Link project in Palm Desert, an ambitious, multi-modal facility that creates alternative transportation through the entire Coachella Valley. The Palm Desert portion of the CV Link is a critical component to the core alignment. In addition to the new Class IV bikeway, this project also adds a neighborhood electric vehicle (NEV) path along the western edge of the Toscana County Club. The physical elements of construction on this project include concrete curb and gutter, sidewalks, pavement, and striping. The location and staging of the improvements are what makes this project unique and complex.



Anser guided the success of this project, ensuring simple and honest communication with the community, clear and safe access through and around the work zone, and maintaining a clean work zone that makes the community excited about the improvements.



City of Indio Herbert Hoover Elementary School Pedestrian Improvements Project

As a consultant to the City of Indio, Anser provided construction management and inspection services for the \$5.7M construction of approximately four (4) miles of sidewalk and over 300 new driveways along 14 street segments within the community of Indio. The sidewalks were installed behind existing curb and gutter, and the driveways were installed to match existing driveway approaches at each of the residences. There were two challenges of this project which the Anser team succeeded at 1) constantly modifying driveways due to existing conditions not noted on the plans to ensure compliance with the City standards and 2) creating

a positive atmosphere in the community and working with residents, addressing their concerns, and leaving the community with a high-quality product. This project also upgraded 56 ADA curb ramps to new standards, revised striping at critical crosswalks, relocated 275 Indio Water Authority water meters, and adjusted 25 fire hydrants that conflicted with our new improvements. Anser managed this federally funded project in accordance with the Caltrans Local Assistance Procedures Manual and kept project records organized to ensure City funding was maintained.

SANDAG North Park | Mid-City Georgia Meade and Landis Bikeways Project

Anser was selected to manage the construction of over 6.5 miles of new bikeway through two parallel streets in the urban area of North Park in San Diego. The projects are designed to enable people to bike and walk safely on more direct and convenient routes within and between major regional destinations and activity centers. The main feature of the project is the addition of 19 neighborhood traffic circles. Other features included buffered bike lanes, raised crosswalks, reverse angle parking, traffic signal modifications, storm drain improvements, ADA ramps and other traffic calming measures. Anser was responsible for all aspects of the project and provided positions for the resident engineer, office engineer, field inspectors, labor compliance, and administrative assistant.



Minimizing disruptions to the traveling public during construction was a major goal of the project. The area is a vibrant neighborhood filled with vehicles, pedestrians, and bicycle use. Maintaining pedestrian access through the construction zones was required at all times. As such, the project was divided into over a dozen phases, each with their own traffic control plan. Anser diligently reviewed each phase to ensure compliance with the project specifications.

When installing intersection improvements in older neighborhoods like this, utility conflicts are always a challenge. The project installed nearly 200 ADA ramps, many of which the Anser team was able to adjust to keep them in compliance, and fit between

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utility cabinets, and adjust the sidewalk elevation and slope to match the existing conditions. The project also relocated two fire hydrants to fit in ramps which required additional City coordination. Another utility challenge was installing new storm drain curb inlets and cleanouts to tie-in to the existing storm drain system. This created challenges with existing utilities where the box sizes had to be adjusted and the RCP had to be fit under utilities. We also had two locations where electrical packages were installed directly over the existing storm drain and cleanouts could not be installed, so the system had to be redesigned with input from the Engineer of Record and City engineers.



SANDAG Bayshore Bikeway Barrio Logan Segment Projects

The work consists of approximately 2.3 miles of Class I bikeway along Harbor Drive between Park Boulevard and 32nd Street within the City of San Diego and Port of San Diego Tidelands. The bikeway will extend along the western side of Harbor Drive between Park Boulevard and Cesar Chavez Parkway. The bikeway will cross to the eastern side of Harbor Drive at Cesar Chavez Parkway, where it will extend to 32nd Street. Roadway improvements are required to accommodate the Class I bikeway.

Features include raised concrete medians and buffers, concrete curb & gutter, asphalt concrete dike, curb extensions, concrete barrier railing, chain link fencing, street lighting, traffic signal modifications and other traffic safety measures linked to signage and striping. At the intersection of Harbor Drive and 32nd Street, the existing steel span pedestrian bridges will be removed, and the existing concrete abutments and stairs will be demolished. On 32nd Street, between Harbor Drive and Norman Scott Road, improvements include new sidewalk and medians, traffic signal improvements, and railroad signaling improvements for the MTS Trolley.

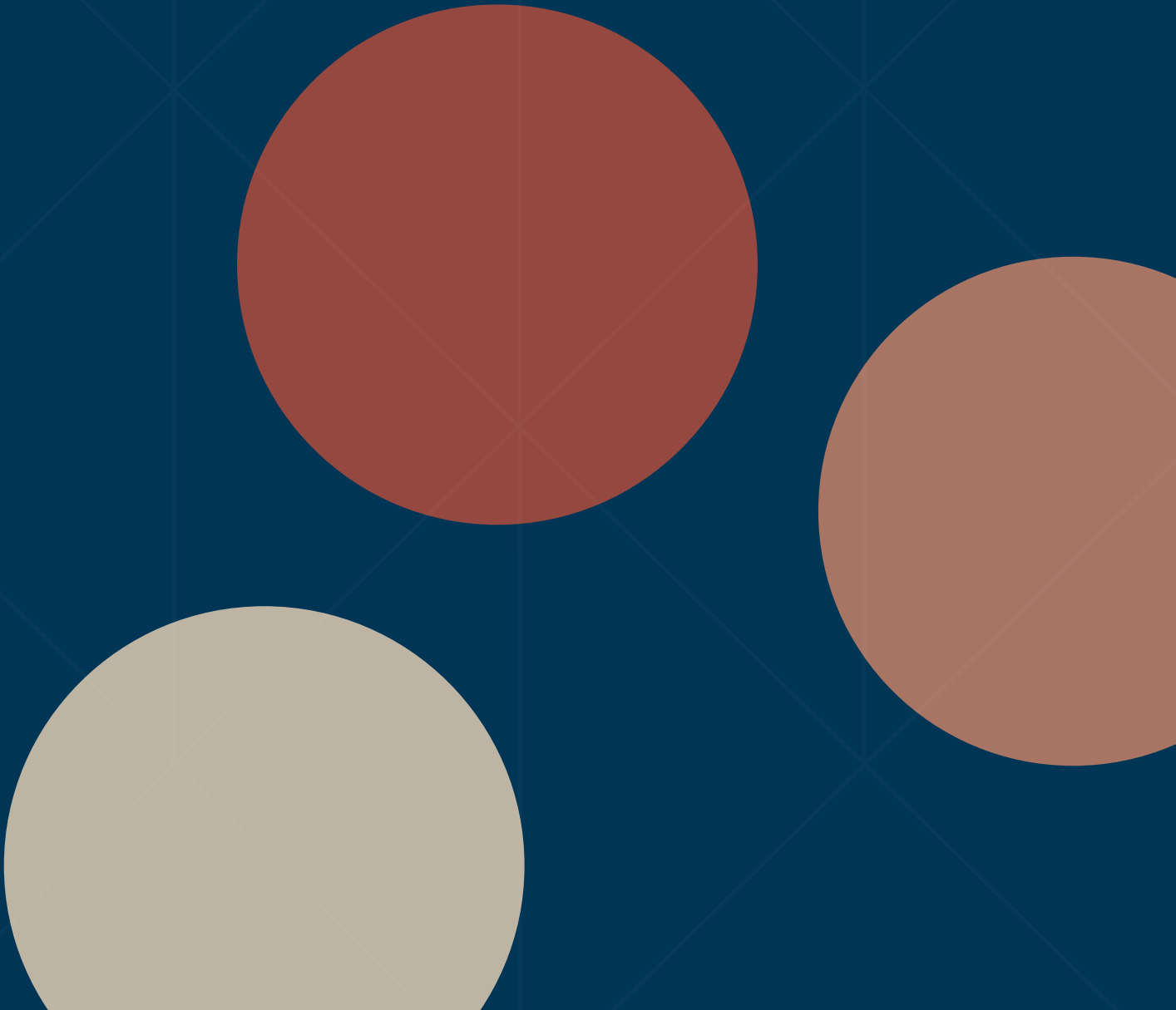
REFERENCES (V)

The following are client references which CVAG may contact to gain a fuller understanding of Anser’s qualifications and experience.

Client Name	Contact Name & Title	Address	Contact Information
SANDAG	Stephen M Fordham, PE, QSD Senior Transportation Engineer	401 B Street, Ste. 800, San Diego, CA 92101	619.871.9699 - Mobile stephen.fordham@sandag.org
SBCTA	Kristi L Harris Construction Manager	1170 W 3rd St 2nd floor, San Bernardino, CA 92410	435.574.8767 - Work kharris@gosbcta.com
CVAG	Jonathan Hoy, PE Director of Transportation	74199 El Paseo STE 100, Palm Desert, CA 92260	760.346.1127 - Work jhoy@cvag.org
City of Indio	Donn Uyeno Principal Civil Engineer	100 Civic Center Mall, Indio, CA 92201	760.391.4028 - Work duyeno@indio.org

Section 3

Proposed Staffing and Project Organization



Section 3: Proposed Staffing & Project Organization



OUR TEAM

Anser takes pride in every community in which we work, and we recognize that our project impacts to the community will last for decades after project completion. Anser has built a team with the local community and economy in mind, as such we have a well-diversified team of both DBE and SBE local talents, as well as national firms which have had a local presence in the Coachella Valley for years.

As the Prime consultant, Anser will lead the team providing the Project Manager, Resident Engineer, and much of the support staff. Adding to the strength of the leadership team, Anser has teamed with Scott Walker of Danken Construction Engineering Group, who brings more than a decade of local knowledge of the Coachella Valley. Anser has also teamed with Michael Baker International, Burke Rix Communications, Magaña Consulting Services, LLC, MLA Consulting Services, Inc, LSA Environmental Services, Dynamic Engineering Services, Inc. and Earth Systems, the majority of whom have local offices in the Coachella Valley.

Our complete team and project organization chart can be found on the next page.

CURRENT ASSIGNMENTS AND AVAILABILITY OF OUR PROPOSED KEY PERSONNEL

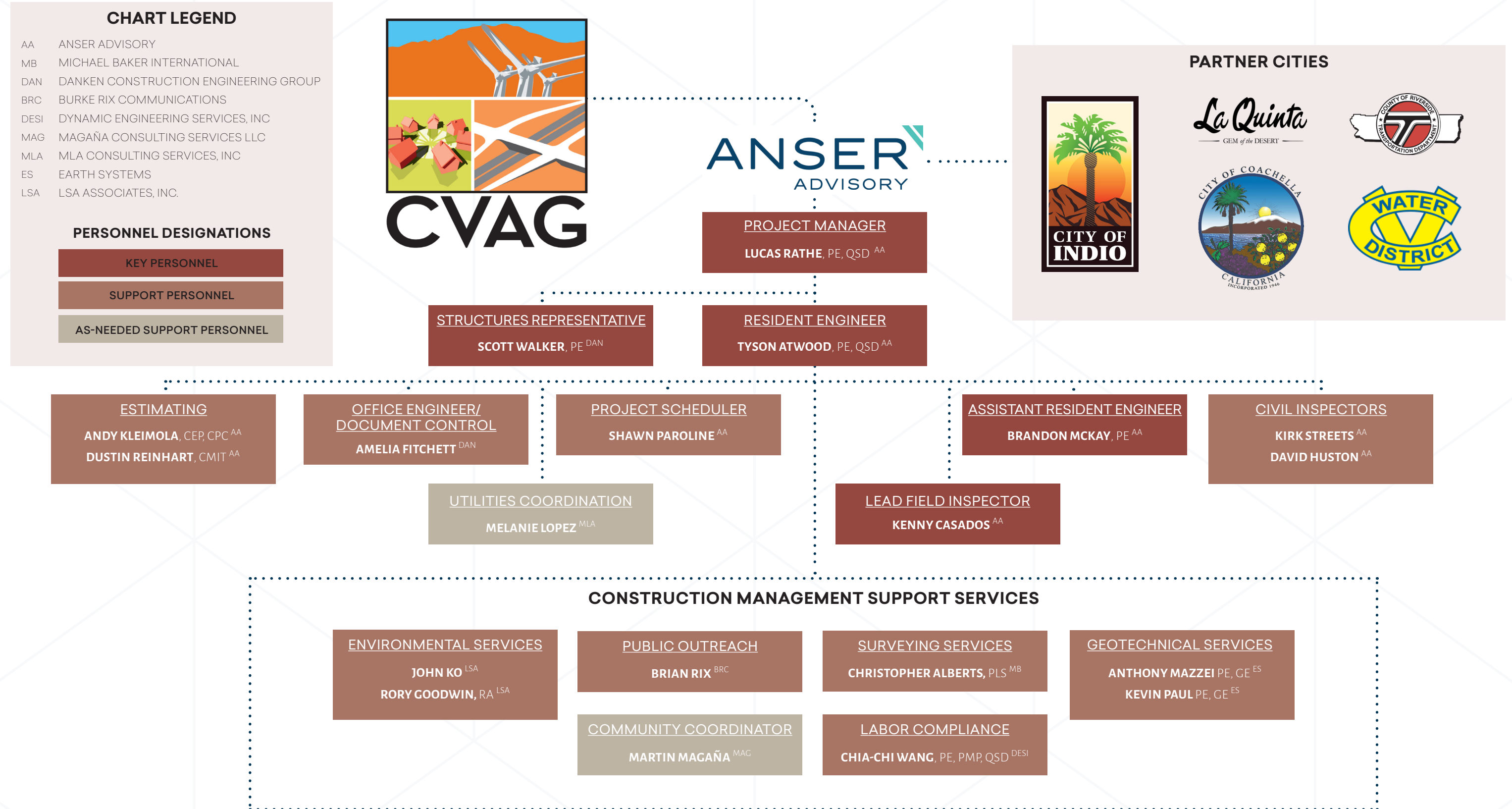
Staff Name, Credentials Role	Years with the Firm	Current Location	Current Assignment	Current Commitment	Availability for this Assignment
Lucas Rathe, PE, QSD Project Manager	Anser - 9+	Inland Empire, CA	Mission Ave Bridge - RCTD	50%	10%
Tyson Atwood, PE, QSD Resident Engineer	Anser - 9+	Palm Desert/Orange County, CA	CV Link - CVAG	50%	50%
Scott Walker, PE Structures Representative	Danken - 12+	Orange County, CA	First Avenue Grade Separation - SBCTA	30%	50%
Brandon McKay, PE Assistant Resident Engineer	Anser - 4+	San Diego, CA	Bayshore Bikeway, Bario Logan - SANDAG	100% (completion Q3 2024)	100%
Kenny Casados Lead Field Inspector	Anser - 3+	La Quinta, CA	CV Link - CVAG	100%	100%

AVAILABILITY STATEMENT (V)

All staff assigned to this project will be available and committed throughout the duration of this contract and will not be subject to reassignment without the prior written consent of CVAG.

Organizational Chart

The following organization chart illustrates the proposed structure, roles, and credentials of our proposed team members.



EDUCATION, EXPERIENCE AND PROFESSIONAL CREDENTIALS OF PROJECT STAFF

Anser will provide focused and dedicated leadership to the project and will manage each phase to align with CVAG's requirements and timeline. Our personnel are specifically selected and assembled with our individual client's needs in mind to ensure the appropriate resources are available and possess extensive local construction knowledge while simultaneously leveraging specific transportation sector experience and capabilities. Our proposed team personnel descriptions for each team member have been included below, with full resumes provided in the appendix.



LUCAS RATHE, PE, QSD - PROJECT MANAGER

16 years experience - 9 years with Anser - Bachelor of Science, Civil Engineering, University of Pittsburgh, PA

Mr. Rathe is a multi-disciplined resident engineer and project manager who possesses the experience, lessons learned, and communication skills to lead and manage any construction project. Lucas has managed a large variety of construction projects of various sizes and scopes. His expertise is in federally funded transportation projects with Caltrans Local Assistance oversight.

- » City of Indio, Herbert Hoover Elementary School Pedestrian Improvement Project - Indio, CA | Resident Engineer
- » SANDAG, I-805 Transit Only Lane - San Diego, CA | Resident Engineer
- » RCTD, Avenue 66 Grade Separation Project, Mecca - Riverside, CA | Resident Engineer

TYSON ATWOOD, PE, QSD - RESIDENT ENGINEER

20 years experience - 9 years with Anser - Bachelor of Science, Civil Engineering, Cal Polytech, San Luis Obispo, CA

Mr. Atwood has nearly 20 years of experience successfully providing engineering construction management services for a wide variety of capital improvement projects including: substation construction, railroad grade separations, airport rehabilitations, highway construction, wastewater treatment facilities, water supply infrastructure, utility undergrounding, and general roadwork. Tyson also has vast experience in Active Transportation (ATP) construction having managed over 50 miles of Class I, II, and IV facilities.

- » Coachella Valley Association of Governments (CVAG), CV Link Multi-Modal Transportation Facility - Coachella Valley, CA | Resident Engineer
- » City of Palm Desert, CV Link Project No. 707-20 - Palm Desert, CA | Resident Engineer



BRANDON MCKAY, PE - ASSISTANT RESIDENT ENGINEER

16 years experience - 4 years with Anser - Bachelor of Science, Civil Engineering, Cal Polytech, San Luis Obispo, CA

Mr. McKay is a civil engineer with experience in building and managing complex heavy civil, transportation, and water construction projects. He is highly skilled in Primavera P6 Professional, Bluebeam Revu, Microsoft Office Suite, eBuilder, and AutoCAD. His experience has consisted of bridge, water, and electrical projects where he has experience with shoring, piling, footings/foundations, abutment walls, bridge soffits, bridge deck slabs, retaining walls, drainage structures, concrete & HMA pavement, sidewalk & ADA ramps, construction & permanent signs, SWPPP, and erosion control.

- » SANDAG On-Call Construction Support Services, Bayshore Bikeway Barrio Logan Project - San Diego, CA | Assistant Resident Engineer
- » SANDAG, North Park | Mid-City Georgia, Meade/Landis Bikeway Projects - San Diego, CA | Assistant Resident Engineer

KENNY CASADOS - LEAD FIELD INSPECTOR

8 years experience - 3 years with Anser - Bachelor of Science, Civil Engineering, University of Wisconsin-Madison, WI

Mr. Casados has 8 years of experience serving as Project/Field Engineer responsible for processing RFIs, reviewing plans and specifications, weekly meetings, and managing schedules and budgets. He is skilled in software programs such as BlueBeam, P6, Revit, Navisworks, BIM 360 Glue, SketchUp, Asta, PowerBI and Microsoft programs. He has extensive experience resolving field issues at the lowest levels possible.

- » Coachella Valley Association of Governments (CVAG), CV Link Multi-Modal Transportation Facility - Coachella Valley, CA | Lead Field Inspector/Office Engineer
- » Los Angeles Unified School District, Venice High School Modernization Project - Los Angeles, CA | Project Engineer



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SCOTT WALKER, PE - LEAD STRUCTURES REPRESENTATIVE

29 years experience - 12 years with Danken - Bachelor of Science, Civil Engineering, Cal State, Long Beach, CA
 Mr. Walker has twenty nine years of construction experience related to highways, roadways, interchanges and land development. He has served as project manager, resident engineer, structures representative, construction scheduler, estimator, structure and roadway inspector. Mr. Walker has been responsible for roadway and bridge design and construction, supervision of technical and field staff, change order negotiation and preparation, contract administration, critical path schedule reviews, storm water pollution prevention plan preparation and compliance, and more.

- » Coachella Valley Association of Governments (CVAG), CV Link Multi-Modal Transportation Facility - Coachella Valley, CA | Lead Structures Representative
- » I-405 Improvement Project from SR-73 to I-605 - County of Orange, CA | Senior Claims Analyst

SHAWN PAROLINE - SCHEDULER

29 years experience - Bachelor of Science, Engineering Technology, Cal State, Long Beach, CA

Mr. Paroline has 29 years of professional experience in construction management, scheduling, risk management, and claims analysis. As Contract Liaison to the Port of Long Beach, he currently serves to consolidate and coordinate our team's resources to respond to fourteen specific work authorizations received from the Port on our current \$2.5 million on-call project controls services contract, of which he returned budget surpluses on five. He is our Port team's lead specialist for general division support, master scheduling, construction schedule, cost engineering, innovation, uniformity, and standards.

- » Port of Long Beach, Pier B Stormwater Pump Station Upgrade HD-S2527, Long Beach, CA | Risk Mitigation Manager
- » Riverside County Transportation Department (RCTD), Scott Road Interchange Project, Menifee, CA | Risk Mitigation Manager



ANDY KLEIMOLA, CEP, CPC - COST ESTIMATING

30 years experience - Bachelor of Science, Construction Engineering & Management, Purdue University, Purdue, IN

Mr. Kleimola brings over 30 years of construction experience, with his primary experience focus in preconstruction services, cost estimating, scheduling and construction management. He has previously been responsible for the management of all aspects of the estimating department and led the team in procurement of new work. He was responsible for a staff of 10 estimators which estimated projects ranging in values up to \$2.2 billion with a strong focus on value engineering, constructability review, and program budget management.

- » Los Angeles County Metropolitan Transportation Authority (LA Metro), Metro Center Street (Emergency Security Operations Center), Los Angeles, CA | Cost Estimating
- » LA Metro, Division 20 Portal Widening & Turnback Facility, Los Angeles, CA | Cost Estimating

DUSTIN REINHART, CMIT - COST ESTIMATING

5 years experience - Associate of Science, Lansing Community College, Lansing, MI

In his role as estimator, Mr. Reinhart is responsible for quantity take off, pricing, and managing estimates from concept through completion. He is also responsible for a variety of estimating projects ranging in values up to \$1.3 Billion with a strong focus on structural and architectural estimating. Since starting his career, Mr. Reinhart has completed program and project estimates at multiple domestic airports including ATL, BNA, CHO, CLT, CVG, DCA, MCO, MIA, PIT, and SJC.

- » LA Metro, Division 20 Portal Widening Turnback Facility, Los Angeles, CA | Cost Estimator
- » Orlando International Airport (MCO), South Terminal C Program, Orlando, FL | Cost Estimator
- » Pittsburgh International Airport (PIT), Terminal Modernization Program, Pittsburgh, PA | Cost Estimator





KIRK STREETS - CIVIL INSPECTOR

30 years experience - Construction Management / Civil Engineering Courses; University of Nevada, Las Vegas, NV
Mr. Streets has over 30 years of robust public works experience serving in the capacities of Construction Inspector, Assistant Engineer, Senior Project Manager, and Public Works Maintenance Superintendent. Kirk has worked on a variety of Capital Improvement Projects with scopes of work ranging from slurry seal, overlay, sidewalk and Americans with Disabilities Act (ADA) improvements, fire stations, parks, parking structures, landscape and irrigation, storm drain, sewer lines, and traffic control.

- » Coachella Valley Association of Governments, CV Link Multi-Modal Transportation Facility, Palm Desert, CA | Civil Inspector
- » City of Cypress, Cypress, CA | Public Works Maintenance Superintendent

DAVID HUSTON - CIVIL INSPECTOR

8 years experience - 3 years with Anser

Mr. Huston is a passionate and experienced roadway field inspector with a strong working knowledge of Caltrans Standard Plans and Specifications. He has extensive experience with stakeholder coordination and is well known throughout Coachella Valley. He is well versed in night closures and is very familiar with scheduling and communicating with the Caltrans Traffic Management Center, working with COZEEP, and overseeing contractor's traffic control. He also has vast SWPPP experience and has a strong understanding of what BMP's are appropriate at various locations, as well as their proper installation and maintenance.



- » Coachella Valley Association of Governments, CV Link Multi-Modal Transportation Facility, Palm Desert, CA | Civil Inspector
- » OCTA/Caltrans District 12, SR-57 Widening at Lambert Road, Orange County, CA | Construction Inspector



AMELIA FITCHETT - OFFICE ENGINEER/DOCUMENT CONTROL

15 years experience - Bachelor of Arts, Graphic Design, Cal State, Long Beach, CA

Ms. Fitchett has over 15 years of administrative and accounting experience related to construction management, design engineering, and the public works sector. She has served as a construction administrator, proposal manager, accounts payable and receivable coordinator. Ms. Fitchett has been responsible for processing progress payments, maintaining pre-construction, construction, and post-construction pictures of projects, preparing project related communications, managing monthly billing, and coordinating contracts, permits and insurance.

- » Coachella Valley Association of Governments (CVAG), CV Link Segment 1 - Coachella Valley, CA | Document Control
- » Cathedral City, Date Palm Bridge Widening - Cathedral City, CA | Document Control

BRIAN RIX - PUBLIC OUTREACH

30 years experience - Juris Doctorate, University of San Diego School of Law, San Diego, CA

Mr. Rix is currently the managing partner of Burke Rix Communications (BRC), a Coachella Valley based firm specializing in government affairs, public relations, community outreach, marketing, and event management. Brian started his career as an attorney and quickly moved into show business. After selling the agency, Brian became involved in political campaigns, fundraising, public relations and special events as the founder of Rix Bradford Consulting. He has done extensive work in the education, energy, corporate and political arenas. Rix Bradford Consulting is the forerunner to Burke Rix Communications.



- » Coachella Valley Association of Governments (CVAG), Desert Community Energy - Palm Springs & Palm Desert, CA | Project Manager
- » AES, Mountain View Wind Project - Riverside County, CA | Project Manager



ANTHONY MAZZEI, PE, GE - GEOTECHNICAL SERVICES

35 years experience - Master of Science, Geotechnical Engineering, Arizona State University, AZ

Mr. Mazzei, a registered civil and geotechnical engineer with 35 years of professional experience, serves as a managing principal at Earth Systems Pacific. He is distinguished for his project management and team leadership skills, combined with his understanding of geotechnical engineering and materials testing/inspection processes in project construction. His experience includes the development of trails, bike lanes, and pedestrian projects, working with various municipalities to create and enhance active transportation corridors, incorporating elements such as entry trailheads, paved pathways, native plant landscaping, and stormwater infiltration.

- » City of Ventura, Cabrillo Village Multi-Use Path - Ventura, CA | Principal Geotechnical Engineer
- » City of Ventura, Ventura River Trail - Ventura, CA | Principal Geotechnical Engineer

PAUL KEVIN, PE, GE - GEOTECHNICAL SERVICES

35 years experience - Bachelor of Science, Geotechnical Engineering, Ryerson Polytech, Toronto, CAN

With over 20 years of experience in the geotechnical engineering, materials engineering, materials testing and inspection, and environmental services field, Mr. Paul specializes in public works, essential services, transportation, educational and renewable energy projects. He has been the geotechnical engineer for numerous public works projects for numerous jurisdictions throughout southern California, including bridges, roadways, water and sewer supply and infrastructure, and buildings. As a principal geotechnical engineer, he provides direct geotechnical engineering oversight.

- » The Living Desert Zoo and Gardens - Palm Desert, CA | Principal Geotechnical Engineer
- » Horseshoe Lake Park Improvements - Jurupa Valley | Principal Geotechnical Engineer



CHIA-CHI WANG, PE, PMP, QSD - LABOR COMPLIANCE/SIGNAL INSPECTION

34 years experience - Bachelor of Science, Civil Engineering, Cal State, Los Angeles, CA

Ms. Wang has more than 34 years of construction management experience on freeway projects including 10 years of experience in the role of Resident Engineers on more than 20 projects. Ms. Wang has been involved in a number of high-profile projects in the Inland Empire with various types of contracting methods including Design-Bid-Build, Design-Build and Design-Sequencing. Her expertise includes Project Management, Construction Contract Management, Constructability Review, Document Control, Quality Assurance Inspection, SWPPP Compliance, Prevailing Wage Monitoring and Enforcement, claim mitigation and resolution.

- » Coachella Valley Association of Governments (CVAG), CV Link Multi-Modal Transportation Facility - Coachella Valley, CA | Labor Compliance
- » SBCTA, SR-60 Central Avenue Interchange Improvement Project - Chino, CA | Labor Compliance

CHRISTOPHER ALBERTS, PLS - SURVEYING SERVICES

27 years experience - Coursework, General Studies, San Jacinto College, CA / South Dakota State University, SD

Mr. Alberts has combined consulting experience in field and office operations. As Inland Empire Offices Executive, Mr. Alberts oversees the office environment and employee engagement to develop and grow the Coachella Valley capabilities. He is responsible for office and discipline operations, maintaining client relationships, quality control of plans and deliverables, staff allocation, scheduling, and verification of client satisfaction. He is active on a number of professional state and local association boards and chairman of a professional practice committee serving three southern California counties.

- » City of La Quinta, Adams Street Bridge - La Quinta, CA | Survey
- » City of Cathedral City, Date Palm Drive Bridge over Whitewater River - Cathedral City, CA | Survey





JOHN KO - ENVIRONMENTAL SERVICES

34 years experience - Bachelor of Science, Natural Resources Planning, Humboldt State, Arcata, CA

Mr. Ko is a Senior Restoration Ecologist/Biologist with 30 years of consulting experience assisting private and public clients through the environmental regulatory process across the United States. His areas of expertise include ecological restoration, entitlements, wetland delineations and permitting, vegetation surveys and habitat assessments, wildlife monitoring, endangered-species surveys, and agency consultation.

- » Caltrans, Avenue 44 Bridge over the Coachella Valley Storm Water Channel - Indio, Riverside County, CA | Principal Biologist
- » California Department of Water Resources, Kiewit, and Knight Piesold, Salton Sea Species Conservation Habitat Project, Imperial County, CA | Principal Biologist

RORY GOODWIN, RA - ENVIRONMENTAL SERVICES

34 years experience - Anthropology Graduate Program, San Diego State, CA / Bachelor of Arts, San Diego State, CA

Mr. Goodwin has extensive experience as Principal Investigator, Co-principal Investigator, and contributing specialist on cultural resource assessments, historic architectural evaluations, constraints analyses, Phase II testing, and Phase III data recovery programs. He has written, co-written, contributed to and peer-reviewed CEQA and National Historic Preservation Act (NHPA) Section 106-level California Office of Historic Preservation (OHP) and Caltrans-format cultural resource assessments and Department of Parks and Recreation (DPR) forms.

- » Caltrans, Avenue 44 Bridge over the Coachella Valley Storm Water Channel - Indio, Riverside County, CA | Archaeologist
- » County of Riverside, Briggs Road Improvements at Warm Springs - Riverside County, CA | Archaeologist



MARTIN MAGAÑA - COMMUNITY COORDINATOR

32 years experience - Bachelor of Science, City & Regional Planning, San Luis Obispo, CA

Mr. Magaña is President of Magaña Consulting Services. With 32 years of experience, Martin has worked in the private sector for major home building company and environmental firms and, in the public sector in a variety of positions ranging from urban planner to city manager, to transportation director, and consulting. He is currently working on CVAG's \$100 million, 44-mile, multi-modal transportation corridor in the Coachella Valley.

- » Coachella Valley Association of Governments (CVAG), CV Link Multi-Modal Transportation Facility - Coachella Valley, CA | Community Coordinator
- » Coachella Valley Association of Governments (CVAG), Transportation Program - Coachella Valley, CA | Community Coordinator

MELANIE LOPEZ - UTILITY COORDINATION

10 years experience - Associate Degree, Criminal Justice, Everest College, CA

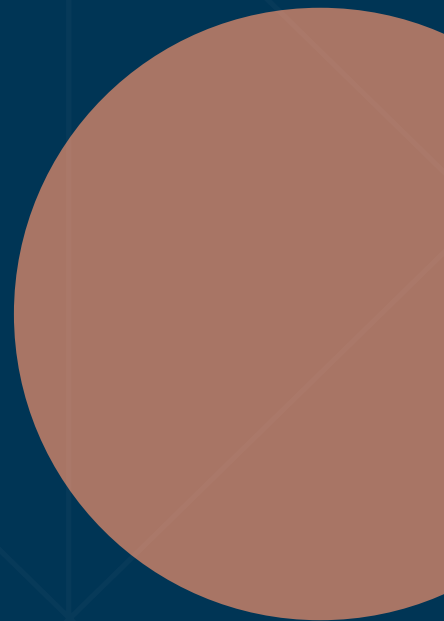
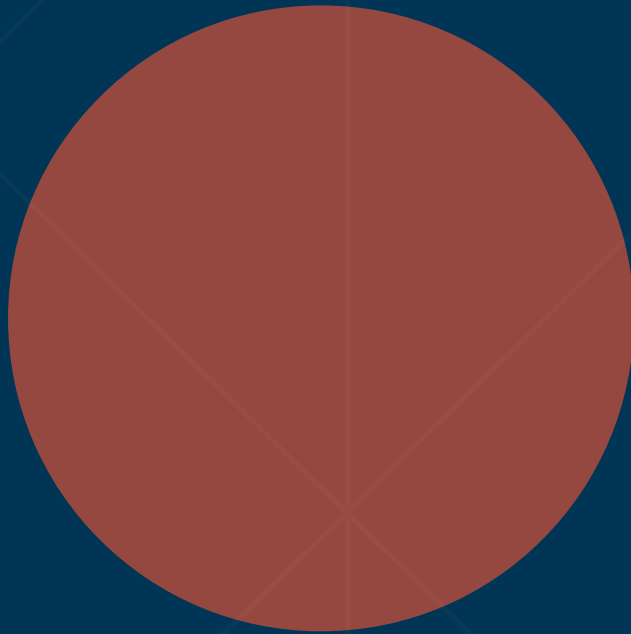
Ms. Lopez has over a decade of experience working in large scale infrastructure programs. As a Hispanic female business owner in the Coachella Valley, she continues to serve as agency and utility coordinator on the Coachella Valley Association of Governments (CVAG)'s CV Link project. She understands the standards and procedures of local agencies including the City of Indio, City of La Quinta, Imperial Irrigation District, and the City of Coachella.

- » Coachella Valley Association of Governments (CVAG), CV Link Multi-Modal Transportation Facility - Coachella Valley, CA | Utility Coordination
- » City of Santa Ana, Orange County Recycled Water Program - Santa Ana, CA | Utility Coordination



Section 4

Work Plan



Section 4: Work Plan



UNDERSTANDING OF SPECIAL ISSUES (IV)

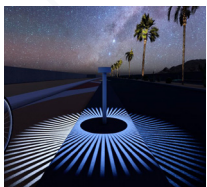
Construction Management Reimagined

The Anser team is comprised of individuals who truly take ownership of the project and are willing to go the extra mile to ensure the project is built right the first time. We are constantly looking for design and construction enhancements that will result in a pristine finished product.

An example of this on the CV Link project was at the Palm Springs Visitor Center access point. The design drawings had laid out the top of footings in line with the proposed finished grades. Our Resident Engineer, Tyson Atwood, realized early that the visual roof line would look odd once complete. As such, he made slight modifications to the top-of-footing elevations so that the shade structures would visually be shaped like a “V,” which also cast a much more appealing shadow.

It is this high attention to detail which separates the Anser team from any other construction management firm.

Plans are heavily scrutinized both in the office and in the field to ensure that the design intents are being met during construction. The Anser team is very accustomed to making minor design changes in the field as nearly all of the proposed tie-in elevations on the CV Link project have been significantly off. The way we have efficiently overcoming these challenges is by being very proactive. Once construction stakes are set, the Anser team will go out a minimum of two days ahead of the Contractor’s planned activities to ensure design feasibility. Minor adjustments can then be made with have zero to minimal impacts to the contractors means and methods and schedule. We can make such adjustments easily because, as part of our standard tools, Anser has invested in a builder’s laser level so that our inspection team can not only verify grades and forms without the assistance of a contractor. This also allows us to gather simple field topo without the need of additional survey costs.

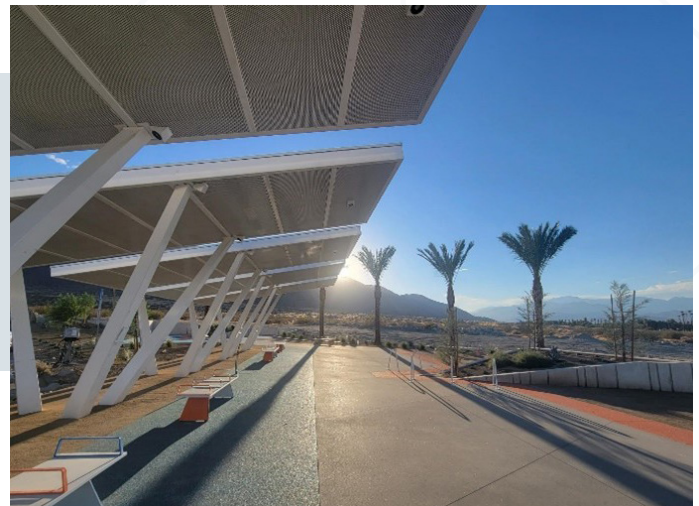


Unique Design Elements

The AML has many unique features and elements which are being custom developed for the project. Anser has extensive experience in dealing with unique design elements and the challenges

that it brings to an owner. The first decision that CVAG must make is whether the agency should procure these items under a sole source agreement and then provide them to the contractor as owner furnished material. This is always heavily scrutinized by Caltrans and puts funding at risk if the proper procedures are not followed. Furthermore, California Public Contract Code

section 3400 also prohibits the use of specific brand names when bidding out work. On the CV Link project, Anser provided guidance to CVAG about the best way to procure specific design elements while still being in compliance with California Public Contract Code section 3400.



Through our guidance, the Segment 1 contract was able to procure the exact benches, trash receptacles and bicycle racks that were desired by CVAG.

As part of the Infrastructure Investments and Jobs Act (IIJA), the Build America, Buy America Act (BABA) was enacted in November of 2021. This act greatly increased the number of products which now fall within the Buy America requirements. This may include many of the fiberoptic and specialty lighting that is currently shown in the AML drawing package. During the pre-construction phase, Anser will ensure that all specified products meet the BABA requirements. The newly updated Caltrans 2023 standard specifications largely incorporate all these new Buy America requirements, however at this time it is unclear what the base specifications will be. If the Caltrans Standard Specifications are not used, the Anser team will ensure that all the newly updated Buy America language is in the contract specifications so that the contractor may accurately bid the project. Finally, during construction, our Resident Engineer will ensure that all Buy America requirements are being met and the paperwork is meticulously filed in preparation for any audit.

Understanding of Regional and Community Needs

Anser has worked extensively in the region for over five years and has had an established local office for over three. **Over 75% of the daily Anser team staff that will be working on the Art and Music Line Project call the Coachella Valley home.**

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS

Professional Engineering Services, Arts and Music Line Project

As such, we have a strong understanding of the unique community needs of the Art and Music Line project, both as it relates to its local residents and tourism, driven in large part to the music festival season and other special events.

Connections to Schools: The AML will connect to over half a dozen schools, all of which are within disadvantaged communities where over 80% of the children are on Free and Reduced Priced School Meals. Many of these children rely on public or active transportation to get to school. The AML will provide safer routes to children who are already using active transportation means to get to and from school each day.

Tourism: April is one of the most important months to the region. Each weekend, over 100,000 festival goers visit the Empire Pole Grounds to attend Coachella Music and Arts and Stagecoach music festivals. This is not including the thousands of vendors that it takes to support these events. These grounds are also increasingly the home to additional festivals taking place in October. Consideration for these high traffic events must be accounted for both during the design and construction phase. The design must be thoughtful enough to recognize that there are 10's of thousands of people who would use the facilities no more than once a year. Likewise, during construction, we must ensure that our project is of minimal impact to the traveling public, especially during these high-volume weekends. The Anser team is well experienced working within the region during these timelines.

During construction of our CV Link project, we ensured that our contractor took extra precautions by utilizing a combination of chain link and snow fence to keep tourism out of the construction zones. We also added additional signage above and beyond the requirements of the CA MUTCD to ensure clear communication to all tourists.



Understanding of the Dillon Road Connection

The Dillon Road connection is the eastern most connection to CV Link. Anser is aware that the existing Dillon Road Bridge over the Coachella Valley Stormwater Channel is structurally deficient and functionally obsolete. Dillon Road is also a principal arterial serving the two tribal reservations: Cabazon Band of Mission Indians and Twenty-Nine Palms Band of Mission Indians, and is the only access to the City of Coachella connecting to Interstate 10 freeway. The risks and reliabilities are extremely high and Anser is ready to work through any and all challenges, including:

- *Coordination with Caltrans, Coachella Valley Associations of Governments, Coachella Valley Water District, City of Indio, City of Coachella, Cabazon Band of Mission Indians, Twenty-Nine Band of Mission Indians, utility companies and school districts on a consistent basis.*
- *Possible closing of Dillon Road Bridge during construction which may require long detours through Avenue 50 via a low-water crossing (not accessible during flood event) or Avenue 52, which will significantly increase emergency response time.*
- *Understanding that there is a Joint Powers Authority between the City of Indio, City of Coachella, Cabazon Band of Mission Indians and Twenty-Nine Band of Mission Indians, established in September 2018, related to the Dillon Road Bridge Project.*
- *Understanding that the Dillon Road Bridge Project is one of Coachella Valley Associations of Governments transportation projects in the Transportation Project Prioritization Study and how this relates to the Art and Music Line Project which is funded by federal ATP and local funds.*
- *Managing environmental clearances (i.e., AB52 and Section 106 consultations).*
- *Managing and conducting biological studies during breeding seasons only which may cause delays.*
- *Strategizing the political process and facilitating discussion among stakeholders that may have differing opinions or priorities.*

Anser has built a team who is ready to take on these challenges. Martin Magaña of Magaña Consulting Services joins the Anser team with extensive existing relationships and knowledge of the rich history of the surrounding area. We will guide CVAG in addressing these challenges by including City and Tribal staff in pre-construction meetings and progress meetings, implement City and Tribal punch list items during project closeout and coordinate acceptance walks with the City and Tribal staff as part of the final punch list process.



Design and Practical Experience

Anser has extensive knowledge of the ADA requirements and bikeway construction as outlined in the California MUTCD. We've also kept up on all changes as these manuals are updated. This gives us a strong understanding of the critical elements not only during the constructability review phase, but also during construction. For example, we understand that there has to be 2-foot clear zone from the edge of path from any obstacles while the path.

During the construction of CV Link behind the Palm Desert High School, this understanding of design criteria was critical as the proposed pathway alignment encroached into this buffer zone against an CVWD chain link fence. Since our contract stated to protect the fence in place, the Anser team made alignment modifications in the field to ensure that our edge of pathway was at least 2-feet away from the existing fence. This change was made a zero cost to CVAG. Had we not had this understanding, post solution would have certainly cost tens of thousands of dollars.

Anser also understands that even though a design may work on paper and is within the guidelines of design standards, new features may cause confusion with drivers. As new sections of travel are opened, Anser will observe how traffic reacts to the changes, recognizing that there is a typical time period where locals will need to adjust to the changes. If any element of the design is not working as intended, Anser will take immediate action to add any temporary fixes as necessary while the design team provides a final solution. **Signal timing adjustments are frequently required on these types of projects. Anser will work with the local agency to ensure that signals are adjusted ahead of opening new routes to traffic.**

Levee and Undercrossing Construction

One of the more important connections to the Arts and Music Line is connectivity with CV Link at the *La Quinta Promontory Point Access Point*. In order to make this connection, the proposed pathway will travel from Avenue 48 along the **La Quinta Evacuation Channel** and then drop under both the Highway 111 and Jefferson bridges. Anser has unmatched knowledge of the challenges of obtaining both design approval and constructing within Coachella Valley Water District (CVWD) right-of-way.

Our Resident Engineer, Tyson Atwood, has spent the past three years working very closely with CVWD, especially David Wilson and Chad Austin, in getting both design approvals, as well as construction coordination within the channel. Anser recognizes that CVWD has strong reservations about constructing the under crossings as proposed due to both safety and engineering concerns.

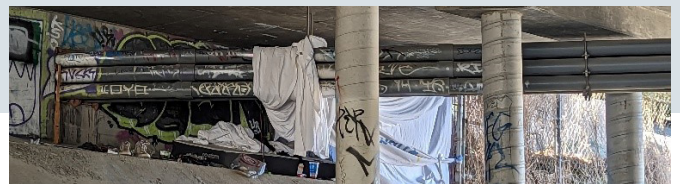
Engineering Concerns. One example of the engineering concerns CVWD will likely have is with capacity and scour analysis. The proposed design will reduce capacity of the existing channel by the addition of a retaining wall, and/or fill slope. As this channel is designated as a Zone A by the FEMA Flood Insurance Rate Maps (FIRM), CVWD will likely require a hydrologic/hydraulic (HH) analysis which shows that the impacts have negligible effects on the existing water surface elevations and scour depths. CVWD traditionally has Northwest Hydraulic Consultants (NHC) complete their third-party review of all HH studies. Through this process, Tyson has working knowledge of the types of analysis that NHC will be looking for, as well as how they prefer the data presented. Having previously worked as a HH design engineer, Tyson has a strong understanding of the software and types of analysis used to complete these studies.

During the approval process of the CV Link under crossings, Tyson performed Quality Assurance of the designers' analyses and report prior to submitting to CVWD for review. During this process, he caught several inconsistencies in the report which had traditionally been flagged by NHC; avoiding an additional costly round of reviews and loss in schedule.

With his extensive knowledge of what kinds of issues CVWD and NHC traditionally look for in their review, the Anser team will be able to perform independent Quality Assurance checks ahead of design submittals to CVWD which will cut down on the number of submittal reviews required ahead of CVWD approval.

Safety Concerns. Through our conversations with CVAG, we also understand that CVWD has safety concerns about building the pathway underneath the Jefferson and Highway 111 bridges, respectively. During our field visit, the Anser team did observe one homeless encampment in the Jefferson bridge abutment, opposite of where the pathway is proposed.

The Anser team has vast experience in working with the homeless of similar under crossings during construction of CV Link. The Monroe under crossing had proven to be the most challenging location as there was a very well establish encampment within our construction limits. Prior to construction of the under crossing, Anser teamed with the CVAG Homeless outreach team so that contact could be made with the individuals. Once that initial contact failed, Anser worked with local law enforcement to have the individuals removed. Anser also came up with some additional design elements which helped as homeless deterrents. Through persistent work, there are no longer homeless encampments at any CV Link under crossing locations.



Anser will work closely with CVAG to help ensure the safest possible route to access CV Link at the La Quinta Access Point. We will look at all options, including additional lighting which would not have adverse environmental impacts while enhancing the safety of users after dark.

Retaining Wall Construction

The current plan shows two different types of walls being constructed within the channel, a tieback wall and a cast-in-place wall. In our initial review of the plans, as demonstrated in **Figure 1**, it appears that CVAG may need to acquire additional right-of-way in order to construction the tiebacks. This appears to be most prominent at the Highway 111 undercrossing, especially towards the northerly side where there is an existing shopping center adjacent to the channel. These kinds of right-of-way constraints will be one of our top priorities during our constructability review. It will be critical to both the schedule and design that these kinds of restrictions are identified early so that proper action can be taken to mitigate the design.

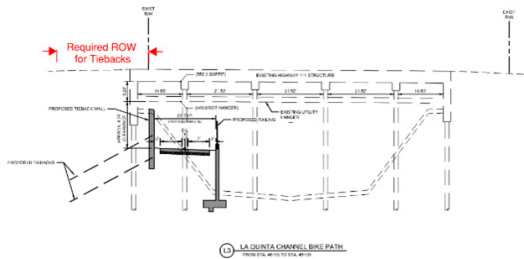


Figure 1

Another challenge that the project may face is with the current design of the cast-in-place (CIP) wall. In order to cost effectively construct the CIP wall, the contract will need room to excavate for the footing. This is demonstrated in **Figure 2**.

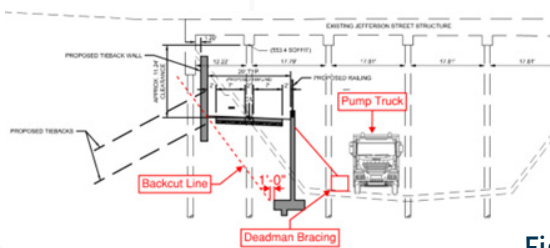


Figure 2

As demonstrated in this figure, this back cut will likely affect the columns of the existing bridge. During the constructability phase, we would review the both the Jefferson and Highway 111 as-build drawings to ensure that future construction would not impact the structural integrity of the bridges and that any potential back cuts would be above the existing pile caps. Additionally, access during construction of the CIP wall will be restrictive due to the placement of the existing columns. Extreme caution must be maintained at all times so that equipment does not strike and damage any of the structural components of the bridges. The Anser team will also ensure

that the environmental clearance areas also accurately account for construction activities.

As a lesson learned from the CV Link project, the environmental boundary of the under crossings did not account for the back cut required for the cutoff wall construction. The Anser team has worked with both CDFW and CVWD to mitigate these impacts so that the project could be built per plan.

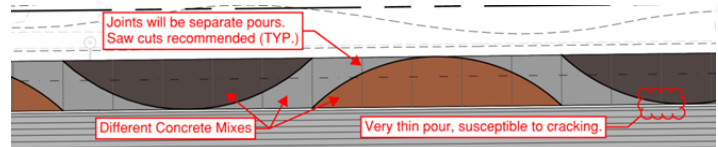


On-Street Construction

While the levee and undercrossing may appear to be the most technically complex component of the project, the on-street work will have its own unique set of challenges, from both a constructability and engineering perspective.

Project Staging and Schedule. One of our lessons learned from our City of Indio Herbert Hoover Pedestrian Improvement project is the success of breaking the project in to manageable stages of work. Because the project is spread out through commercial, residential, and school zones, it is important that the contractor is diligent when they start construction. For example, we would not want the contractor to start demo work in La Quinta, near Desert Sands Unified School District and then move into the City of Indio, and not complete the work within the City of La Quinta for weeks, or even months later. We will work with CVAG and the design team to establish reasonable work zone areas which would not substantially drive costs, while minimizing impacts to the public as much as possible.

Prior to starting the project, we will review and agree on the Contractor's baseline schedule. Our team will discuss the project schedule with the contractor prior to mobilization and listen to any concerns or enhancements they have relating to the schedule. When both Contractor and Construction Manager agree on a schedule prior to starting the project, the project has a much higher rate of success!



Patterned Colored Concrete. The ambition of the AML is to truly live up to its name to where it will be a piece of art. The pathway will create an amazing user experience with its blends of colors and shapes. The issue is that each one of these colors and shapes will require separate concrete pours, which drives up costs and can lead to challenges with differential settling, joints/cracking, and color inconsistency between pours. The Anser team is very familiar with these types of challenges through our work on the North Park Mid-City project and the CV Link project.

Our Lead Inspector, Kenny Casados, has worked through all these types of challenges during the construction of the CV Link access points and branded banding. These sections consisted of similar intricate patterns which required their own separate pours. We worked hand-in-hand with the contractor to develop pour plans and methods to cut relief joints which have avoided over 95% of cracking.

Prior to bid, Anser will share our lessons learned with the design team to ensure contract specification language requiring sample panels, pour plans, doweling and saw cutting are all in the bid package. In addition, we'll recommend that language is in the contract which requires that the same mix design be used in sections, which ensures a consistent color product throughout the project

Coordination with Cities, Utilities, and Future Projects

We recognize the need to coordinate with many different stakeholders on this project, all of which the Anser team has existing working relationships with. A detailed description of our communication plan is discussed later. We also recognize that the AML is not the only planned project within the same footprint of work and that other agencies have their own projects to manage.

The AML project is not scheduled to go to construction until Q2 of 2025, meaning there is ample time to coordinate any future projects currently planned with the stakeholders. However, this also means that it's likely that projects within our work limits will be completed ahead of the AML going to construction. The Anser team has extensive experience coordinating these kinds of efforts on many different projects including North Park Mid-City, Bayshore Barrio Logan, and of course CV Link.

- *On the North Park Mid-City project, we actively had to coordinate with the City of San Diego for outside projects such as annual slurry seal maintenance, installation of fiber optics lines, and new building development; all of which impacted our work zones. Our proposed Assistant Resident Engineer, Brandon McKay, actively managed each of the conflicts with our contractor. Preferred critical path activities were altered, and re-design work arounds were just some of the solutions the Anser team came up with.*
- *On the Bayshore Barrio Logan project, we are actively managing a scenario where a local City sewer project within our work limits has been substantially delayed, which in turn has caused the Anser-managed project to pivot. We have proactively worked with our contractor to sequence the preferred critical path components of the project, so that construction activities could continue.*

We have many similar experiences on the CV Link project. CVWD has had two projects within the channel which have affected our ability to perform work in the areas, causing us to re-sequence work. The Dune Palms bridge replacement falls within the footprint of the current Segment 1 project which required the Anser team to revise start/stop locations.

In the City of Palm Springs, the City had completed a small traffic calming project within the CV Link limits which was unknown to CVAG and the design team. Once construction began, our proposed Resident Engineer, Tyson Atwood, and Lead Inspector, Kenny Casados, actively worked with Donn Uyeno, then with Palm Springs, to incorporate the existing speed humps into the CV Link project.

The Anser team is prepared to actively deal with any curveball that the AML project throws our way and our proposed team has a proven record of success in keeping projects actively progressing through all of these types of scenarios.

ADA Compliance

Public safety is a key component to the success of this project. Nearly every aspect of the project has to be within compliance of ADA standards. That means pathway cross slopes cannot exceed 2% and anything over 5% in the travel path is considered a ramp and must be treated as such in the design. Through our work on many projects, but especially on CV Link, our inspection team has developed comprehensive spreadsheets which ensure compliance with all ADA standards, while being able to complete the checks in a timely manner. Our inspection team will document all ADA components using tape measures to a 1/16 of an inch and smart levels to the tenth of a degree to ensure features do not exceed the maximum allowable slopes. If features are found to be out of tolerance, the Contractor will not be compensated for the work until the ramp meets project requirements. In addition to permanent ADA facilities, temporary facilities may be needed to guide pedestrians during stage construction and closed ramps. We could not find any mention of how the Contractor should construct temporary ADA facilities in the contract documents, therefore we recommend that these temporary facilities follow the Caltrans Temporary ADA Facilities Handbook.



APPROACH/ WORK PLAN TO SCOPE OF SERVICES



Bid Administration and Pre-Construction Assistance

Schedule (a): Anser currently employs a team of critical path method (CPM) scheduling experts who are experienced in a variety of scheduling software, including Primavera P6 and Microsoft Project. For the Art and Music Line project, there will be three critical phases to completing the project which are: Completion of Design, Obtaining E76/Advertise/Award, Construction. A detailed schedule is shown toward the end of the proposal.

Completion of Design is much more than simply just how long it will take for the designer to complete the drawings. This is the critical phase in which all the project stakeholders will have the majority of their input on the design. Anser has extensive experience working with all of the stakeholders on the project, including: Coachella Valley Water District (CVWD), Cities of La Quinta, Indio, and Coachella, as well as coordination with the Cabazon Tribe. Having worked with these agencies, Anser has extensive working knowledge of which agencies tend to stretch beyond their initially stated review period. We also have a strong understanding that it will likely take multiple reviews before obtaining approvals. In order to setup an accurate schedule, it is critical to set realistic activity durations, as well as allowing for multiple reviews.

Obtaining E76/Advertise/Award. There is an extensive package which is required as part of the approval package from Caltrans. The proposed Anser team are subject matters experts which in comes to the Caltrans Local Assistance Procedures Manual (LAPM) has successfully supported CVAG on a number construction package related to the CV Link program.

Most recently, Anser was asked by CVAG to put plan packages and provide cost estimates for multiple Caltrans packages with just a few days turnaround deadline. Anser was able to quickly allocate resources and completed over 80 manhours of work in just 48 hours.

Once the E76 is obtained, Anser will support CVAG in putting the bid package out for construction. Again, there are strict guidelines which must be followed in accordance with the LAPM. The advertise and award package is always the first item which is reviewed by Caltrans auditors during the initial project audit.

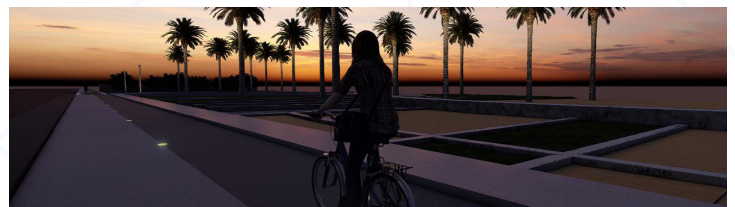
Construction. Having managed dozens of bikeway projects, the Anser team are experts in not only putting together but managing these linear projects in which the critical path activities may frequently change. As part of this procurement, Anser has developed a probable construction sequence which the contractor would likely follow. This schedule will be further

updated as we progress from 65 to 100% design drawings. Additionally, as discussed in our Special Issues section, we will be sure that we capture any outside agencies projects which could potentially affect our project.



Bid Processes (e): Once our constructability review is complete, Anser will then assist CVAG with putting out a bid package. As discussed above, Anser has extensive experience putting together bid packages in conformance with the Caltrans LAPM. Once the project is advertised, as we did with CV Link, we can take the lead in answering any questions which may arise from potential contractors during that process. Once bids are open, Anser will complete a comprehensive analysis of the bid items to ensure that there are significant bid items which are unbalanced. We will also review each bidder package to ensure that they submitted complete and responsive bids. A large part of that review will be to ensure that the contractor has made accurate claims of the DBE goal participation, or a review of the “good faith effort,” which would ultimately need Caltrans approval.

Budget (b): *Every successful construction project starts with a great estimate!* Financial expectations determine which projects are started, but only accurate cost estimates determine which are completed within budget. Our in-house Cost Estimating group lead by **Andy Kleimola**, recognizes the importance of having reliable construction cost estimates before a shovel ever hits the ground. Accurate cost estimates are required to create project budgets, evaluate cost implications of numerous design decisions as design advances and to analyze the accuracy and fairness of contractor’s estimate submissions.



Not only does the AML add complexities to standard concrete pathway construction, it also incorporates a number of unique fiberoptic and other unique lighting elements, all of which are key to making the pathway a work of art. This is all in addition to the structural elements that will need to be built to connect the AML to CV Link at the La Quinta Access Point. These elements all come at a cost where budgets are limited. The success of a project hinges on getting the alignment of budget, scope, and quality right at the beginning of the project, as well as the maintenance of that alignment as design progresses. Our team of estimators will help confirm engineer’s estimates, and when needed we can provide guidance to any discrepancies so that CVAG may have the most accurate information to make decisions from.

Communication Plan. Given the number of stakeholders on the project, having a formal communication plan and having contact information for all members is critical. The Anser team is unmatched not only its understanding of this, but also with having already established much of the groundwork required as part of this project.

Through our work on the CV Link project, Anser and Burke Rix have already developed a communication plan which contains most contacts which will be part of the AML communication plan.

We will work with CVAG to refine this list and ensure that contact information is captured in an organized manner in a way that anyone new to the project could be brought up to speed with who the key stakeholders are by simply reviewing the document. Given the length of the project, it's likely that key stakeholders may move positions. As such, we recognize that our communication plan will always be a working document which will need to be updated throughout the life of the project.

Constructability Review (c): As discussed in the **Special Issues section**, the Anser team brings knowledge of not only constructability issues, but also design guidelines, especially as it relates to bikeway facilities. As shown in the appendices, Anser has already begun its initial list of field observations with the provided 65% drawings. A thoughtful review of work adjacent to right-of-way lines will be required throughout the project.

During the construction of CV Link, Anser was able to identify several areas which required either a Temporary Construction Easement or Slope Easement. By identifying early, Anser was able to put all the document required in order to obtain these easements with zero delay to the project.

In addition to constructability review, Anser will utilize Steve Latino from Michael Baker to perform a comprehensive engineering review. Steve has recently worked side-by-side with Tyson on a number of bikeway project for the City of Palm Desert. Their different backgrounds allow for highly detailed review of drawings which far expand beyond the typical constructability review comments.

Bluebeam Revu™ has become the standard software for constructability review comments, however not all firms use it to its full capabilities. Effective use of studio sessions, thoughtful layers, and summary reports are what set Anser constructability reviews apart. Anser will mark up a set of plans on the PDF editor. There are two benefits with this software which can improve efficiency and reduce review times between the project team. First, we can place the drawings in a cloud-based server where multiple team members can comment directly on the PDF. This will allow simultaneous reviews rather than back and forth commenting between the team.

Second, once all the comments are compiled on the marked-up pdf set, the software can export a review sheet, which clearly identifies the page number, comment and most importantly a picture of the item being discussed. This report is to supplement or replace the excel spreadsheet typically issued as the tracking log for the constructability comments. When reviewing comments, there is no need for a set of plans and excel sheet. This report will combine both and make for more efficient, productive meetings with the team. Additional sketches and drawing details containing recommendations for package improvements will be provided to supplement the comment log to ensure clarity. The comment/response log will be supplemented with full-size sheet plans with markups for each project.

Mitigation Measures and Environmental Requirements (d):

Through our experience on CV Link and other projects, Anser has a strong understanding of the environmental requirements required to complete the Art and Music Line. These will include mitigation measures for burrowing owls, nesting birds, and bats, among others. Additionally, there will be cultural requirements, at minimum, for work that takes within the Cabazon and Twenty-Nine-Palms right-of-way. Anser has teamed with LSA who has a local office in Palm Springs and had been providing local support to the Coachella Valley for years. Along with Anser, LSA has personal working relationships with the local agency representatives, including Jacob Skaggs with the Department of Fish and Wildlife (CDFW).

Anser, with the support of LSA, will complete a thorough review of all environmental documents and place relevant items in our CPM schedule. A risk analysis of the current construction schedule will be reviewed with the CVAG so that thoughtful decision on when to release projects to bid can be made. We will take extensive care to ensure that all environmental requirements are capture in the projects Special Conditions and the time of bid.



Construction Management



Project Administration (3)

Procedures Manuals (c, g, h): The Anser Team understands that we will have to create and maintain hundreds of documents throughout the project duration to provide proof that the project was administered in accordance with Local, State and Federal guidelines. The requirements of the Caltrans Local Assistance Procedures Manual (LAPM) provide the minimum filing system that we must adhere to. However, a project of this size will require that we implement the full filing system established in the Caltrans Construction Manual. Anser's Resident Engineer, Tyson Atwood, and Document Control specialist, Amelia Fitchett, have expansive experience utilizing the Caltrans filing system and **together have successfully passed many Caltrans audits, including ones for CVAG, typically with just minor comments.**

Coordination & Reporting (b, d, j): Open communication is one of the keys to success of any project. The Anser team has an existing working relationship with not only CVAG, but the majority of stakeholders on the project. As discussed above, Anser understands the importance of having a written plan when dealing with so many stakeholders and partners on the project.

Once the project is awarded, the Anser team will kick-off the project with a pre-construction meeting which will include all project stakeholders. Clear lines of communication through the Anser construction management team will be reinforced at this meeting. During the construction phase, it is crucial to keep all stakeholders informed of the progress of the project. In order to manage the flow of information and keep the focus on the important issues, Tyson will institute weekly contractor progress meetings. Again, all stakeholders, such as the contractor, CVAG, the design engineer, CVWD, RCTD, and all Cities and Public Relations Officers will be invited to attend. Minutes of issues, discussions, statements, and commitments will be recorded and distributed after every meeting. Weekly and monthly Construction Progress Report will be provided to CVAG staff and other stakeholders as approved by CVAG identifying the progress made, upcoming work, and any issues that have or may be developing.

Anser is very familiar with the formatting requirements for these reports as Anser helped develop many of the standard reports still used by CVAG as part of setting up the document control system on the CV Link project.

Progress Payments (a, e, f): Prior to bidding the project, Anser will ensure that there is specification language which clearly define the payment schedules of the project. Anser will follow the time-tested procedures established in the Caltrans Construction

Manual for the tracking and payment of materials placed by the Contractor each month. Daily reports become the basis of documenting the material placed by the Contractor. This information is transferred to quantity (or Q) sheets that are established for each item of pay. All quantity sheets are backed up with calculations, photos or other means of verification, and are checked by an independent party prior to being submitted to Tyson. Payment vouchers are generated, along with a breakdown of reimbursement from the various funding buckets on the project. Monthly estimates are submitted to CVAG after discussion with the Contractor and confirmation that payment items are accurate. A detailed discussion on the process can be found in the Cost and Schedule section.

Monitor Contractor's Schedule (i): We will ensure that the Contractor is complying with the requirements of the monthly schedule updates and closely monitor the critical path to avoid delays and disruptions whenever possible. Non-working days and days added by the change order process will be incorporated into schedule updates. Our unique approach to scheduling is discussed in detail in the Cost and Schedule section.



Partnering (l): Anser firmly believes and practices proactive management on the job and will make every attempt to resolve issues at the lowest level possible. As discussed later in our approach to claims, even when there are disputes on a project, Tyson maintains the highest level of professionalism and never takes a difference of opinion personally. While we have a proven track record of being able to resolve disputes, should CVAG feel that a partnering session is needed, Anser will participate with an open mind.

Quality Assurance Program (QAP) Manual (m): Anser has managed hundreds of millions of dollars in federally funded projects, as such, we are extremely familiar with the Caltrans Quality Assurance Program in addition to the approved CVAG Quality Assurance Plan (QAP). The Anser team is currently administering the CVAG QAP by accurately tracking the quantities of all materials placed on the project to ensure that we are meeting the minimum testing requirements as outlined in the CVAG QAP. To increase cost effectiveness, Anser has teamed with Earth Systems who will perform all of our Quality Assurance Material Testing. Earth Systems has a Caltrans accredited laboratory locally in the Coachella Valley, along with local staff who are also Caltrans certified. It is through these accreditations that we will comply with the Independent Assurance (IA) requirements of the QAP Manual.

Labor Compliance (n): Standards established by the Department of Industrial Relations (DIR) require that Contractors adhere to specific pay requirements and submit certified payrolls to the managing body. Daily reports, along with employee EEO

interviews form the basis for reviewing contractor certified payrolls. During audits of construction records, certified payroll records are an area that is most often reviewed. Tyson has extensive experience providing Labor Compliance administration and will be supported by Chia-Chi Wang of our DBE subcontractor, DESI. Any deficiencies will be reported and pursued. Withholding of payment may be utilized to achieve compliance.

Environmental Compliance (k): As previously discussed, Anser and LSA will ensure that we are meeting all the environmental requirements set forth in the environmental documents. In the construction phase, we will ensure that our contractor is complying with all of the environmental requirements for the project that would now be in the special provisions. We are anticipating that the majority of the environmental monitoring will be required to take place at the two ends of the projects which tie into CV Link.

Through our work on CV Link, we know that the surrounding area around Promontory Point has cultural resources which require additional monitoring. We also know of similar requirements at the Dillon Road connection, which takes place on tribal lands.

In addition, monitoring of burrowing owls, bats, and other nesting bird will be required along the channels and under the bridges. *From our initial site walk of the evacuation channel, we did notice a nest inside one of the bridge abutments which will need to be addressed prior to construction.*



SWPPP, AQMD, and Environmental Coordination (o, p): Construction activities are ever changing for various reasons throughout a project, thus the reasons for continuous monitoring on a project. Knowing the appropriate BMP's for various construction activities is key to properly implementing a SWPPP and Dust Control Plan, especially on a project with so many working locations. Our team is extremely experienced in both Storm Water and Air Quality as Tyson is a Qualified SWPPP Developer's (QSD) and is also SCAQMD Coachella Valley Fugitive Dust Control certified. *Tyson and members of the Anser team are well versed in the new requirements set forth in the 2022 Construction General Permit which will become effective September 1, 2023.*

Project dust is always a challenge when working in the Coachella Valley, thus the additional requirement unique to the Coachella Valley in which the contractor will be required to submit a Dust Control Plan to AQMD. We have found that dust can be

especially challenging when working within the channels. Often times, dust complaints are blamed on the project, when in fact the dust in large part is a byproduct of high winds and regional dust. Anser has extensive experience with managing dust throughout the valley.

On the CV Link project, Anser wrote a change order to the contractor to apply temporary tackifier to areas within the channel so that it could be proven to AQMD that the project was doing everything possible to stay within compliance. We will take this lesson learned and ensure that such dust control measures are requirements in the contract documents during the constructability review phase.

In addition, Anser will ensure that the Contractor maintains properly permitted dust levels, as well as minimizes project track out from the site. Each project will have some scope of work requiring concrete, so our inspectors will ensure the contractor has washouts set up to rinse out the trucks. Tyson will continually monitor the site for compliance and strictly enforce that all mitigation measures described in the Dust Control Plan and/or SWPPP are being implemented and documented on a daily basis.

As-Builts (q): As part of our daily and monthly documentation we will maintain "As-Built" drawings. Developing these items in a contemporaneous fashion ensures the most accurate memorialization of the activities as they occur in the event of a time impact or dispute. We will keep a "Live" as built set of plans using Bluebeam Studio Software. This will be a tool that each member of the Anser Team can utilize and will have access to the most current set of plans at any time. At the end of the project, these electronic files can easily be bundled and transmitted to be updated into the electronic plan set and transmitted to CVAG, and all applicable stakeholders, for archiving.



Construction Coordination (3)

Active construction coordination is discussed through various section of the proposal such as our under of project stakeholders, communication plan, and SWPPP coordination.

As demonstrated throughout this proposal, Anser has a strong understand of the coordination required to complete the AML project. Tyson Atwood, will lead the Anser Team as the Resident Engineer and looks forward to continuing his work as being the day-to-day contact with many of the same parties associated with the project which he is currently working with through his work with the CV Link project.



Construction Inspection (4)

Field Inspection (a-q): Anser offers experienced and qualified inspectors with extensive experience with Greenbook and Caltrans

standards. These individuals will provide daily on-site observation and inspection of required materials, equipment, and methods of construction and assure that the project remains in compliance with all contract documents, permits and regulations. Our inspectors are also cross trained and versed in compliance as it relates to ADA, traffic control, SWPPP and AQMD PM10 inspections. Our digital daily inspection reports discuss conversations, labor, equipment, quantities, location and full description of work completed during the shift, as well as adherence to the compliance aspects of the Contract backed up with photographs. These daily reports are the backbone of hour our quantity (Q-sheets) are generated during the progress payment, which is discussed in the above section.

Our work plan is to eliminate surprises to CVAG by being proactive in working with the Contractor to identify and resolve deficiencies or problems as quickly as possible at the field level. Our inspectors will utilize the three (3) week-look-ahead-schedule to properly advance the construction effort by looking ahead, and by assisting the Contractor in resolving issues before they become problems. All work will be inspected for conformance with contract plans, specifications, and current specified and standards. Inspection documentation, processes, materials testing, and quality assurance will all be in accordance with CVAG and Caltrans Quality Assurance Manual.

Comprehensive and accurate daily records of field activities become the go-to document when a dispute comes to light. Early recognition of an issue allows added opportunities for resolution. If extra work is required, accurate documentation is critical to determine the actual costs incurred and come to an accurate evaluation of cost. When disputed work is not resolved by change order, it must continue under a potential claim. In this case, the Anser Team will create a file number to track the Contractor's effort with added scrutiny. Accurate documentation of manpower, equipment, and materials will allow us to disallow or minimize the cost of disputed extra work.



Project Support (5)

Construction Surveys (a-d): Anser has teamed once again with the local branch office of *Michael Baker International (MBI)* to provide surveying services. MBI understands the importance in providing high quality services. The team we have assembled for this project propose to carry out those services to enhance the CVAG's outstanding reputation in providing the Coachella Valley with safe, reliable transportation and amenities throughout the

Valley. Our approach to the project is a proven and efficient team approach with California Licensed Land Surveyors engaged in every work task throughout the scope of work. The local Palm Desert Office currently has four (4) Licensed Surveyors and four (4) fully capable field crews employed full time working on Coachella Valley Projects.

Many times, it is the surveyor who discovers an inconsistency or deviation from design. While it is intended that deviations from plans do not occur, they inevitably may. Minor deviations are normal and can be dealt with routinely by the Party Chief and the Resident Engineer, who will keep the staff informed. When a plan deviation is other than minor in nature, the Party Chief will assess the problem and gather enough survey information for the Resident Engineer to resolve the issue without undue delay.

The Anser and MBI team have an extensive working relationship when it comes to fixing errors in the field, as the CV Link project has been rattled with elevation busts throughout the project. The Anser and MBI team have worked together to obtain additional pothole and elevation data ahead of when the contractor wants to begin their work. Working together, we have saved CVAG 10's, if not, 100's of thousands of dollars in additional re-work costs.

In addition to construction staking, the Anser and MBI teamed have worked through a number of right-of-way issues on the CV Link project as well. MBI has assisted Anser and CVAG in preparing legal documents which have enabled CVAG to get necessary temporary construction easements and slope easements which were not previously identified but required in order to complete the CV Link project.

Material Testing/Source Inspection (e): Anser has teamed with Earth Systems who will perform all material testing and source inspection. Earth Systems has extensive experience throughout the Coachella Valley and currently provides on-call geotechnical service to Riverside County Flood Control and Water Conservation District, Riverside County Transportation Department, the Cities of Rancho Mirage and Indio. They also often work on projects for the Cities of Palm Springs, Cathedral City, Palm Desert, La Quinta and Coachella, as well as Coachella Valley Water District. They have a local, Caltrans certified laboratory located in La Quinta.



Public Outreach (c): Anser has once again teamed with local small business, Burke Rix Communications (BRC) to help support our public outreach effort. BRC has extensive experience in providing a wide array of community outreach services on large infrastructure projects. Their team maintains relationships with community leaders and stakeholders throughout the region and particularly in the Eastern Coachella Valley. BRC has a positive track record in working closely with CVAG on CV Link and has

demonstrated to the public that the agency can deliver quality transportation projects with a community driven approach that is transparent and timely. The Anser and BRC is able to hit the ground running in providing timely and efficient outreach and communication services for the AML project.

Public Outreach

BRC is currently provides public outreach and communications services with Anser on the construction management of the CV Link project. In this role, BRC closely coordinates with local agencies that include the AML cities of La Quinta, Indio, and Coachella. BRC also coordinates with many of these cities police departments as well as with other stakeholders such as the Desert Sands Unified School District, Desert Healthcare District, SunLine, property owners, chambers of commerce, community-based organizations, and bicycle groups. BRC proactively coordinates with these stakeholders and the public to inform and raise awareness regarding project updates. The BRC team has developed and disseminated bilingual notices, social media tool kits, and signage. They also regularly maintain the project website and social media channels. BRC manages the construction project hotline coordinates with our team on quickly responding to inquiries. As a local firm, BRC can connect with residents and businesses on a personal level and immediately respond in person. All calls and any subsequent response are logged for the record and maintained.

Construction Communication Plan

As discussed in preconstruction, BRC will develop a Construction Communications Plan for the AML that will be a comprehensive document designed to guide construction communication and outreach in a timely and easy-to-understand format that leads to public understanding and support of the project. The Construction Communications Plan will also address planning for project-related emergencies, notices, website content, newsletters, social media, coordination with local agency PIO's on outreach, coordination with the AML Non-Infrastructure Program Manager, and presentation materials for various audiences. BRC provides most of these services now for the CV Link project and can streamline these efforts for the AML project.

Community Meetings and Events

The BRC team will help plan, facilitate, and promote community meetings and presentations prior to construction and throughout the project as needed. BRC has extensive experience leading virtual and in-person meetings for CV Link and many other projects. BRC worked closely with CVAG staff on the first CV Link ribbon cutting ceremony in Palm Springs and Cathedral City as well as the groundbreaking ceremonies in Palm Desert, La Quinta, and Indio. All of the ceremonies were promoted by BRC in partnership with CVAG and were very well attended! The BRC team handed event logistics and marketing that included rentals, signage, colleterial materials, and photography/video

services. BRC offers full-service in-house event services that include:

- » Event Planning & Logistics
- » Program Development
- » Design and Production of all Collateral & Marketing Materials in English and Spanish
- » Event Marketing, Advertising and Public Relations

Public Outreach Events and Stakeholder Management

As part of the team that launched the CV Link project, BRC helped lead the unique approach in utilizing the many community events in the Coachella Valley to help educate, raise awareness, and receive support about the project. BRC strategically identified community events throughout the Valley and created an engaging booth with project literature and promotional items to engage visitors. BRC staffed dozens of events over the years for CV Link and created a large database of people interested in the project that were segmented and contacted for various communications. The BRC team includes bilingual speakers that can help interpret at events and translate materials. This experience gives BRC the ability to fully support the AML project and the Non-Infrastructure Program with any public event.



Event	Representative/Contact	Address	Event	Phase	Support for Project	Support for Project	Other
CVLINK Ribbon Cutting	X		
CVLINK Meeting	X		
CVLINK Meeting	X		
CVLINK Meeting	X		
CVLINK Meeting	X		
CVLINK Meeting	X		
CVLINK Meeting	X		
CVLINK Meeting	X		
CVLINK Meeting	X		
CVLINK Meeting	X		

COLLATERAL MATERIALS

BRC has an in-house award-winning graphic designer with extensive experience developing all types of bilingual collateral materials that can include:

- » Project Factsheets, FAQs, and Notices
- » Signage and Posters
- » Promotional Materials
- » Direct mail
- » PowerPoint presentations

Our team can also provide in-house photography as well as project management on video and drone services.

BRC currently maintains the CV Link project website and can quickly with the CVAG Public Information Office to create content for the AML tab on the CVAG site. The BRC team's experience working with CVAG IT and managing the CV Link and other program sites will allow work on the AML to be seamless and consistent.

Permits (d): Having worked extensively throughout the Coachella Valley, Anser is well versed in the various permits required to complete a project such as the AML. We anticipate that there will be dozens of permits required to complete the project. Each City will require multiple permits to complete work within their right-of-way; as will CVWD, County of Riverside, and the Tribes. In addition, there will be environmental permits such as the stormwater general permit, AQMD permit, as well as requirements not yet known which will be identified in the NEPA documents, which our teaming partner, LSA will identify and ensure compliance with.

While this may be significantly higher than the average number of permits required for a typical construction project, the Anser team is managing twice as many on the CV Link project. We have existing relationships with all of the permitting agencies and have built a level of trust with all those which administer these permits.

The Anser team will continue fostering those relationships and ensure that we are in compliance with all permits throughout construction. We will continue to review all permits at minimum of a monthly basis to ensure that extensions are filed and executed well ahead of the expiration date, ensure no lapses in permits.



Cost and Schedule (6)

Cost Control (a): At the beginning of the project, Anser will set up a master spreadsheet which tracks payment quantities of each bid item, as well as total payment amounts each month to the contractor. Change Orders,

Extra Work, and Potential Change Orders will all be tracked in their own report. Additionally, payment for Owner Furnished Materials and Materials on Hand will be separately reported on. A monthly project summary report of all these items will be provided to CVAG on a monthly basis. Tyson will closely monitor the project contingency and report on it on a monthly basis. We will analyze both bid items and CCOs to estimate the total contingency used. It is imperative to communicate the project's budget with CVAG so that project mitigation measures can be made and/or additional contingency funds can be secured.

At the end of each pay period our inspectors will prepare Quantity (Q) Sheets that clearly and accurately calculate the quantity of work completed in the past period. The quantity sheets will show calculations or field measurements to justify proper payment to the Contractor. Upon completion by the field inspector, the Office Engineer will check the Q-Sheets for accuracy and input the quantities into the Anser tracking log spreadsheet. Prior to finalizing the payment and submitting to CVAG each month, Tyson will perform a final check of complete payment package. With multiple locations and various site conditions on each project, it is possible that some items may experience quantity overruns. The Anser team will closely monitor each item of work and look for trends early in the operation that could raise red flags of an overrun. If that does happen, Tyson will immediately bring it up to CVAG and begin to form mitigation ideas in order to save project costs.

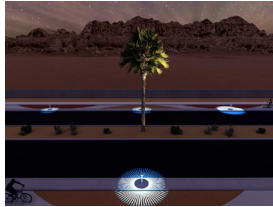
Tyson has had great past success managing cost overruns. While a Resident Engineer on the County of San Diego AC Overlay project, Tyson accurately forecasted that the asphalt concrete (AC) quantity was going to be severely overrun. Due to this, the design engineer was able to revise originally proposed treatment types from mill and inlay to overlay, saving on AC tonnage. Ultimately all planned roadways were completed with an AC treatment and the project finished slightly under budget.



Schedule Control (b): Minimizing impacts to the traveling public, local residents, and businesses will be critical to the success of this project. There are time sensitive notifications, submittal review times, and utility notifications that will need to be incorporated into the project specifications so that the Contractor can list these critical items into the CPM baseline schedule and tie them to a specific activity. During each monthly update review, the engineer and Contractor can look at these items to ensure the team is making the proper notifications to the utility or turning in and reviewing submittals.

We ensure that the Contractor is complying with the requirements of the monthly schedule updates and closely monitor the critical path to avoid delays and disruptions whenever possible. Our unique approach involves analysis of the Contractor's schedules on a weekly basis, using the information from our inspectors' daily reports, meeting minutes, submittal logs and other project records. This schedule analysis approach

is extremely proactive and provides CVAG with notice of any potential delays. We believe the project schedule is a critical tool for managing project completion, when fully integrated into the project's requirements. Our experience indicates that a proactive scheduling approach with clear specifications and effective administration is a proven method to reduce risk and liability on the successful completion of the project for both CVAG and the Contractor. The construction management team enforces the scheduling requirements in the Contract provisions, which are key to place the project in a positive position in case of claims. Our team is versed in Primavera P6, Phoenix, Expedition, Claim Digger, MS Project and other programs. We have experience dealing with various schedule types, and specific analytical approaches, including CPM, fragnets, move in schedules and contemporaneous period analysis as an effective method of characterizing and quantifying delays.



Our unique approach involves analysis of the Contractor's schedules on a weekly basis, using the information from our inspectors' daily reports, meeting minutes, submittal logs, Weekly Statement of Working Days,

and other project records. This schedule analysis approach is extremely proactive and provides CVAG with notice of any potential delays. We believe the project schedule is a critical tool for managing project completion, when fully integrated into the project's requirements. Our experience indicates that a proactive scheduling approach with clear specifications and effective administration is a proven method to reduce risk and liability on the successful completion of the project for both CVAG and the Contractor. We have experience dealing with various schedule types, and specific analytical approaches, including CPM, fragnets, move in schedules and contemporaneous period analysis as an effective method of characterizing and quantifying delays.

CM Staffing Plan (c): During the Baseline review, our Resident Engineer, Tyson Atwood will sit down with our Project Manager, Lucas Rathe and CVAG to discuss potential staffing needs. We will identify key activities in which part-time personnel will be required. We will also analyze the anticipate location of each overlapping activity to ensure that we have adequate resources to ensure Quality Assurance of the project. Anser field personnel are well cross trained and can many times fulfill multiple project roles. We will look for opportunities to utilize staff in this manner, reducing the total number of hours required on the project. Our proposed resource plan will be shared with CVAG for additional input and approval. Should major changes be made to the project schedule, Tyson will again work with Luke to ensure that we have the proper amount of resources on the project.

Contract Change Order and Claims (7)

Change Orders (a-d): Whether it be an unknown utility, design omission, or Owner requested design modification; change is an inevitable part of construction. Anser will advise CVAG of all situations when a contract change order should be submitted to the contractor. Proper backup documentation, emails, approvals, relevant photographs, and reports are always kept in the project file to support the terms of the Change Order. Anser's primary mechanism for change management will be a negotiate lump sum agreement. For these agreements an independent cost estimate (ICE) will be provided with each change order. If the scope cannot be clearly defined, or if Tyson cannot agree to a cost with the Contractor, then a Force Account Contract Change Order (CCO) will be issued. Tentative agreements will be issued daily by our inspector to the contractor for all work which is being tracked under force account, for any work which may later be disputed. Anser will write the change order, accompanying memorandum, and package all backup necessary prior to submitting to CVAG for final approval.

Claims (e): Anser believes and practices proactive communication and proactive management which promotes collaboration on the job and will make every attempt to resolve issues before they become disputes. However, we will vigorously defend the interests of CVAG and explicitly enforce the contract documents.

Our Team employs claims experts with a proven track record with Caltrans and other public agencies on projects of all sizes. The Anser Team brings valuable "lessons-learned" and as-needed advice on resolving and mitigating potential contractor claims. The core of the Anser Team Risk Management strategy is to ensure assembling a well-defined bid document. We will monitor all site records of events, labor, materials and equipment for potential claims or delay issues. This contemporaneous data will be essential when analyzing a contractor's claim and crucial to refute parts of it. Our team will assemble complete "issue binders" of every issue that will contain all relevant RFI's, change orders, correspondence, pictures, inspector's dailies, cost analysis and schedule analysis. These documents will be electronically linked in our document control system for easy retrieval by CVAG staff for review. Our objective will be to minimize misunderstandings by providing clear and concise analysis of all the major issues on the project.



Safety (8, a-d)

Safety is Anser's number one priority. This includes the safety of the travelling public, the contractor, and our team. We adopt a zero-tolerance culture for preventable accidents to ensure that every team member and public drivers

go home at the end of the day. Every member of our construction team has an obligation to never walk by an unsafe act. We will require the contractor to submit an Injury and Illness Protection Plan (IIPP) for all their operations for the project and make sure the contractor is held accountable for enforcing their plan. If we see something that goes against the Contractor's plan, we will shut down the operation and call a meeting to make sure safety is the number one goal of the project. Safety is the responsibility of everyone on the team and, at minimum, we will perform document weekly and monthly safety checks which will be sent to our contractor and filed as part of our construction files.

For the Art and Music Line project a few of the high priority safety items the Anser team will look out for are machinery working in close proximity to each other; traffic control; fatigue due to hot weather conditions, and slips, trips, and falls.

Additionally, there will be added safety requirements when working in the La Quinta Evacuation channel. This includes fall protection, both during and after the CIP retaining wall construction, carbon monoxide monitoring for equipment uses underneath the bridges, and low objects as we will be in close proximity to the existing bridge decks and hanging utilities.

Finally, it's likely that we will need to remove some hazardous materials/waste as a result of the existing homeless encampments. The Anser team has experience with this on the CV Link project and will ensure that there is a bid item allowance for such cleanup at the time of bid to ensure the safety of our workers.

Project Closeout (9, a-h)

Anser believes that punch list items should begin well before the near completion of a project. Following this logic, Anser has established an innovated way to streamline this process utilizing an interactive, "live" and always up-to-date punch list. This web-based punch list (using a cloud-based software such as Microsoft SharePoint; please reference the bottom left example) can be viewed by anyone at any time and is always current. Anser has even developed an app for easy data entry. The benefit is that the CM, contractor, and other agencies can have certain permissions to view, update and status the log. The CM inputs items on the log which the contractor can view, correct the items, and update the log once the item is complete. The CM will receive notification that punch list items are completed and can verify completeness in the field and update the list. This log can be accessed and modified in the field using a smart phone or other mobile device. This streamlined process eliminates the needs for meetings, reduces the number of transmittals to/from the contractor and increases efficiency of the project team.

Anser has had a lot of success using this feature on the Segment 1 CV Link project. The punch list has evolved into a project completion list with several different ways to filter the data that make management of long, linear project much more feasible. We would implement a similar system which would be tailored for the features of the AML project.

As discussed early, throughout the duration of the project, our Resident Engineer will keep an electronic set of "as-built" plans utilizing the Bluebeam software previously described. In utilizing the Bluebeam software, this ensures that A) our Field Inspector always has the latest information, and B) as-built packages are complete and ready to send to the design engineer for review at the click of a button.

Tyson will complete both a proposed and final payment to the contractor. He will assist CVAG with filing of all required closeout documentation, including the "Notice of Completion." He will supply CVAG and applicable stakeholders with a separate package containing all manuals, warranties, and other such guarantee's as they relate to the individual project. As part of the final deliverable of all project files, a final project report, which will include lessons learned, will be reviewed with CVAG. Anser will complete all project closeout activities in accordance with Caltrans LAPM requirements.

Anser has provided the following Responsibilities Matrix on the subsequent page.

City	Feature Type	Detailed Location	Description of L...	Added By	Date Created	Sub/Contractor...
Palm Springs	On-Street	Chas. B. Messire (Sta. CL 19.4 to 19.3) - 03A 10-00	03A-4 existing CHAS water valve covers were grinded/demol.	Kenny Casado	02/11/2023	Herby & Herby
Palm Springs	Path	COHN-Demol	Foot prints & shopping cart wheel markings along ~40% of item #5.	Kenny Casado	02/01/2023	Anser
La Quinta	Path	CL47.4a (Washington Conv) STA ~2+30	Surface opening/cracking along full transverse lane cut.	Kenny Casado	02/08/2023	Anser
Info	Path	Miles to Fred Waring, CL 32.2 at approx. Sta. 8+02 to 11+00. This area is about 200' west/east of the Fred Waring connector.	Anser damaged the edge of JPCF immediately with the grade while cutting in subgrade for three (3) edge steps. A general note is being made to those to use caution when grading adjacent to JPCF.	Kirk Streets	05/13/2023	Anser
Info	Path	CL 34.2 to 34+4, approx. Sta. 3+34, adjacent to Malrose access point	Homeless person scuttled graffiti into the newly placed JPCF. Anser brushed over it. Additional connection required, possibly by grinding or removal/replacement.	Kirk Streets	06/01/2023	Anser
La Quinta	Access Point	A 6.2, Coachella Canal access point	Lights on one of the three inside structures are inoperable and need repair. Lights that are working on the other two shade structures stop on long after the sun comes up.	Kirk Streets	06/01/2023	Anser

SharePoint example - Project Closeout

Responsibility Matrix



The following includes a detailed breakdown of key responsibilities by personnel.

Arts & Music Line Responsibility Matrix

		CVAG	Resident Engineer	Assistant Resident Engineer	Office Engineer/ Document Control	Structures Representative	Lead Inspector	Field Inspector	Utility Coordinator	Labor Compliance	Scheduler / Claims	Environmental	Survey	Materials Testing
		Randy Bowman	Tyson Atwood	Brandon McKay	Amelia Fitchett	Scott Walker	Kenny Casados	Var.	Melanie Lopez	Chia-Chi Wang	Shawn Paroline	LSA	MBI	Earth Systems
Office	RE Weekly Report	C	P	S	S									
	Weekly Progress Report	R	A	R	S		P							
	Monthly Report	R	A	P	S									
	Labor Compliance/EEO Review	C	A	R	S					P				
	DBE Compliance Review	C	A	P	S		S	S						
	QC Testing Review	C	A	P	S	R								
	QA Testing Review	C	A	P	S	R								
	Progress Pay Estimate	C	A	P	S		S	S						
	Weekly Statement of Working Days	C	A	R	P									
	Change Orders	A	A	P	S		S	S						
	Request for Information (RFI) Review	C	A	P	S				S					
	Submittal Review	C	C	P	S	S			S					
	LAPM Document Control	C	A	R	P	R								
	Construction Staking Request	C	C	A	S		R						P	
	Material Testing Coordination	C	C	P	S		S	S						R
	Utility Procurement	C	C	S	S				P					
	Bi-Weekly Safety Meeting	C	A	P	S	S	S	S	S	S	S	S	S	S
	Schedule Review	C	A	S		S					P			
	SWPPP Monthly Check List	C	A	R	P									
	Field	Field Daily Report	C	A	R	S	R	P	P					
Construction Staking/Cut Sheets		C	A	R	S	S							P	
Safety Review/Reporting		C	A	R	S		P	S						
SWPPP Field Review		C	A	R	S		P	S						
Labor Compliance Interview		C	A	R	S		P	S		R				R
Environmental Compliance		C	A	R		S						P		
Punchlist & Completion List		C	A	R		S	P	S						
Non-Conformance Report		C	A	P	S	S	S	S						
QA Material Testing		C	C	R	S	S	S	S						P

METHODS FOR QUALITY, BUDGET AND SCHEDULE CONTROL

Anser prides itself in successfully delivering projects with the highest quality of work product while meeting our clients' needs and expectations. Our quality procedures encompass all aspects of our performance. We implement project management procedures to assure accountability of the team using the project control methods described below to keep this project on schedule and within the authorized budget. Additionally, we have quarterly internal audits that vet the completeness of daily reports and confirm that only relevant and contractual information is recorded.

Project Management Plan for Successful Delivery

In accordance with Anser standard procedures, Lucas Rathe, PE, our Project Manager, develops and issues a Project Management Plan (PMP). The PMP details our management and technical plan for successfully delivering your project, including quality procedures, and details the following subjects:

Project Overview. Describes the overall project, your project goals, your expectations of Anser, and our scope of work.

Organization/Roles and Responsibilities. Provides for a clear chain of command, confirms the role and decision-making authority for team members. This can also be used as our communication plan.

Deliverables/Schedule. Ties deliverables to the schedule, details deliverable requirements and standards, and includes a copy of the contractor's detailed schedule once it is issued.

Document Control Procedures. Details how we will manage hard copy and electronic files and provides a quick reference sheet for the filing system.

Inspection and Sampling/Testing Procedures. Provides a quick reference sheet for inspection protocols with references to standards, forms, and requirements.

Standard Forms. Provides easy access to all forms we will use on this project. All forms will be in accordance to the Caltrans Manual.

The PMP is issued to every project team member, including CVAG, and we ask team members to review and sign it to confirm that they have read and understand our approach to delivering the project. The PMP is regularly updated to reflect the current status of the project and any changes that have occurred, such as changes in standard forms. Using the PMP we align the entire team around your goals, objectives, standards, and requirements. This approach enables us to achieve consistent and predictable results the first time and helps us avoid costly and time-consuming rework.

In addition to planning for quality, we regularly verify that we are following the plan and meeting your expectations. Verifying compliance is the responsibility of our Resident Engineer, Tyson Atwood, who performs periodic quality assurance audits to confirm that procedures we comply with all project standards and procedures, including:

- » *Field Safety*
- » *Office Procedures*
- » *Submittal tracking and review*
- » *Timely schedule review and monthly updates*
- » *Project file organization*
- » *Timely daily reports*
- » *Timely RFI review and response*
- » *Timely response to claims notices*
- » *Accurate monthly progress payments with support documents*
- » *Timely meeting minutes*
- » *Material testing requirements and resolution of disputed test results*
- » *Documentation for project permits*
- » *Timely contract change orders and independent estimates review*
- » *Current As-built status*
- » *Timely issuance of Relief of Maintenance*

Following the audits, improvement notifications are issued for any deficiencies and Luke will follow up with the CVAG PM to confirm that appropriate corrective action is taken. To meet or exceed your expectations, Luke will meet with CVAG every six months to perform an evaluation of our team where we ask you about our performance. Following this discussion, Luke will meet with Tyson to provide feedback and help the team adjust how we perform our work so that we provide you greater satisfaction with our services. The end result of our approach is continuous performance improvement over the duration of the contract.

In addition, the Anser team will work closely with CVAG to verify and monitor contractor's adherence to the contract Special Provisions, Plans, Standard Plans and Caltrans Manuals as it pertains to Quality Assurance (QA.) QA testing and inspections will take place to ensure the accuracy and compliance of the work. QA sampling and testing will be in accordance with Caltrans Test Methods (CTMs) per the frequencies dictated in the Caltrans Construction Manual, Testing Frequency Tables. Test that are not covered by CTM will be covered by American Society for Testing and Materials (ASTM) International. A Caltrans certified laboratory shall always be utilized to perform soils and material service testing to validate contractor's test results. The Anser team will ensure that all test machines are calibrated annually or more frequently using devices of accuracy traceable to the National Bureau of Standards. Batch plant and source inspections shall take place by individuals that are certified for this type of sampling.

Anser will keep daily reports and logs to track the stages of the work, progress, and any required Quality assurance testing. The logs will track test performed and their results, samples taken, and any test or samples taken by the construction management team will assure current status of certifications, non-compliance reports (NCRs), submittals, and any other aspect of quality assurance and inspection that should be tracked for compliance and proper record keeping.



Document Control

The Anser team, led by Tyson Atwood, will establish, manage and coordinate a document control system to manage and store all project-related information for the Project. We are well versed with the Caltrans uniform filing system and intend to use the same system both electronically and hard copy.

A *unique tracking number system* will be implemented to provide control of all documents, records, reviews, and writings, and to provide for expediting the transmittal of all construction documents. This tracking system will account for all letters, memos, submittals, shop drawings, change orders, Requests for Information, Request for Qualifications, notice of potential claims, suspended correspondence, and all other pertinent sources of information. Tyson will also establish and maintain an issue tracking system. Both tracking systems will use a unique numbering system to ensure document control. The system will contain all issues requiring the attention of all stakeholders. All meeting minutes will be recorded sequentially to ensure that all actions items are tracked and completed in a timely manner to avoid potential project delays.

We will utilize an electronic system to allow complete storage of all project documents electronically in addition to customary storage of hardcopy documents in accordance to the Caltrans uniform filing system. Upon completion of each project, all hardcopy and electronic documents will be transmitted to CVAG.

Cost Control

We understand the importance of delivering projects within budget. We have a history of completing construction projects on time and within budget. Value engineering is an excellent method to reduce the project costs.

We constantly look for means and methods to reduce the project cost while being thoughtful to not create impacts to the public or the cities. Our team is experienced in identifying and quantifying items to enhance the quality of the project while reducing lifecycle costs. Through partnering, the contractor is encouraged to also find ways and means that benefit both the contractor and CVAG, providing a win-win situation. Using

experience, the CPM schedule and a five-week look-ahead schedule, we are proactive in “looking ahead” of the contractor’s operations to identify issues that may impact costs, and we make every effort to provide solutions and present them to CVAG. If an extra cost item cannot be completely eliminated, we evaluate the contractor’s change order requests to ascertain validity, merit and appropriate costs based on an independent cost estimate. Contractor monthly pay estimates are reviewed for content and financial accuracy and are certified.

Schedule Control

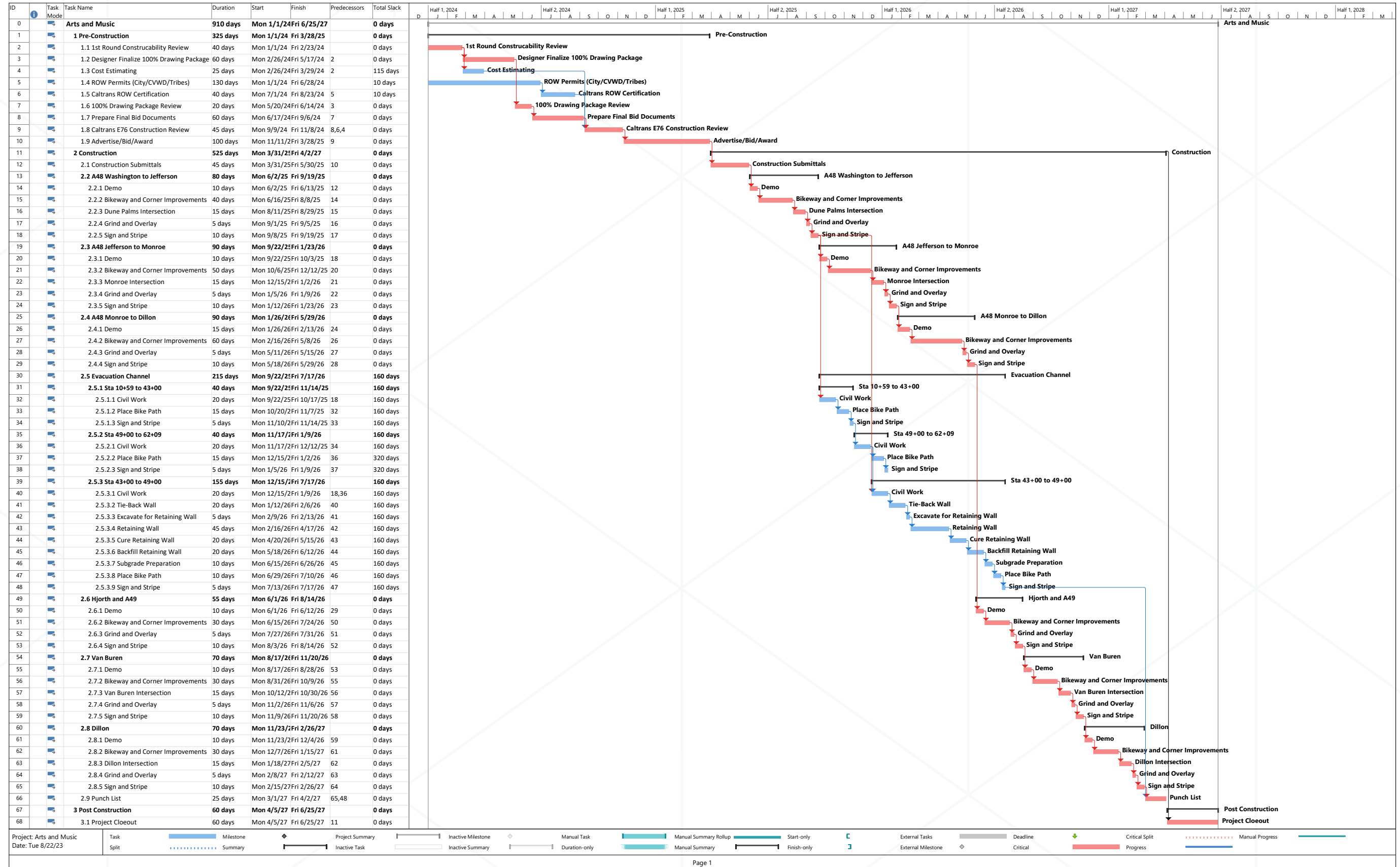
As discussed in the Cost and Document Control section, our team will review and provide comments to the baseline schedule submitted by the contractor. The team will review and monitor progress on a weekly basis by walking the site and recording actual status and developments. All inspectors will be required to note down the accuracy of the milestones, start and completion dates indicated in the approved baseline schedule.

Anser will review the monthly updates in a timely manner. These updates are critical not only to establish exactly how the project is being built, but also to flag emerging issues and trends. Trend reporting will be used to track the changes in float for all areas of the project, flagging those areas where the available float is indicates lack of progress or exceeding planned progress and to further identify the specific factors that caused the occurrence of the change. This method ensures that problem areas are not overlooked by all stakeholders and are identified prior to the activity becoming critical. The report also provides the explanation of the root causes for a delay in the project and makes it an important defense for future claims.

Any proposed change resulting in altering the critical path or near critical path or extending the schedule completion date that was originally identified in the approved baseline, the contractor will be required to submit a revised schedule and a time impact analysis (TIA) immediately in accordance to the special provisions. Anser will immediately analyze the TIA after an event occurs, and, if possible, prior to the start of the additional work. We will ensure that the review of the TIA is completed prior to the start of the additional work in order to recommend the issuance of the change order to increase the contract duration and price, prior to performing the additional work. We will analyze the effects of events and added work in a timely manner.

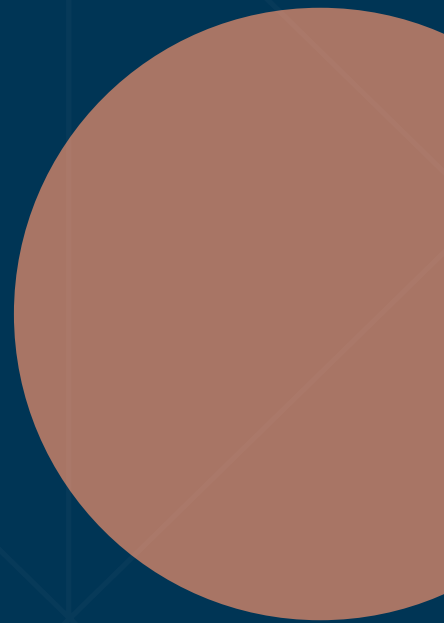
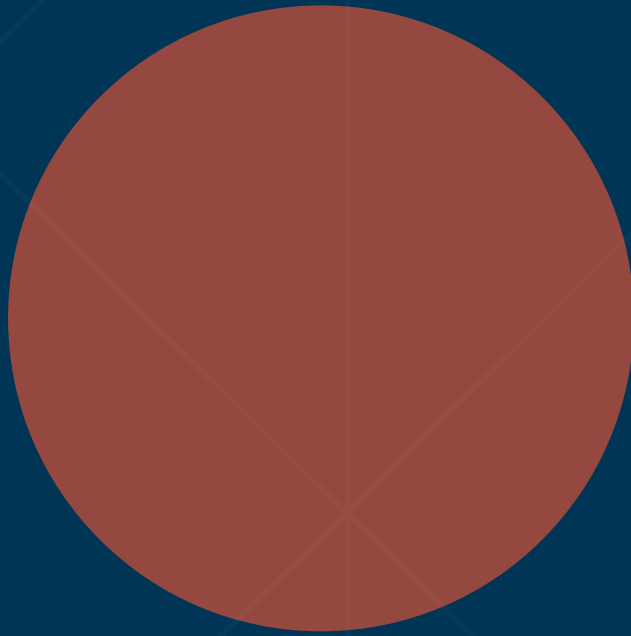


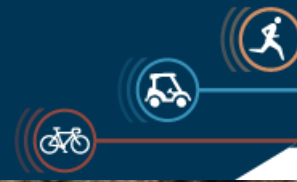
Schedule



Section 5

Appendices





Anser Advisory is pleased to provide the following appendices as requested for CVAG's review:

- » Anser Advisory's Litigation History
- » Changes to Professional Services Contract
- » Field Review
- » Project Team Resumes

Anser Advisory's Litigation History

As previously stated in our firm's history on page 1, Anser has not had any legal proceedings or arbitration pending or concluded within the last five years.

Changes to Professional Services Contract

Anser Advisory has reviewed CVAG's Professional Services Contract and accepts the terms and conditions therein. Anser Advisory takes no exceptions to the example contract provided by CVAG.

Field Review

Our team has included expanded constructability review comments as referenced in our project approach for CVAG's review.

Project Team Resumes

Our personnel resumes have been included following this page for CVAG's review.

AML Field Observations

Date	City	Location	Sheet #	Drawing #	Stationing	Description	Photo 1
8/7/2023	La Quinta	Avenue 48 - Begin at Washington	71+	CI 1301+	11+00 +/- to 19+00	Construct bike barrier per detail Sheet 7 - NOTE 9. Sheet 7 contains no detail. Possibly, cross section A1 on Sheet 13 (CI 1101)? TYP comment for all CI sheets.	
8/7/2023	La Quinta	Avenue 48	71	CI 1301	13+50 RT	Insert note on plans to protect in place existing valve cans/manholes/concrete collars when constructing new asphalt section and/or 2" grind and overlay. TYP comment for all CI sheets.	
8/7/2023	La Quinta	Avenue 48	47/71	CD 1201 / CI 1301	14+50 to 15+00	Construct 6" median curb. Tie in to replace/match median stamped concrete not addressed.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230807 (3).JPG
8/7/2023	La Quinta	Avenue 48	71	CI 1301	16+00 RT to 17+00 RT	Edge of asphalt at drive approach contains 2" lip. Pavement contains slurry seal coating. Take into account when requiring 2" grind and overlay.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230807 (4).JPG
8/7/2023	La Quinta	Avenue 48	71/72	CI 1301 / CI 1302	end to end	TYP. Field observation - Edge of pavement at curb/gutter is approx. 1/2" to 1" higher than edge of gutter. Pavement contains slurry seal coating. Take into account when requiring 2" grind and overlay.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230807 (6).JPG
8/7/2023	La Quinta	Avenue 48	71+	CI Sheets	end to end	NOTE 6: Confirm that final 2" lift gets placed contiguous with adjacent 2" grind and overlay per NOTE 11?	
8/7/2023	La Quinta	Avenue 48 @ Hidden Shadow Ranch	74	CI 1304	44+40	Center median curb noses field measured to indicate top of curb being 1 1/2" to 2" higher than finished grade asphalt/slurry seal coating. Approx. 7' of curb in median length for each nose (20 LF of curb each nose) would need to be removed/replaced to allow for a 6" curb face to be consistent with other median curb face throughout the area.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230807 (7).JPG
8/7/2023	La Quinta	Avenue 48 @ Dune Palms	76	CI 1306	62+00 RT and LT to 64+00 RT and LT	ADA ramps not in compliance. Depict notes on this sheet to replace ADA ramps or direct readers to other plan sheets that will address ADA ramps. LP 1206 or SS 1206 does not address either.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230807 (11).JPG
8/7/2023	La Quinta	Avenue 48 from Washington to Jeffersor	47 - 50	CD 1201 - CD 1204	end to end	CD 1201 to CD 1204 reference CD 3201 to 3204; correct reference should read 'CD 1201 to CD 1203'''	
8/7/2023	La Quinta	Avenue 48 from Bougainvillea to Jeffersc	50	CD 1204	80+40 to 84+60	What happens to median that remains in place and not be removed with other adjacent median/landscape/irrigation? Plan sheets to reconnect irrigation?	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230807 (13).JPG
8/7/2023	La Quinta	Avenue 48 from Bougainvillea to Jeffersc	50	CD 1204	84+60 to 88+50	What happens to median landscape/irrigation and palm trees? Per plan indicates to remove. Where is point of connection for irrigation to keep Sta. 80+40 to 84+60 irrigated?	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230807 (15).JPG
8/7/2023	Quinta & Inc	Avenue 48 @ Jefferson Intersection	78 and 79	CI 1308 and CI 2301	88+00 to 90+50	Observation: La Quinta ADA ramps not being upgraded; Indio ADA ramps are being upgraded.	
8/7/2023	Indio	Avenue 48 from Jefferson to Dillon	51 - 62	CD 2201 - CD 2212	end to end	CD 2201 to CD 2212 reference CD 4201 to CD 4212; correct reference should read 'CD 2201 to CD 2212'.	
8/7/2023	Indio	Avenue 48 @ Youngs Lane	82 and 83	CI 2304 - CI 2305	end to end	Photos of existing roadway on Avenue 48 looking west, east, and northerly at Youngs; field conditions appear to match plans.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230807 (16).JPG
8/7/2023	Indio	Avenue 48	All CI sheets	All CI sheets	end to end	CI sheets all reference incorrect plan sheets. Match line sheet references CI 43** and it should be CI 23**.	
8/7/2023	Indio	Avenue 48 from Monroe to Jackson	89 - 92; 56 - 57	CI 2311 - CI 2314; CD2205 - CD 2207	end to end	Existing irrigation and DG behind curb/gutter; some irrigation is exposed, while other is not.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230807 (19).JPG
8/7/2023	Indio	Avenue 48 west of Solano	57	CD 2207	209+45 LT	Existing grated inlet shown on plans; should be addressed to protect in place, remove, or relocate.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230807 (2).JPG
8/8/2023	Indio	Avenue 48 - Arabia to Oasis	92 - 93	CI 2314 - CI 2315	222+40 LT to 234+75 LT	Note ADA ramps, bike path, and sidewalk outside of r/w limits; r/w acquired or in process?	
8/8/2023	Indio	Avenue 48 @ Antilles	96	CI 2318	260+00 to 264+00	Proposed improvements appear to field fit per visual observation upon plan review.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230808 (2).JPG

8/8/2023	Indio	Avenue 48 @ Van Buren	100	CI 2322	299+50 LT to 302+00 LT	Northwest corner - proposed improvements (sidewalk, ADA ramp, and bike path) are shown to be constructed outside r/w and easement limits. Southeast corner - note that improvements are being constructed in proposed r/w.	
	Indio	Avenue 48 east of Van Buren	100 - 101	CI 2322 - CI 2323	302+40 RT to 320+00 RT	Existing power poles, overhead power lines, and street lights should be better shown on plans.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230808 (5).JPG
8/8/2023	Indio	Avenue 48 - Van Buren to Dillon	61 - 62	CD 2211 - CD 2212	302+40 RT to 320+00 RT	Note 1 indicates to sawcut asphalt and Note 2 indicates to remove asphalt; Asphalt is not existing, not present or constructed throughout most of this area. Existing power poles, overhead power lines, and street lights should be better shown on plans. Plans do not accurately reflect current field conditions.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230808 (5).JPG
8/8/2023	Coachella	Dillon	117- 122; 68-70	CI 6301 - CI 6306; CD 6201 - CD 6203	end to end	CI sheets reference Note 10 to construct a 2" slurry seal. Type II slurry seal? NOTE: CURRENT CONDITION OF EXISTING ASPHALT REQUIRES GRIND AND OVERLAY W/ DIG OUTS IN LIEU OF SLURRY SEAL; ASPHALT BUCKELING AND RAISED AT CURBS; EXCESSIVE CRACKS THROUGHOUT. Northeast corner Dillon/Avenue 48 - excessive asphalt buckeling and ADA ramp has separated from curb/gutter which may cause tie in issues for bike path.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230808 (9).JPG
8/9/2023	Coachella	Van Buren @ Avenue 48	116	CI 5304	76+60 RT to 77+50 RT	CI 2232 is plan sheet to match for Avenue 48, which correctly depicts proposed r/w for ADA ramp. This sheet, CI 5304, should be updated to reflect proposed r/w to be consistent with CI 2232.	
8/9/2023	Coachella	Van Buren - Avenue 48 to Avenue 49	66 - 67	CD 5301 - CD 5302	51+00 RT to 77+50 RT	Plan sheet does not accurately depict actual field conditions; existing sidewalk is not depicted; 39' and 38' are referenced measurements from CL, to proposed c/g on Sheet CI sheets, however, existing sidewalk is not depicted and/or shown to demolish; plan sheets appear incomplete. Also, existing sidewalk is being installed per CI sheets at approx. Sta. 63+50, however, CD sheet does not depict a removal.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230809 (2).JPG
8/9/2023	Coachella	Van Buren - Avenue 48 to Avenue 49	113 - 116	CD 5301 - CD 5304	end to end	Power poles with overhead power lines are depicted on both CI and CD plan sheets, within limits of proposed improvements; plan sheets do not depict to relocate or underground power lines; plan sheets appear incomplete. Also, matchline sheet numbers are incorrect.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230809 (3).JPG
8/9/2023	Indio	Hjorth - Avenue 48 to Avenue 49	63 - 64	CD 4201 - CD 4202	end to end	Matchline sheet numbers are incorrect. Plan sheets appear consistent with CI sheets.	
8/9/2023	Indio	Hjorth - Avenue 48 to Avenue 49	108 - 110	CI 4301 - CI 4303	end to end	Matchline sheet numbers are incorrect. Plan sheets appear consistent with CD sheets. Sta 98+00 to 103+00, protect adjacent landscape/irrigation.	..\..\..\Shared\West\Projects\AML CVAG 2023\Photos\20230809 (6).JPG
8/9/2023	Indio	Avenue 49 east of Hjorth	65	CD 4203	end to end	Matchline sheet numbers are incorrect. Plan sheets appear consistent with CI sheets.	
8/9/2023	Indio	Avenue 49 east of Hjorth	111 - 112	CI 4304 - CI 4305	end to end	Matchline sheet numbers are incorrect. Plan sheets appear consistent with CD sheets.	
8/8/2023	GENERAL	GENERAL - ALL LOCATIONS	ALL	ALL	ALL	Note lack of utilities depicted on plans.	
8/8/2023	GENERAL	GENERAL - ALL LOCATIONS	ALL	ALL	ALL	Note adjacent landscape and irrigation improvements (lateral and main lines; valve boxes; backflows; etc...) throughout; protect in place and re-establish irrigation damaged by demolition and/or construction of new improvements to prevent existing landscape from declining.	
8/9/2023	GENERAL	GENERAL - ALL LOCATIONS	ALL	ALL	ALL	Take into account existing catch basins and under sidewalk drains; briefly depicted on plans as a lighter layer; ensure they are depicted to protect in place and/or depicted to remove/replace/relocate as needed.	
8/9/2023	GENERAL	GENERAL - ALL LOCATIONS	ALL	ALL	ALL	ADA ramps that are depicted to be removed/relocated/replaced; take into account by highlighting and depicting instructions for existing pull boxes, especially, traffic signal pull boxes and related signal poles.	
8/9/2023	GENERAL	GENERAL - ALL LOCATIONS	ALL	ALL	ALL	Due to extreme length of project; consider inclusion of a phased staging work plan due to work impacting City streets; consider requiring contractor to provide phasing plan for approval prior to construction.	
8/9/2023	GENERAL	GENERAL - ALL LOCATIONS	ALL	ALL	ALL	Check all matchline sheet numbers; all sheets.	



LUCAS RATHE, PE, QSD
PROJECT MANAGER

Lucas Rathe is a multi-disciplined resident engineer and project manager who possesses the experience, lessons learned, and communication skills to lead and manage any construction project. Lucas has managed a large variety of construction projects of various sizes and scopes. Regardless of the cost, scope or complexity, Lucas implements the fundamentals of construction management to maintain safety, quality, schedule and compliance on any project. These fundamentals are rooted in communication and decision making for what is best for the project to move forward to maintain schedule, reduce risk, and maintain budget.

Lucas' expertise is in federally funded transportation projects with Caltrans Local Assistance oversight. He understands that document control and following the process of the Local Assistance Procedures Manual (LAPM) or Caltrans Construction Manual is paramount for Caltrans or Local Agencies to maintain their level of funding. In addition, following the process of the LAPM ensures all aspects of the project are maintained and administered correctly. As a result, the quality of the final product complies with the specified standards and always meets or exceeds the expectations of the communities where the projects are built.

Education

Bachelor of Science, Civil Engineering, University of Pittsburgh, 2003 - 2007

Bachelor of Arts, Mathematics, Seton Hall University, 2003 - 2007

Licenses/Certifications

CA Professional Engineer No. 76273

Qualified SWPPP Developer No. 21590

Certified Construction Manager No. 4284 (expired)

Experience

Years' Experience: 16

Years with Anser: 9

Work History

Anser Advisory, LLC (formerly DHS Consulting, LLC), Construction Manager, 2014 to Current

SELECT PROJECT EXPERIENCE

City of Indio, Herbert Hoover Elementary School Pedestrian Improvement Project
Construction Cost: \$5.5M | August 2022 – March 2023

Lucas was the resident engineer on this Caltrans Local Assistance project for the City of Indio. The project constructed nearly 4 miles of sidewalk behind existing curb and gutter and reconstructed 278 driveways to the city standard to tie into the new sidewalk as well as 64 new ADA curb ramps. The project also was responsible for relocating 269 water meters and 17 fire hydrants for the Indio Water Authority. As resident engineer, Lucas oversaw day to day administration of the contract but was mostly involved in the constant design changes due to unforeseen existing conditions to ensure proper slopes and ADA provisions were met. In addition, Lucas worked closely with public relations to quickly resolve resident issues or questions as part of the project.

County of San Diego, Gillespie Field Vehicle Service Road to West Transient Ramp
Construction Cost: \$1.2M | January 2023 – June 2023 (estimated)

Lucas was the resident engineer of this FAA funded contract to construct a new 1,110 linear foot by 12-foot-wide vehicle service road (VSR) along Taxiway D. The VSR was supported by a 12-inch over excavated and recompacted subgrade, 6-inches of P-208 aggregate base, and 6-inches of hot mix asphalt with Recycled Aggregate Product (RAP). Other project elements included drainage upgrades, SWPPP, permanent erosion control, precast biofiltration, Portland Cement Concrete (PCC) apron paving, and new taxiway striping. As resident engineer, Lucas was responsible for the contractor's compliance with the Construction Safety and Phasing Plan (CSPP), coordination with Airport Operations, and general contract administration. The project overcame issues such as Burrowing Owl management, asbestos pipe remediation and necessary drainage and grade changes due to existing conditions as well as working along active hangers and taxiways.

Mission Springs Water District, Regional Water Reclamation Facility
Construction Cost: \$41M | December 2021 – September 2023

Lucas is the resident engineer on this 1.5 million gallon per day (MGD) sequencing batch reactor (SBR) style wastewater treatment plant. Project elements include SBR Structure, headworks facility, lift station, prefabricated steel administration building and 4 acres of infiltration basins. In addition to contract administrative items, Lucas oversaw all design changes, schedule management, commissioning, testing and RFI and management of over 300 project structural, mechanical, and electrical submittals. Lucas helped resolve and project issues relating to a nesting burrowing owl, MCC delivery/procurement delays, and design conflicts in the plans.

City of Menifee, CIP 17-05 Citywide ADA and Pedestrian Safety Improvements

Construction Cost: \$680k | April 2020 – July 2021

Project consisted of replacing existing pedestrian push buttons to APS and replacing existing pedestrian signal heads to countdown type at 47 intersections around the City. The scope of the project either creates or replaces new ADA compliant curb ramps at 11 locations around the city. As Resident Engineer, Lucas was responsible for the project coordination, project schedule, quality assurance, and administration per the Caltrans LAPM.

City of Menifee, CIP 16-08 Citywide Traffic Signal Project (EAST)

Construction Cost: \$413k | November 2019 – June 2020

The Traffic Signal East project scope required the installation of series of wireless radios to existing traffic signal poles around the city. Each radio was connected directly with the controller at each intersection. The radios all communicated back to a main hub at the City Hall to create a Traffic Management Center. As Resident Engineer, Lucas was responsible for the project schedule, quality assurance, and administration per the Caltrans LAPM.

SANDAG, I-805 Transit Only Lane, San Diego, CA

Construction Cost: \$3M | Project Timeline: September 2020 – April 2021

Lucas was Resident Engineer of the construction portion of this cooperative demonstration project between SANDAG, Caltrans, MTS, and CHP created a dedicated “Transit Only Lane (TOL)” for busses to reduce ridership times during heavy traffic congestion periods. MTS Rapid vehicles will utilize designated freeway shoulders/Transit Only Lanes when freeway speeds fall below 35mph. To achieve this, four interchanges along the NB 805, the project installed detection cameras and new traffic loops that communicate with the ramp metering system to notify drivers of oncoming busses using the TOL. Along the WB 94, 1600 feet of the existing Type 50 median barrier was replaced with a Type 60M barrier using a slip form machine. Additionally, 1.5 miles of shoulder asphalt was milled 0.15 feet and replaced with new asphalt.

RCTD, Avenue 66 Grade Separation Project, Mecca, Riverside, CA

Construction Cost: \$36.8M | Project Timeline: October 2019 – April 2022

Lucas served as resident engineer on this \$36.8M construction project. Lucas was responsible for the contract administration in accordance with Caltrans Local Assistance. He led a team of inspectors and subconsultants whose scopes are in the areas of material testing, source inspection, public outreach, and environmental compliance. The project constructed a grade separation bypass connecting SR-111 to Avenue 66 with a new 780 LF cast in place railroad grade separation bypass over UPRR, SR-111, and Hammond Road in the community of Mecca, California. Driven steel pile supports the abutment and bent footings. There is 1700 LF of MSE Wall to support the embankment to the abutments with a 4-month settlement period prior to wall construction. Other proposed improvements included construction of a new road with HMA and Class 2AB, construction of a 175 LF simple span cast-in-place bridge to cross CVWD’s Lincoln Irrigation Channel, construction of Traffic Signals, Drainage Improvements and Relocate over 20 utilities for IID, CVWD, Kinder Morgan, Spectrum and Frontier. Other notable project elements included a \$250k VECP, 2500 LF 30” CVWD domestic waterline, a 55-hour weekend closure to mitigate a maternity colony of bats, and coordination of IID relocation of transmission and distribution power.

Riverside County Transportation Department (RCTD), Scott Road Interchange Project, Menifee, CA

Construction Cost: \$57.8M | Project Timeline: 11/2017 – 06/2020

Lucas was the resident engineer for the reconstruction of the existing Scott Road diamond interchange into a partial cloverleaf interchange configuration. Elements of this project includes: over 102,000 CY of excavation and 100,000 CY of import borrow, traffic control, SWPPP Risk Level 1, construction of a 6 lane x 350LF long cast in place bridge, demo of existing bridge and roadway elements, guardrail, JPCP pavements, highway lighting, landscaping and utility relocations. As resident engineer, Lucas was responsible for inspection, materials testing, source inspection, public relations and environmental compliance. The project relocated SCE, EMWD, Frontier, and Spectrum utilities.



TYSON ATWOOD, PE, QSD

RESIDENT ENGINEER

Tyson Atwood has nearly 20 years of experience successfully providing engineering construction management services for a wide variety of capital improvement projects including: substation construction, railroad grade separations, airport rehabilitations, highway construction, wastewater treatment facilities, water supply infrastructure, utility undergrounding, and general roadwork. Tyson also has vast experience in Active Transportation (ATP) construction having managed over 50 miles of Class I, II, and IV facilities. Tyson's main focus has been working with federal funds and is an expert in administering projects utilizing the Caltrans Local Assistance Procedures Manual (LAPM). He is highly experienced with both the Caltrans Standard Specifications and "Greenbook." Tyson is also an advanced user with software such as: Bluebeam Revu, Primavera P6, e-Builder, AutoCAD, Microsoft Word, and Excel.

Education

Bachelor of Science, Civil Engineering, California Polytechnic State University, San Luis Obispo, 1998 - 2003

Licenses/Certifications

CA Professional Engineer No. 71514
 Qualified SWPPP Developer No. 01243
 AQMD Coachella Valley Fugitive Dust Control, No. CV1907-008280-8321

Experience

Years' Experience: 18
 Years with Anser: 8.5

Work History

Anser Advisory, LLC (formerly DHS Consulting, LLC), Resident Engineer, 09/2014 to Current

SELECT PROJECT EXPERIENCE

Coachella Valley Association of Governments (CVAG), CV Link Multi-Modal Transportation Facility, Coachella Valley, CA

Construction Cost: \$100M+ | Project Timeline: 03/2020-Current

Senior Resident engineer responsible for construction of 41.1 miles of combination bikeway and NEV path construction throughout the Coachella Valley. Major project highlights include, 40+ miles of concrete path, two new bridges, park like improvements including shade structures, and flood channel improvements. Major stakeholders include: City of Palm Springs, City of Palm Desert, City of La Quinta, City of Indio, City of Coachella, and Coachella Valley Water District.

City of Palm Desert, CV Link Project No. 707-20, Palm Desert, CA

Construction Cost: \$3M+ | Project Timeline: 10/2019-2021

Tyson was the Resident Engineer responsible for all aspects of the project which included over 3.1 miles of combination on Class IV bikeway and NEV path construction on. Project also includes construction on of an architectural access point and traffic signal improvements. Project requires coordination on with various agencies included Coachella Valley Water District (CVWD) and College of the Desert. During the pre-construction phase, Tyson lead the CM team with constructability review, advanced development of project specifications, utility coordination, and project scheduling.

San Diego Association of Governments, Bayshore Bikeway – Barrio Logan Project, San Diego, CA

Construction Cost: \$19M | Project Timeline: 03/2022 – Current

Tyson serves as the Resident Engineer responsible for the overall management and coordination of project operations, including the management of the contractor. The Barrio Logan Bikeway will make it safer and easier for people of all ages and abilities to bike along Harbor Dr. in Barrio Logan. Features include traffic roadway improvement, signal improvements, safer crossings, and other streetscape enhancements that make streets more pleasant for everyone – people who bike, walk, work, and live there.

San Bernardino County Transportation Authority, I-10 at Alabama Street Interchange Project, Redlands, CA

Construction Cost: \$14.38M | Project Timeline: 03/2020 – 06/2023

Tyson is the resident engineer on this \$14.38 Million project which widens two existing off-ramps from two to four lanes to relieve traffic congestion in the City of Redlands. Project elements to achieve this goal are to construct Type 1 Retaining Walls, install new drainage systems, ADL excavation and handling, HMA mill/overlay, Rapid Set JPCP, new signal poles, ramp metering system, signage, striping, landscaping and irrigation and SWPPP Risk Level 1 Compliance. Tyson is responsible for the day-to-day coordination and management of the contractor which includes duties such as weekly statement of working days, pay quantity calculation and estimates, drafting change orders, reviewing project schedules, oversight of inspection staff, surveyors, biologists,

and material testers, conducting weekly meetings, Caltrans LCS coordination, and public outreach coordination with SBCTA Public Relations.

County of San Diego, AC Overlay FY '17/18 – Segment 'C', San Diego, CA

Construction Cost: \$9.2M | Project Timeline: 09/2018-07/2019

Tyson was the Resident Engineer responsible for all aspects of the project which included over 122 locations, totaling over 30 miles of roadway improvements. The program consisted of a combination of asphalt overlays and mill and inlays which utilized both Type A Hot Mix Asphalt (HMA) and Polymer Modified Asphalt Concrete (PMAC). The project also included AC dike replacement, fog seal, ADA ramp improvements, video detection signal improvements, and striping. Responsible for ensuring that traffic control was setup and maintained based on the approved traffic control plans. Although there were significant additional costs during construction, due to advanced forecast modeling by Tyson, the project scope was altered on several roadways, allowing the overall project to come in under budget.

SANDAG, North Park | Mid-City Georgia – Meade and Landis Bikeway Projects, San Diego, CA

Construction Cost: \$16.4M | Project Timeline: 09/2019-12/2021

Tyson was the resident engineer responsible for the construction of over 6.5 miles of new bikeway through two parallel streets in the urban area of North Park in San Diego. The projects are designed to enable people to bike and walk safely on more direct and convenient routes within and between major regional destinations and activity centers. The main feature of the project is the addition of 18 neighborhood traffic circles. Other features include buffered bike lanes, raised crosswalks, reverse angle parking, and other traffic calming measures.

SANDAG, Hill Street Slope Repair and Stabilization, San Diego, CA

Construction Cost: \$3.1M | Project Timeline: 08/2018-05/2020

Tyson was the Resident Engineer in charge of the project which stabilized over half a mile of failing slope along an active MTS trolley track. The slope was step graded during construction in order to achieve stability. Daily coordination with MTS was required in order to ensure proper flagging and safety measures are in place related to specific daily tasks. The project also included streets improvements and coordination with local commercial buildings in the area. A VECP change order was executed which changed the retaining wall from soldier piles to gravity retaining wall system, saving the project significant funds. The project had federal funds and was managed under the SANDAG and Caltrans LAPM guidelines for federally funded projects.

County of Imperial, CMAQ Various Unpaved Roads, Imperial County, CA

Construction Cost: \$1M | Project Timeline: 02/2018-01/2019

Tyson was the Resident Engineer responsible for all aspects of project which constructs three-inch AC Grindings Caps on six various unpaved roads throughout various locations of Imperial County. Project consists of minor grading, compacted Class II Base, and placement of SS1h oil prime coat. Project had to work around several environmental mitigation issues, including a partial project suspension due to nesting burrowing owls. Project managed under guidelines specified in the Caltrans LAPM.

SANDAG, Bayshore Bikeway Segments 4B and 5, San Diego, CA

Construction Cost: \$2M | Project Timeline: 12/2016-07/2018

Tyson was the Resident Engineer responsible for all aspects of the project which included 2.2 miles of a combination of Class I, II, and III type bicycle facility, security fence replacement, and bridge work. Project went through various agencies right-of-way and/or property which required the coordination with: National City, Port of San Diego, San Diego Gas & Electric, BNSF, and the Navy. The project also included a gravity retaining wall, metal beam guardrail, AC improvements, and a new Navy/SDG&E security fence. Major project responsibilities included: monitoring safety, develop progress payments, answering RFIs and submittals, contract change orders, weekly and monthly reporting, monitoring contract compliance with the plans and specifications, schedule review, managing field personnel, communication among all project stakeholders.



BRANDON MCKAY, PE
ASSISTANT RESIDENT ENGINEER

Mr. McKay is a civil engineer with over 16 years of experience in building and managing complex heavy civil, transportation, and water construction projects. He has managed all aspects of construction projects and has 4 years of inspection and construction management experience. He is able to manage contractor's and ensure that all stakeholders needs are met along with safely following all plans and specifications. He is highly skilled in utilizing programs such as Primavera P6 Professional, Bluebeam Revu, Microsoft Office Suite, eBuilder, and AutoCAD. His experience has consisted of bridge, water, and electrical projects where he has experience with shoring, piling, footings/foundations, abutment walls, bridge soffits, bridge deck slabs, retaining walls, drainage structures, concrete & HMA pavement, sidewalk & ADA ramps, construction & permanent signs, SWPPP, and erosion control.

Education

Bachelor of Science, Civil Engineering, Concentration in Structures, California Polytechnic University, San Luis Obispo, 2001 - 2005

Licenses/Certifications

California Civil Professional Engineer No. 92675
 Professional Engineer, Louisiana No. PE.0037184
 OSHA 30 Hour Safety Course

Experience

Years' Experience: 16
 Years with Anser: 3.5

Work History

Anser Advisory, LLC (formerly DHS Consulting, LLC), Resident Engineer/Assistant Resident Engineer/Office Engineer, 2018 to Current
 SDG&E, Resident Engineer, 2018 to Current

SELECT PROJECT EXPERIENCE

SANDAG, Bayshore Bikeway – Barrio Logan Project, San Diego, CA
Construction Cost: \$19M | Project Timeline: 03/2022 – Current

Mr. McKay serves as Assistant Resident Engineer for this project. The Barrio Logan Bikeway will make it safer and easier for people of all ages and abilities to bike along Harbor Dr. in Barrio Logan. Features include traffic roadway improvement, signal improvements, safer crossings, and other streetscape enhancements that make streets more pleasant for everyone – people who bike, walk, work, and live there. Mr. McKay's duties include reviewing submittals and RFIs, preparing monthly reports, progress reports and pay estimates as well as overall management of project operations and stakeholder coordination.

SANDAG, North Park | Mid-City Georgia – Meade and Landis Bikeways Projects, San Diego, CA
Construction Cost: \$16M | Project Timeline: 09/2019 – 04/2022

Brandon served as Assistant Resident Engineer for this project. The North Park | Mid-City Bikeways will make it safer and easier for people of all ages and abilities to bike to more places within and between North Park and Mid-City communities. The bikeways consist of seven segments that total 13 miles of bike boulevards and protected bikeways. Features include traffic calming elements, safer crossings, and other streetscape enhancements that make streets more pleasant for everyone – people who bike, walk, work, and live there. Brandon's duties included reviewing submittals and RFIs, preparing monthly reports, progress reports and pay estimates as well as overall management of project operations.

SANDAG, Inland Rail Trail Phase 1 A/B and Phase 2, San Diego, CA
Construction Cost: \$34.2M | Project Timeline: 12/2018 – 08/2020

As assistant resident engineer/office engineer, Brandon worked closely with the construction management team and contractor in order to prepare and process outstanding change orders in accordance with the SANDAG CM Manual. In addition to change order and change order memorandum writing, his duties included preparing Independent Cost Estimates (ICE), preparation of Record of Negotiation (RON), and reviewing contractor extra work bills. This project includes approximately four miles of a Class I bicycle facility, located between North Melrose Drive and West Bobier Drive in Oceanside, to the San Diego County/San Marcos boundary at Cherimoya Drive. The project will be built in two separate segments; it will be a multiuse bike path that will connect to future bike paths or existing sidewalks.

SANDAG, Program Wide CM Services, Safety Audit Mid-Coast Trolley, San Diego, CA
Construction Cost: \$1.6B | Project Timeline: 04/2019-08/2019

Anser is an independent auditor, contracted as a consultant to SANDAG tasked to verify whether the parties are procedurally compliant with their own safety plans and to identify any obvious irregularities. Mr. McKay conducted the field portion of the audit with field craft working throughout

the project. Mr. McKay was responsible for interviewing field craft and get a feel for the safety culture on the project and identify areas that may need improvement.

SDG&E, Ocean Ranch Substation, San Diego, CA

Construction Cost: Confidential \$10M+ | Project Timeline: 10/2018-03/2020

Brandon served as resident engineer for the new greenfield 69kV/12kV substation. Project developed a 10-acre site with storm drain improvements which included the construction of three detention basins totaling over two acres in size. Project included over 11,000 SF of new CMU screen walls. In addition to site development, the project included the installation of two new underground 69kV circuits as well as four new underground 12kV circuits to various offsite locations.

Padre Dam Municipal Water District, Eastern Service Area Secondary Connection Project, San Diego, CA

Construction Cost: \$15M | Project Timeline: 10/2016-08/2018

As project manager, Mr. McKay managed all aspects of the project including, buyout/contracts, schedule, budget, work plans, change orders, and owner relations. We worked with owner and vendors to resolve issues with vertical turbine pumps. Project staff included project engineer, superintendent, two interns and 25 craft. The ESA secondary connection project facilities include a new supply pipeline, a new 20" steel discharge pipeline (with I-8 tunnel crossing), a prestressed concrete reservoir, pump station, and flow control facility. This project improves water distribution reliability for the District's ESA and will also enhance water quality.

U.S. Army Corps of Engineers, Permanent Canal Closures and Pump Stations, New Orleans, LA

Construction Cost: \$614.8M | Project Timeline: 03/2013-08/2016

As piling/grading discipline engineer, Mr. McKay was responsible for:

- Planning pile driving and grading operations.
- Developing work plans including equipment, personnel, templates, and materials.
- Forecasting costs for two disciplines – pile driving and grading.
- Maintaining budget changes and monitoring the weekly and monthly cost reports.
- Working with designers on a design build project to maintain constructability.

The project involves building three permanent canal closure and pump stations in New Orleans. The new closures and pumps will replace temporary structures built in 2006 at the mouths of three drainage canals connecting to Lake Pontchartrain while also blocking a storm surge that would force water into the drainage system. The stations are designed to block surges from the lake caused by a "100-year storm".

Slidell Regional Office, Louisiana

Construction Cost: \$N/A | Project Timeline: 12/2011- 03/2013

As engineer/estimator, Mr. McKay assisted with bids for multiple projects including explosives handling wharf, Goethals bridge, Crenshaw subway, Horseshoe interchange, and LNG Jetty. Responsible for material takeoffs and reconciliation, schedule development in Primavera and estimating costs in HCSS.

LADOTD Huey P. Long Bridge Main Span, New Orleans, LA

Construction Cost: \$454.1M | Project Timeline: 09/2011 – 12/2011

As engineer, Mr. McKay prepared for the main span deck pours by inspecting formwork, rebar, and laying out over 5,000 deck inserts for the guard rail. He also developed work plan for finger joint installation.

This four-phase project is vital to the recovery of Greater New Orleans. The widening will add an additional travel lane, as well as inside and outside shoulders to each side of the bridge, providing a safer and more reliable crossing over the Mississippi River.



KENNY CASADOS

LEAD FIELD INSPECTOR

Kenny has 8 years of experience serving as Project/Field Engineer responsible for processing RFIs, reviewing plans and specifications, weekly meetings, and managing schedules and budgets. He is skilled in software programs such as BlueBeam, P6, Revit, Navisworks, BIM 360 Glue, SketchUp, Asta, PowerBI and Microsoft programs.

SELECT PROJECT EXPERIENCE

Coachella Valley Association of Governments (CVAG), CV Link Multi-Modal Transportation Facility, Coachella Valley, CA

Construction Cost: \$100M+ | Project Timeline: 09/2021 - Current

Field Inspector/office engineer responsible for construction of 41.1 miles of combination bikeway and NEV path construction throughout the Coachella Valley. Major project highlights include, 40+ miles of concrete path, two new bridges, park like improvements including shade structures, and flood channel improvements. Major stakeholders include: City of Palm Springs, City of Palm Desert, City of La Quinta, City of Indio, City of Coachella, and Coachella Valley Water District.

Los Angeles Unified School District, Venice High School Modernization Project, Los Angeles, CA

Construction Cost: \$124M | 04/2020 – 09/2020

Project Engineer responsible for managing a team of 4 office engineers, RFI review and creation, executed complex problem solving for MEPF, framing and structural issues, solved and presented structural beam solution to support the critical path of the erection sequence, and held weekly owner meetings for streamlining solutions and negotiating costs. This project included four new modular buildings consisting of general classrooms, chemistry labs, a graphics print shop, flexible engineering and maker space labs, art and studio art classrooms and associated storage and support spaces. The project will feature a new gymnasium building, consisting of a main gymnasium and a practice gymnasium space, locker/shower rooms, a weight room, aerobics/dance space and associated support spaces.

Los Angeles World Airports, American Airlines LAX Terminal 4&5 Redevelopment Program, Los Angeles, CA

Construction Cost: \$1.5B | 07/2017 – 03/2020

Office Engineer responsible for leading the BIM coordinator, implemented clash detection to complete 3D coordination of structural, framing, conveyor, and MEPF, owned and drove BIM coordination meetings with the owner, end user, architect, consultants, and SEOR, utilized Navisworks, Revit, BIM 360 Glue, laser scanning, and managed subcontractor costs. The 28-gate American Airlines Terminals 4 & 5 Redevelopment Program begins with the design and construction of the connection between the terminals and the future Automated People Mover. The program will include combining the headhouse entrances of Terminals 4 and 5 to create a 300,000 SF centralized facility. The new headhouse will provide check-in areas, ticket counters and baggage system operations. A new floor will be constructed for two new security screening checkpoints. The secured side connection between both terminals will enhance the passenger experience by allowing passengers to move freely between Tom Bradley International Terminal, Terminal 4 and Terminal 5.

Los Angeles County Metropolitan Transportation Authority (LACMTA), Division 16 Southwestern Yard, Los Angeles, CA

Construction Cost: \$176M | 07/2015 – 07/2017

Field Engineer responsible for quality control of footings and train car pit foundations and managed 2 licensed surveyors for primary control layout. The Division 16: Southwestern Yard Facility project is situated on an 18-acre site in Los Angeles next to LAX. It is a secured maintenance facility serving multiple light-rail lines consisting of tracks, buildings, equipment, supporting systems, miscellaneous appurtenances and related site development. The track configuration and site layout support safe and efficient Metro Light Rail Vehicle movements for switching between facilities and tracks, the

Education

B.S. Civil Engineering,
University of Wisconsin-
Madison, 2015

Licenses/Certifications

N/A

Experience

Years' Experience: 8

Years with Anser: 3

Work History

Anser Advisory, Office
Engineer/Inspector, 04/2021 -
Current

Hensel Phelps Construction,
Project Engineer, 04/2020 –
09/2021

Hensel Phelps Construction,
Office Engineer, 07/2017 –
03/2020

Hensel Phelps Construction,
Field Engineer, 07/2015-
07/2017

Southwestern Yard facility and the mainline tracks. This facility accommodates LA Metro staff and other employees engaged in general administration, operations, repair and maintenance and transit security.

Los Angeles World Airports, United Airlines LAX Terminals 7 & 8, Los Angeles, CA

Construction Cost: \$500M | 07/2015 – 07/2017

Field Engineer responsible for managing the retrofit of aging terminals and subcontractor coordination. In early 2019, more than \$546 million in modernization work was completed in Terminals 7 and 8, home to United Airlines. This modernization included refreshment of nearly all of the public spaces and consolidation of four Transportation Security Administration screening checkpoints into one 12-lane location, featuring the first Automated Screening Lanes at LAX. The project, which was the first upgrade at Terminals 7 and 8 since 1998, encompassed 700,000 square feet of existing space, as well as the addition of 20,000 square feet for a United Club lounge on a new fourth level of Terminal 7.

PROFESSIONAL PROFILE

Scott D. Walker, P.E.
Resident Engineer / Structures Representative

Education: 1990 / B.S. Civil Engineering, California State University, Long Beach

Professional Registrations: 1994 / Civil Engineering / **California #51913**
Arizona #33248
Nevada #14019
2011 / QSD & QSP / **#21475**

Qualifications: Mr. Walker has twenty nine years of construction experience related to highways, roadways, interchanges and land development. He has served as project manager, resident engineer, structures representative, construction scheduler, estimator, structure and roadway inspector. Mr. Walker has been responsible for roadway and bridge design and construction, supervision of technical and field staff, change order negotiation and preparation, contract administration, critical path schedule reviews, storm water pollution prevention plan preparation and compliance, claims mitigation, selection committee interviews, cost estimate preparation, reviewing and designing structure related shop drawings, assuring compliance with plans and specifications.

Employment History:

1990 – 1993 California Department of Transportation (Caltrans) - Office of Structure Construction
1993 – 1999 FCI Constructors – Division of Flatiron Structures
1999 – 2000 Washington Group International – Construction Management Division
2000 – 2008 WEC Corporation
2008 – 2011 WEC | Tetrattech
2011 – Present Danken Construction Engineering Group

Relevant Project Experience:

I-405 Improvement Project from SR-73 to I-605, County of Orange, California (\$1.3 Billion) Senior Claims Analyst for widening / 405 Express lanes 16 miles of the I-405 freeway from the SR-73 to I-605 interchanges.

State Route 241 / Oso Parkway Bridge Project, County of Orange, California (\$18 Million) Construction Project Manager for extension of the SR-241 Toll Road under Oso Parkway and connecting to Los Patrones Avenue in Rancho Mission Viejo.

Date Palm Bridge Widening, Cathedral City, California (\$16M) Resident Engineer/Structures Representative for widening at Date Palm Drive Over White-Water River bridge.

S. Milliken Avenue Grade Separation, City of Ontario, California (\$45 Million) Project Manager/Resident Engineer for raising Milliken Avenue over the Union Pacific Railroad (UPRR) tracks on the Los Angeles Subdivision.

Magnolia Avenue Grade Separation Project, Riverside County Transportation Department, California (\$37 Million) Structures Representative for the construction of the new Magnolia Avenue Overhead bridge over the BNSF double tracks on Magnolia Avenue between Lincoln Avenue and Buchanan Street in the City of Home Gardens.

N. Vineyard Avenue Grade Separation, City of Ontario, California (\$32 Million) Principal-in-Charge / Project Manager / Resident Engineer for the construction of the new Union Pacific Railroad (UPRR) bridge over Vineyard Avenue between Airport Drive and Holt Boulevard.

Puente Avenue Grade Separation, Alameda Corridor East (ACE), California (\$40 Million) Structures Representative for the construction of the new Union Pacific Railroad (UPRR) bridge over Puente Avenue.

Palm Drive/Gene Autry Trail Interchange on I-10, Riverside County Transportation Department, California (\$28 Million) Resident Engineer/Structures Representative for the construction of the new I-10 Interchange at Palm Drive/Gene Autry Trail.

N. Milliken Avenue Grade Separation, San Bernardino Associated Governments (SANBAG), California (\$49 Million) Resident Engineer/ Structures Representative for the construction of the new Union Pacific Railroad (UPRR) bridge over north Milliken Avenue south of I-10 freeway.

Melrose Street Grade Separation, City of Placentia, California (\$16 Million), Resident Engineer/Structures Representative for a project consisting of the construction of a BNSF cast in place T-Bulb railroad bridge (grade separation structure) over Melrose Street.

Highland Avenue Grade Separation, City of Fullerton, California (\$12 Million) Resident Engineer/Structures Representative for the construction of the Highland Avenue Underpass and roadway improvements of Highland Ave., Walnut Ave., Truslow Ave., Commonwealth Ave. and Valencia Ave.

Indian Wells Village Improvements, City of Indian Wells, California (\$12 Million) Project Manager/Resident Engineer for the construction of Miles Avenue and Warner Trail roadway improvements.

Fred Waring Drive Widening , Cities of Palm Desert and Indian Wells, California (\$18 Million) Resident Engineer/Structures Representative for the project involving the widening of Fred Waring Drive between Deep Canyon Road and Washington Street into a six lane conventional highway.

Interstate 10 (I-10) Interchanges at Cook Street and Monterey Avenue, City of Palm Desert, California. Structures representative responsible for providing construction management services for the I-10/Cook Street and Monterey Avenue Interchanges.

I-10/Washington Street Interchange; County of Riverside, California. Structures representative responsible for providing construction management services for the I-10/Washington Street Interchange Project.

State Route 90 Imperial Highway Widening (Segment 6), City of Yorba Linda, California (14 Million). Resident Engineer/Structures Representative for the construction of the Buena Vista Undercrossing Widening, Kellogg Drive on and off ramp widening and roadway improvements of Imperial Highway from Orangethorpe Avenue to Lakeview Avenue.

State Route 90 Imperial Highway Widening (Segment 5), City of Yorba Linda, California (\$10 Million). Resident Engineer/Structures Representative for the construction of the roadway improvements of Imperial Highway from Lakeview Avenue to Prospect Avenue.

Central Avenue Realignment, City of Chino, California. Resident Engineer/Structures Representative for the construction of the Central Avenue roadway improvements and Central Avenue Overhead Bridge.

Various City Wide Projects, City of Fullerton, California. Construction Manager responsible for all the Federally Funded Contracts including the Caltrans Local Program for the City of Fullerton. Projects were main arterial street reconstructions with added beautification funds supplied by the Redevelopment Department for landscaping, lighting and architectural themes. Projects also varied with seismic retrofits of City owned buildings, sewer rehabilitations, fountains and parks.



SHAWN PAROLINE

SCHEDULER

Mr. Paroline has 29 years of professional experience in construction management, scheduling, risk management, and claims analysis. As Contract Liaison to the Port of Long Beach, he currently serves to consolidate and coordinate our team’s resources to respond to fourteen specific work authorizations received from the Port on our current \$2.5 million on-call project controls services contract, of which he returned budget surpluses on five. He is our Port team’s lead specialist for general division support, master scheduling, construction schedule, cost engineering, innovation, uniformity, and standards.

Education

Bachelor of Science, Magna Cum Laude, Engineering Technology with emphasis in Construction Management, California State University, Long Beach, 1994

Bachelor of Science, Engineering Technology, California State University, Long Beach, 1994

Experience

Years Experience: 29

He has served as the construction manager, chief schedule engineer, and/or claims analyst on several major California public works civil infrastructure programs, each more than \$2B. Mr. Paroline has expertise in auditing the contract management protocols in place in the field office and providing strategic leadership to the owner’s CM team in delay analysis, documentation for claims avoidance, and contemporaneous schedule review and monitoring. He has prepared contract phasing language for complex projects, developed Critical Path Method (CPM) scheduling specifications, turnaround of troubled projects, and real-time dispute management to supplement the agency’s construction management field staff.

Mr. Paroline’s proactive approach to identifying early risk mitigation measures have proven to reduce any downtime as well as protect the owner and improve the effectiveness of the contractor’s schedule.

SELECT PROJECT EXPERIENCE

Port of Long Beach, Pier B Stormwater Pump Station Upgrade HD-S2527, Long Beach, CA

Construction Cost: \$7.2M | Project Timeline: 2021-2022

As risk mitigation manager, Mr. Paroline was supervised by the project controls division but worked as an extension of the construction management division’s team. Mr. Paroline presented executive briefings for dispute settlement; conducted weekly schedule audits to assess actual progress along contractor’s monthly schedule updates; lead testing and startup schedule refinement meetings; prepared suggested weekly progress meeting minutes; reviewed, monitored, and returned comments on CPM schedule updates; reviewed and returned formal comments on time impact analyses; reviewed change order requests and claims for entitlement; assisted troubleshooting and testing. The design-bid-build project consisted of equipment replacement of three 500-HP and one 250-HP vertical shaft pumps, switchgear, PLC controls, and a backup generator.

Port of Long Beach, Middle Harbor Program, E22 Wharf/East Basin Fill Stage 4 HD-S2365, Long Beach, CA

Construction Cost: \$146M | Project Timeline: 2018-2020

As risk mitigation manager, Mr. Paroline returned comments on the baseline schedule. Mr. Paroline returned comments on the 50% drawings and specifications for omissions and ambiguities. Focus areas included coordination between drawings and specifications, adequacy of notation on the drawings, feasibility of specified construction phasing, availability of work areas, multiple NTPs, coordination of access and egress between multiple prime contractors, and enforceability of provisions to facilitate construction contract administration. The former Pier E container terminal was vacated in January 2011. The Pier F container terminal is under existing lease with Long Beach Container Terminal (LBCT). The Pier E and F terminals are being combined into one container terminal under a new long-term lease to LBCT. Combining the Pier E and Pier F container terminals includes filling and developing Slip 1 and the East Basin, providing an expanded on-dock intermodal railyard (IY), and associated container yard (CY) and gate upgrades. To accommodate the remaining container yard footprint, Stage 4 work completes the East Basin fill out to the new E22 wharf, extending the wharf built in Phase 1 an additional 1,472-feet.

The Stage 4 work includes demolishing the existing Pier F wharf and cutting back approximately seven acres to provide a dredge depth of EL -55-feet along the entire 4,250-feet of berth length. The Manson Connelly Joint Venture constructed the project.

Port of Long Beach Middle Harbor Redevelopment Project, Pier E Container Yard-Intermodal Railyard, Stage 3, Phase 3, HD-S2368

Construction Cost: \$152 million | Project Timeline: 2018-2020

As risk mitigation manager/scheduling specialist, Mr. Paroline returned comments on the baseline schedule. Griffith Company constructed the project.

Port of Long Beach Middle Harbor Program, Pier E Terminal Container Yard-Intermodal Railyard, PHASE 2, HD-S2367

Construction Cost: \$75M | Project Timeline: 2015-2017

As Risk Mitigation Manager, Mr. Paroline evaluated and prepared responses to dispute issues in support of the construction management team. The project involved constructing container yard crane rails and rail foundations, railroad track with ties and ballast, intermodal yard crane rails and rail foundations, steel racks for stacked refrigerated container access. The project was constructed by Balfour Beatty.

Port of Long Beach Middle Harbor Program, East Basin Fill Phase 3, HD-S2377

Construction Cost: \$67M | Project Timeline: 2016-2018

As Risk Mitigation Manager, Mr. Paroline evaluated and prepared responses to dispute issues in support of the construction management team. Mr. Paroline attended weekly contractor progress meetings; provided suggested meeting notes to the resident engineer; reviewed project files for completeness; assembled electronic issue files in Primavera Unifier; drafted correspondence; reviewed, monitored, and returned comments on CPM schedule updates; evaluated change requests and notices of potential claims; advised the Owner on contractor's entitlement; and reviewed time impact analyses and provided suggested response language to return to the Contractor. The project involved wharf demolition, placement of rock dike and embankment rock slope protection, and West Basin Dredging, Inner Harbor Turning Basin and Back Channel dredging, and placement of fill and surcharge in the East Basin. The Manson Connelly Joint Venture constructed the project.

Alameda Corridor Transportation Agency, Independent Engineering Review, Los Angeles, CA

Construction Cost: \$2.4B | Project Timeline: MO/1999-MO/1999

As a scheduler, Mr. Paroline reviewed construction contract documents as they related to project scheduling and potential claims issues for a program review team led by Parsons Brinckerhoff. This 20-mile-long, \$2.4 billion corridor consolidates 90 miles of track and four branch lines into a single line and links the San Pedro Bay ports to key railyards near downtown Los Angeles.

California High-Speed Rail Authority, CP 2-3 Design-Build Construction, Fresno, CA

Construction Cost: \$1.2B | Project Timeline: 2018-Current

As a risk mitigation manager/Sr. claims analyst, Mr. Paroline, provides revised baseline schedule review, monthly update schedule submittal review and comments, schedule meeting minutes, and recommended language for schedule-related correspondence. He currently manages a schedule with over 10,000 activities. He collaborates with the design-builder to develop a model schedule that portrays all known changes and delays so that schedule advancement (acceleration, mitigation) efforts can be explored, prioritized, and formalized. This \$1.2B project is the second of three major infrastructure packages for the high-speed rail route through the San Joaquin Valley and represents the continuation of construction on the High-Speed Train (HST) System south towards Kern County. The project includes approximately 65 miles of HST alignment, including 28-grade separations, nearly 2 miles of viaduct structure over 21 HST crossings, 14 million cy of embankment, and hundreds of utility relocations in the counties of Fresno, Tulare, and Kings.



ANDY KLEIMOLA, CEP, CEC
SENIOR ESTIMATOR

Andy Kleimola brings over 30 years of construction experience, with his primary experience focus in preconstruction services, cost estimating, scheduling and construction management. In April 2015, Andy joined Anser after 23 years with an ENR Top 25 General Contractor where he held roles of both Chief Estimator and Operations Manager. In the capacity of Chief Estimator, he was responsible for the management of all aspects of the estimating department and led the team in procurement of new work. He was responsible for a staff of 10 estimators responsible for estimating projects ranging in values up to \$2.2 billion with a strong focus on value engineering, constructability review, and program budget management. In the role of Operations Manager, Andy was ultimately responsible for managing all operations, people, resources, and the profit/loss performance of the San Diego District. Andy has experience with many construction contract delivery methods during his time in general contracting, including Construction Manager at Risk (CMAR), CM Agency, Design-Build, CM Multi-Prime, and Public-Private Partnership (P3). A great deal of his experience in general contracting was in the government/public works, aviation, light industrial and manufacturing, and education sectors.

Education

Bachelor of Construction Engineering & Management, Purdue University

Licenses/Certifications

Certified Estimating Professional (CEP)

Certified Professional Constructor (CPC)

OSHA 30-Hour Safety Certification

CESSWI Stormwater Inspector

Organizations/Affiliations

Association for the Advancement of Cost Engineering (AACE) International

American Institute of Contractors

Experience

Years' Experience: 30+

Years with Anser: 4

SELECT PROJECT EXPERIENCE

Los Angeles County Metropolitan Transportation Authority (LA Metro), Metro Center Street (Emergency Security Operations Center), Los Angeles, CA | 2021-Present

This \$85 million project for LA Metro is a single-story (with a provision of a second story addition), 26,000-square-foot, LEED Gold Emergency Security Operations Center that includes emergency operation control, rail operations control, and bus operations control. This emergency response facility will provide efficient and effective transportation services within a central location for command and control operations. As Cost Estimating Manager, Andy is responsible for the budget preparation and cost estimating requirements of the project.

LA Metro, Division 20 Portal Widening & Turnback Facility, Los Angeles, CA | 2019

Andy prepared an independent third-party estimate based on the bid documents. The project aims to accommodate increased service levels on the Metro Red and Purple lines. To achieve this, Metro is undertaking facility improvements to the Division 20 Rail Yard, located within the Arts District in Downtown Los Angeles. Improvements include widening of the heavy rail tunnel portal south of the US-101 freeway, a new turnback facility, and expansion and reconfiguration of rail storage tracks. With these improvements, new tracks and switches will allow for improved service times at Union Station and throughout the Metro Red/Purple Line system. Our estimate of \$431 million was within 2% of the awarded contract value.

CIVIC / GOVERNMENT

- \$22.5M City of St. Paul Ramsey County Courthouse Renovation in St. Paul, MN
- \$140.0M City of Newport Beach Civic Center in Newport Beach, CA (Audit Estimate)
- \$15.8M Temecula Parking Structure for City of Temecula, CA
- \$4.6M San Diego Fish and Wildlife Complex in Chula Vista, CA
- \$4.2M US Federal Courthouse Parking Structure Concrete Package in Minneapolis. MN
- \$7.2M Chaska Fire Station in Chaska, MN
- \$187.1M Hennepin County Public Safety Facility in Minneapolis, MN
- \$6.0M FAA Air Traffic Control Center in Farmington, MN
- \$17.5M Rosemount Armory & Community Center in Rosemount, MN

TRANSPORTATION

- \$1.8B Orlando International Airport (MCO), South Terminal C Program, Orlando, FL
- \$1.3B Pittsburgh International Airport (PIT), Terminal Modernization Program, Pittsburgh, PA
- \$1.9B John Glenn Columbus International Airport (CMH), Terminal Program, Columbus, OH
- \$193M Cincinnati/N. Kentucky International Airport (CVG), Rental Car Facility, Hebron, KY
- \$812.5M Salt Lake City International Airport (SLC), North Concourse Program, Salt Lake City, UT
- \$971M Midfield Satellite Concourse Design-Build Joint Venture Project, Los Angeles, CA
- \$472M San Diego Terminal 2 Expansion Design-Build Joint Venture Project, San Diego, CA
- \$6M FAA Air Traffic Control Center, Farmington, MN
- \$11.5M Airside 1 & 3 Renovations at Orlando International Airport
- \$5M Vero Beach Air Traffic Control Tower, Vero Beach, FL
- \$10.5M Midfield Terminal Complex Upper-Level Roadway, Fort Myers, FL
- \$15M North Terminal Station at Orlando International Airport
- \$24.5M Air Traffic Control Tower at Palm Springs International Airport
- \$28.7M Air Traffic Control Tower at Orlando International Airport
- \$21.4M Air Traffic Control Tower at Minneapolis/St. Paul International Airport



DUSTIN REINHART, CMIT

COST ESTIMATOR

Mr. Reinhart, an estimator at Anser Advisory, LLC, has 5 years of estimating experience. Mr. Reinhart started his career as an estimating associate at an owner's representative firm. In his role as estimator, he is responsible for quantity take off, pricing, and managing estimates from concept through completion. He is also responsible for a variety of estimating projects ranging in values up to \$1.3 Billion with a strong focus on structural and architectural estimating. In the role of estimator, Mr. Reinhart is ultimately responsible for putting together all parts of the estimate as well as providing a basis of estimate.

Since starting his career, Mr. Reinhart has worked on program and project estimates at multiple domestic airports including ATL, BNA, CHO, CLT, CVG, DCA, MCO, MIA, PIT, and SJC.

Education

Associates Degree, Lansing Community College, Lansing, MI, 2015

Licenses/Certifications

Construction Manager in Training (CMIT), 2018

Construction Management Association of America (CMAA), 2015

Experience

Years' Experience: 5

Years with Anser: 3

Work History

Anser Advisory, LLC (formerly R.W. Block Consulting, LLC), Estimator 1, 2019 to Current

KMI International, Estimator 1, 2015 to 2019

SELECT PROJECT EXPERIENCE

LA Metro, Division 20 Portal Widening Turnback Facility, Los Angeles, CA

Construction Cost: \$435M | Project Timeline: 2019

Cost estimator for the widening of the heavy rail tunnel portal south of the US-101 freeway, a new turnback facility, and expansion and reconfiguration of rail storage tracks. LA City's First Street Bridge will be retrofitted to allow for this capacity. With these improvements, new tracks and switches will allow for improved service times at Union Station and throughout the Metro Red/Purple Line system.

Orlando International Airport (MCO), South Terminal C Program, Orlando, FL

Construction Cost: \$1.8B | Project Timeline: 2016-Current

Mr. Reinhart provided cost estimating services for the \$1.8 Billion South Terminal C Program at the Orlando International Airport. Responsible for quantity take off and pricing of interior and exterior finishes for landside and airside buildings. Participated in reconciliation of estimates with CMAR's and Designers.

Pittsburgh International Airport (PIT), Terminal Modernization Program, Pittsburgh, PA

Construction Cost: \$1.3B | Project Timeline: 2018-2019

Provided cost estimating services to develop and provide an independent estimate for use in establishing a "design-to-budget" values for the A/E team for the 1.3B Terminal Modernization Program. In addition, provided independent estimating services for the Concept Phase for comparison of four different concept designs. Assisted in reconciliation of design-to-budget estimate.

Charlotte International Airport (CLT), Various, Charlotte, NC

Construction Cost: Varies | Project Timeline: 2018-Current

Provided Conceptual and Program Estimating Services. Program Estimates for the following projects:

- \$63M Phase 9 Terminal Addition
- \$516M Phase 2&3 New Terminal Addition
- \$71M Charlotte CBP Renovation
- \$338M North End Around Taxiway
- \$150M Taxiway F
- \$24M Joint Operations Center
- \$30M Central Receiving and Distribution Center
- \$24M Atrium Renovation, \$14M Airfield Maintenance Facility
- \$362M New Runway Project

Cincinnati/Northern Kentucky International Airport (CVG), Various, Hebron, KY

Construction Cost: \$193M | Project Timeline: 2018

Mr. Reinhart conducted a cost estimating and value engineering (VE) effort for Kenton County Airport Board (KCAB) executive staff for the \$193 Million new CONRAC, ground transportation center, and office building project located adjacent to the existing CVG terminal. The result of the effort was a

successful VE effort working directly with the Owner, design team and contractor that was approved by the Authority Board in July 2018 and final CMAR approval in January 2019.

ADDITIONAL PROFESSIONAL EXPERIENCE

Mr. Reinhart has been involved in all aspects of estimating in the role of estimator for a variety of construction projects including, but not limited to:

Additional Aviation Experience

- \$4.6M New FBO Terminal in Nashville, TN
- \$2.6M New FBO Terminal in Arlington, VA
- \$2.4M New FBO Terminal in Miami, FL
- \$5.2M Boca Raton Airport Authority CBP Facility in Boca Raton, FL
- \$1.6M FBO Terminal Renovation in Charlottesville, VA

Office Complex Experience

- \$11.5M Signature Flight Support Corporate Office Fit-out in Lake Nona, FL
- \$90M SunTrax Office Complex in Auburndale, FL

Hospitality Experience

- \$21M AC Kierland Hotel Concept in Phoenix, AZ
- \$160M Frenchman's Reef Resort in St. Thomas, USVI

Entertainment Experience

- Reviewed change orders ranging \$35K - \$2.2M for Universal Volcano Bay in Orlando, FL
- \$24M Universal Project #727 in Orlando, FL



KIRK STREETS

CIVIL INSPECTOR

Mr. Streets has over 30 years of robust public works experience serving in the capacities of Construction Inspector, Assistant Engineer, Senior Project Manager, and Public Works Maintenance Superintendent. Kirk has worked on a variety of Capital Improvement Projects with scopes of work ranging from slurry seal, overlay, sidewalk and Americans with Disabilities Act (ADA) improvements, fire stations, parks, parking structures, landscape and irrigation, storm drain, sewer lines, and traffic control.

REPRESENTATIVE EXPERIENCE

Coachella Valley Association of Governments (CVAG), CV Link Multi-Modal Transportation Facility, Coachella Valley, CA

Construction Cost: \$100M+ | Project Timeline: 03/2020-Current

Civil Inspector responsible for inspecting construction of 41.1 miles of combination bikeway and NEV path construction throughout the Coachella Valley. Major project highlights include, 40+ miles of concrete path, two new bridges, park like improvements including shade structures, and flood channel improvements. Major stakeholders include: City of Palm Springs, City of Palm Desert, City of La Quinta, City of Indio, City of Coachella, and Coachella Valley Water District.

City of Cypress, CA

Public Works Maintenance Superintendent, 2015 – 2022

Managed a staff of 16 full-time and 5 part-time employees that oversee facility, street, landscape and fleet maintenance operations in the Public Works Department. Responsible for day-to-day operations at the City's Corporation Yard (\$4.5M annual budget).

Maintenance operations included 4 large facilities and 18 parks; annual sweeping of over 15,000 curb miles of street; maintenance of 1,600 catch basins, 400,000 feet of sewer lines, 15,000 trees, 88 vehicles, 67 acres of turf; and management of custodial, uniform, graffiti, bus shelter, storm water and sanitary sewer pump stations, street banner, park lockup, Fats Oils Grease/NPDES on-call inspection services and landscape/tree maintenance contracts.

City of Irvine, CA

Senior Project Manager, 2004 – 2015

Capital Improvement Projects (2004–2015): Orange County Great Park Interim Infrastructure Project; Irvine Station Parking Structure (\$25M), Video Surveillance System, and Signage; Red Hill/Barranca/Dyer Intersection; traffic and various street rehabilitation projects; and street/park landscape rehabilitation projects.

Landscape Maintenance (2009–2014): Responsible for 370 acres of city landscape with 230 irrigation controllers. Supervise maintenance technicians and specialists, including work performed by 56 full time equivalent contract staff overseeing streetscape and park maintenance in the City of Irvine and Orange County Great Park.

Responsibilities include: Contract administration; budgeting; estimating; Caltrans/OCTA guidelines; obtain and direct consultants/contractors; supervise landscape technicians and contractor personnel; design to meet applicable codes; negotiations; change orders; field design/layout; and project closeout.

Promoted from Associate Engineer in 2005

City of Oceanside, CA

Assistant Engineer, 1998 – 2004

Capital Improvement Projects: Annual overlay, slurry seal, sidewalk, ADA, and storm drain rehabilitation projects; Remodel and reconstruct fire stations and park restroom facilities.

Responsibilities include: Contract administration for maintenance of 390 miles of roadway; supervision of engineering assistants; estimating; contract documents; obtain and oversee consultants; design to meet applicable codes; negotiations; change orders; field design and layout; as-built drawings; inspection; project closeout; and attend council meetings.

Coordinate with staff, contractors, utilities, engineers, and general public

Education

Construction Management / Civil Engineering; University of Nevada, Las Vegas

Licenses/Certifications

Public Works Project Management Boot Camp; Successful Project Management

Managing Multiple Projects, Objectives, and Deadlines; Caltrans Local Assistance Resident Engineer's Academy

Coaching and Teambuilding Skills for Supervisors

Management Skills for First Time Supervisors

Comprehensive Construction Law

Experience

Years' Experience: 35+

Implemented MicroPaver Pavement Management System in 2001

P&D Consultants & Hubell Technical Services

Construction Inspector, 1998

Contracted to the City of Chino Hills and City of Irvine

Capital Improvement Projects: Citywide slurry seal, chip seal, ADA, storm drain, and concrete restoration projects

Responsibilities include: Contract administration; contract documents; manage design consultants; negotiations; field design and layout; as-built drawings; and inspection, including aggregates, excavations, concrete, asphalt, drainage, traffic control, and ADA improvements

Coordinate with staff, contractors, utilities, engineers, and general public

Clark County Public Works

Construction Management Inspector, 1995 – 1998

Land Development Projects: Interpret and enforce construction documents for offsite commercial and residential improvements

Responsibilities include: Field design, layout and inspection, including, signal systems, street lighting, aggregates, concrete, asphalt, drainage, traffic control, and ADA improvements

Coordinate with staff, contractors, utilities, engineers, and general public

Nevada Department of Transportation

Engineer Technician IV, 1991 – 1995

Highway Capital Projects: Interpreted and enforced construction documents for new and reconstructed state highway systems

Responsibilities include: Contractor negotiations; field design and layout; as-built drawings; survey/materials testing; inspection of signal systems, street lighting, aggregates, excavations, concrete, asphalt, drainage structures, traffic control, and ADA improvements

Coordinate with staff, contractors, utilities, engineers, and general public. § Promoted from Engineer Technician I, II and III

DAVID HUSTON

CIVIL INSPECTOR

Mr. Huston is a passionate and experienced roadway field inspector with a strong working knowledge of Caltrans Standard Plans and Specifications. He is experienced with night closures and is very familiar with scheduling and communicating with the Caltrans Traffic Management Center, working with COZEEP, and overseeing contractor's traffic control. He also has vast SWPPP experience and has a strong understanding of what BMP's are appropriate at various locations, as well as their proper installation and maintenance.

SELECT PROJECT EXPERIENCE

Coachella Valley Association of Governments (CVAG), CV Link Multi-Modal Transportation Facility, Coachella Valley, CA

Construction Cost: \$100M+ | Timeline: 01/2021 - Current

David serves as field Inspector responsible for construction of 41.1 miles of combination bikeway and NEV path construction throughout the Coachella Valley. Major project highlights include, 40+ miles of concrete path, two new bridges, park like improvements including shade structures, and flood channel improvements. Major stakeholders include: City of Palm Springs, City of Palm Desert, City of La Quinta, City of Indio, City of Coachella, and Coachella Valley Water District.

OCTA/Caltrans District 12, SR-57 Widening at Lambert Road, Orange County, CA

Construction Cost: \$57M | Project Timeline: 09/2019 – 03/2020

As Construction Inspector, Mr. Huston is responsible for all 2 ½ months of nighttime 57 freeway demo of existing lanes to subbase grade and safe removal of debris. Placement of rapid set base material, bond separation and placement rapid set JPCP. Confirm all required bond break stress test goals were achieved at the end of each shift, and temp stripping is applied as directed by Caltrans latest standards. Insured loop monitoring locations clearances of "baskets" were maintained. This project includes widening of bridges and construction of RW, SW, HMA, and electrical systems on the SR-57.

OCTA/Caltrans District 12, I-5 HOV Widening Project, SR-57/SR-55, Orange County, CA

Construction Cost: \$39M | Project Timeline: 09/2019 – 01/2021

Mr. Huston provides inspection and oversight of night time activities for demo and removal of concrete barrier HOV/Mainline divider, proper restriping, miles of temp railing, (type K) placement, overhead sign structure removals, sign removal and replacement on existing structure, installation of evolving const. "information signage" as conditions require with changing phases. Other duties including inspection and tracking the removal, abandoning of existing and altering for connections to ds systems. Track and report on all night-time CCO work of additional inlets, existing systems connections and alterations as deemed necessary by Caltrans Engineers. Oversight ensuring proper striping removal process on overpasses and application of temp striping procedures on said overpasses were adhered to. Constant inspection JPCP placement by paving machine and hand crews.

Mr. Huston is also responsible for the required coordination on a nightly basis of contractors site management team, multiple traffic crews, COZEEP units, Caltrans TMC dispatchers and reporting activities utilizing the LCS lane closures systems requirements of one of SO Cals most complex freeway intersections systems.

County of Riverside Transportation Department, Various Development Projects, Riverside, CA

Construction Cost: Various | Project Timeline: 04/2020 – 06/2020

As construction inspector, review the new development projects applications are completed and within compliance with County Standards and Traffic Control Requirements MUTCD/CJTCM, performing preliminary site visits, attending pre-construction meetings, communication and coordination with Costumers, construction inspections during construction process, and verification of project completion quality and files close-out.



Education

High School Diploma

Experience

Years' Experience: 8

Years with Anser: 2.5

Work History

Anser Advisory, 2020 to Current

SBCTA, Baseline/I-15 Expansion, Rancho Cucamonga, CA

Construction Cost: \$52.6M | Project Timeline: 09/2015 – 04/2017

Mr. Huston provided field inspection on all aspects of I-15 and Baseline expansion project to widen north and south on and off ramps adding additional southbound on ramp with over cross. Full weekend closures on/off ramp and freeway lanes for rapid set JPCP placement. He was responsible for traffic control on nightly closures. Completed several rolling lane closures on freeway for, sandblasting, re striping, k-rail placement. Nightly lane closures for trucking on and off site. Full nighttime city roadway closures for potholing, drainage and sewer, and utilities, freeway lane closures for the same. Overhead signage footings followed by sign placement for weeks, both north and south bound. Three school's north of the project dictated strict time frames for all city street lane closures start time and end time to reduce impact on public. He provided daily inspections of all drainage systems existing and new including new curb, gutter, and overlay of ground existing street surfaces.

Caltrans, Rancho Road Overcross, Hesperia, CA

Construction Cost: \$Unknown | Project Timeline: 02/2015 – 03/2015

Mr. Huston assisted temporary night work for freeway closure to the North and South bound lanes of the 15 freeway at the top of the Cajon Pass for the placement of the original overhead false work steel beams. Basic route signage inspections, placement clearances and freeway sign alterations at Caltrans specified locations to address new requirements.

SBCTA, La Mesa/Nisqualli Overcrossing, Victorville, CA

Construction Cost: \$43M | Project Timeline: 05/2013 – 01/2015

Mr. Huston provided field inspection on all aspects of project pertaining to new 6 lane over cross of I-15 Freeway connecting La Mesa Avenue towards the west and Nisqualli Avenue toward the east requiring realignment of approx. 1.3 miles of Mariposa Road and approx. .5 miles of Amoroso Road. Daily site inspections over the four-mile impacted freeway and all surrounding impacted local streets for construction signage and compliance as stated in the project docs and Caltrans standards for accuracy, conditions, public safety etc. Completed Q-Sheets for each bid item of work covered. Participated in four full freeway closures for erection and then removal of false work construction over both north and south bond lanes of the 15 freeway. Coordinated with Caltrans and city of Victorville traffic experts and related instructions to the 14 individual CHP and countless citizens patrol participants along the detour routes in handling best practices to ease the miles long back up as a result of the closer. Provide daily inspections of multiple drainage systems along said route from box connections to street terminations. Inspections provided for the Oro Grande Wash 1,000 box dissipation system inlet, outlet, and (6) 6' culverts passing under I-15 Freeway.

OCTA, Kramer/Crawley Grade Separation, Fullerton, CA

Construction Cost: \$67M | Project Timeline: 05/2015 – 07/2015

Mr. Huston provided inspection for curb and gutter, sidewalk and related lane closures daily. Full closures for paving. Responsible for adhering to all rail safety regulations. Stamped concrete medians after opening both Kramer and Crowther. Successfully oversaw lane closures for landscape and final striping and signal improvements as well as ongoing daily closures for completion/alteration of signals.

PROFESSIONAL PROFILE

Amelia Fitchett
Office Engineer/Document Control

Education: 2005 / B.A. Arts with Emphasis in Graphic Design, California State University, Long Beach

Qualifications: Ms. Fitchett has over 15 years of administrative and accounting experience related to construction management, design engineering, and the public works sector. She has served as a construction administrator, proposal manager, accounts payable and receivable coordinator. Ms. Fitchett has been responsible for processing progress payments, maintaining pre-construction, construction, and post-construction pictures of projects, preparing project related communications, managing monthly billing, and coordinating contracts, permits and insurance.

Experience: ***CV Link Segment 1, Coachella Valley Association Government, California (\$46 Million)*** Document Control for the construction of approximately 13.47 miles of concrete path to accommodate bicycles, pedestrians, and low-speed electric vehicles. Work includes, but is not limited to, site demolition, a 14-foot wide concrete path, retaining walls, decomposed granite landscape improvements, wayfinding signage, benches, trash and recycling receptacles, water fountains, metal railing, solar pathway lights, grading, drainage, pathway centerline striping, seeded glass concrete.

Date Palm Bridge Widening, Cathedral City, California (\$15 Million) Document Control for the widening Date Palm Drive between the Tahquitz Channel and Gerald Ford Drive including the widening of the bridge over the Whitewater River. Work includes widening the pre-cast I-girder bridge on both the east and west side of Date Palm Drive, roadwork, retaining walls, ADA compliant sidewalks and curb ramps, new and modified raised medians, traffic signal modifications, utility relocations, storm drainage systems, sewer system modification, water systems, and associated removals.

Sixth Street Storm Drain Project, City of Ontario, California (\$6 Million) Document Control for the construction of a channel side-drain connection to Cucamonga Creek Channel, containment walls along the Channel, abandonment and closure of an existing 66-inch RCP channel connection, installation of reinforced concrete pipe of sizes varying from 18-inch to 96-inch including trench repair, construction of catch basins, local depressions, manholes, junction structures, transition structures, reinforced concrete box (8'x7', double 8'x4'.

Francis Street Storm Drain Project, City of Ontario, California (\$9 Million) Document Control for the construction of a channel connection to West Cucamonga Creek Channel. The project includes the construction of containment walls along the Channel, abandonment of existing 66-inch RCP channel connection installation of reinforced concrete pipe of sizes varying from 18-inch to 120-inch including trench repair, reinforced concrete box (6'x4').

N. Vineyard Avenue Grade Separation, City of Ontario, California (\$32 Million) Document Control for the construction of the new Union Pacific Railroad (UPRR) bridge over Vineyard Avenue between Airport Drive and Holt Boulevard. The bridge is a two span precast concrete box beam structure 52 feet wide and 138 feet in length. The project involves lowering Airport Drive, Vineyard Avenue and Holt Boulevard in order for Vineyard Avenue to go under the new railroad bridge and connect to the intersections on both the north and south side. Close coordination with Los Angeles World Airports (LAWA) is a crucial part of the project since the Ontario Airport is owned and operated by them.

S. Milliken Avenue Grade Separation, City of Ontario, California (\$45 Million) Document Control for raising Milliken Avenue over the Union Pacific Railroad (UPRR) tracks on the Los Angeles Subdivision. Underground utility relocations included a 16" medium pressure gas main, Edison, Verizon, 42", 30", 20", 18", 16" and 10" City and JCSD water mains, 27" and 12" City and IEUA sewer mains, City and UPRR communication lines. Work also involves close coordination with adjacent businesses inconvenienced from the construction operations.



BRIAN G. RIX

SENIOR PARTNER



**BURKE | RIX
COMMUNICATIONS**

EDUCATION

J.D. University of San Diego
School of Law

B.A. Cal State Long Beach

LICENSES / CERTIFICATIONS

DRE#02093326

EXPERIENCE

Years of Experience:

30+

Years with Firm:

15

Brian currently is the managing partner of Burke Rix Communications (BRC), a Coachella Valley based firm specializing in government affairs, public relations, community outreach, marketing, and event management. Brian started his career as an attorney and quickly moved into show business. He was one of the founding partners of Joseph, Heldfond & Rix, Inc. one of the largest talent agencies in the commercial arena. Brian paired Mariette Hartley with Polaroid, Mark Harmon with Coors and Patrick Swayze with Pepsi. He orchestrated John Travolta's Japanese commercial deal with Dentsu Advertising. After selling the agency, Brian became involved in political campaigns, fundraising, public relations and special events as the founder of Rix Bradford Consulting. He has done extensive work in the education, energy, corporate and political arenas. Rix Bradford Consulting is the forerunner to Burke Rix Communications.

Brian plays a strong role in local civic affairs. He sits on the Board of Directors of the LGBT Community Center of the Desert. The firm is active in supporting local and countywide candidates as well as many local charities.

RELEVANT EXPERIENCE

CVAG, DESERT COMMUNITY ENERGY, PALM SPRINGS & PALM DESERT, CA
(2017 – Present) | *Project Manager*

Launched in 2020, Desert Community Energy is the public electricity provider for the City of Palm Springs. BRC helped launch the community choice program by taking the lead on community outreach and marketing efforts. This has included the development of various marketing materials, mailers, public workshops, community events, and website and social media management.

AES, MOUNTAIN VIEW WIND PROJECT, RIVERSIDE COUNTY, CA
(2020 – 2023) | *Project Manager*

BRC was engaged by AES to lead the community outreach and government affairs on the modernization and repowering of a 66.6 megawatt (MW) wind farm in unincorporated Riverside County. The firm assisted in the development of outreach materials, led public meetings, and navigated complex entitlement challenges to complete the project on schedule.

CPV, SENTINEL ENERGY CENTER, NORTH PALM SPRINGS, CA
(2008 – 2022) | *Project Manager*

BRC successfully advocated the passage of California State Assembly Bill 1318 to make way for the construction of the 800 megawatt (MW) Sentinel Energy Center natural gas-powered electric generating facility. Located just outside of Palm Springs, Sentinel protects the region from dangerous blackouts and provides for the reliable integration of intermittent renewable energy resources into California's electric grid. BRC managed all government affairs, media, and community relations during the entitlement, construction and operational phases of the project. BRC helped CPV develop strong local ties to the community that included a career pathway internship program with the local high school. BRC also assisted with several community giving initiatives and produced numerous events including the groundbreaking and grand opening ceremonies.



ANTHONY P. MAZZEI

PE, GE

PRINCIPAL GEOTECHNICAL
ENGINEER



EDUCATION

M.S., Geotechnical Engineering,
Arizona State University, 1989

B.S., Civil Engineering,
University of Pittsburgh, 1985

LICENSES / CERTIFICATIONS

Registered Professional
Engineer (Geotechnical)

State of California, 2009 (No.
2823)

Registered Professional
Engineer (Civil) State of
California, 2005 (No. 67802)

Registered Professional
Engineer (Civil) State of Arizona,
1990 (No. 24415)

Qualified SWPPP
Developer/Qualified SWPPP
Practitioner (QSD/QSP)

CASQA Certificate No. 21300

EXPERIENCE

Years of Experience:

35

Years with Firm:

20

Anthony Mazzei, a registered civil and geotechnical engineer with 35 years of professional experience, serves as a managing principal at Earth Systems Pacific. He is distinguished for his project management and team leadership skills, combined with his understanding of geotechnical engineering and materials testing/inspection processes in project construction. In the design phase, Mr. Mazzei supervises geotechnical engineering investigations and offers consultation concerning prospective geotechnical complications that could affect the project. During the construction phase, his role expands to managing grading operations, special inspections, and materials testing. His experience includes the development of trails, bike lanes, and pedestrian projects, working with various municipalities to create and enhance active transportation corridors, incorporating elements such as entry trailheads, paved pathways, native plant landscaping, and stormwater infiltration.

RELEVANT EXPERIENCE

CABRILLO VILLAGE MULTI-USE PATH, CITY OF VENTURA, CA

(2022-2023) | *Principal Geotechnical Engineer*

Earth Systems provided a geotechnical engineering report for the Cabrillo Village Multi-Use Path in Ventura, California. This pathway aims to close a gap on a popular Class I trail thus creating a continuous Active Transportation corridor. Constructed along an existing levee on the north bank of the Santa Clara River, it incorporates an entry trailhead, a paved pathway, native plant landscaping, and stormwater infiltration elements. Earth Systems' scope of work included subsurface exploration, infiltration testing, laboratory analysis of selected soil samples, and geotechnical analysis.

VENTURA RIVER TRAIL, CITY OF VENTURA, CA

(2023 – Ongoing) | *Principal Geotechnical Engineer*

Paralleling State Route 33 and the east bank of the Ventura River in the City of Ventura, this trail, after over 20 years of existence, was approaching the end of its lifespan. Plans were laid for repaving approximately 1.8 miles of trail with asphalt concrete, along with new trail striping, lighting, and fencing. Earth Systems' role included subsurface exploration, coring, infiltration testing, laboratory analysis of selected soil samples, geotechnical analysis, and preparation of a geotechnical engineering report.

ARROYO BURRO PEDESTRIAN BRIDGE, SANTA BARBARA, CA:

(2019-2021) | *Principal Geotechnical Engineer*

The City of Santa Barbara's Arroyo Burro Open Space Restoration and Trail project consisted of drainage improvements, the construction of formal trail routes, and the installation of a pedestrian bridge over Arroyo Burro Creek. In 2020, Earth Systems was retained to conduct a geotechnical engineering investigation for the bridge portion of the project. The proposed bridge was 85 feet long with abutments supported by caissons. Earth Systems' scope included subsurface exploration, coring, infiltration testing, and laboratory analysis of selected soil samples.



KEVIN L. PAUL

PE, GE

PRINCIPAL GEOTECHNICAL
ENGINEER



EDUCATION

B.S., Civil Engineering, Ryerson
Polytechnic University, Toronto,
Canada

LICENSES / CERTIFICATIONS

Registered Professional
Engineer (Geotechnical), State
of California, (No. 2930)

Registered Professional
Engineer (Civil), State of
California, (No. 70084)

Registered Professional
Engineer (Civil), State of
Arizona, (No. 53526)

Registered Professional
Engineer (Civil), State of
Nevada, (No. 22338)

EXPERIENCE

Years of Experience:

20

Years with Firm:

12

With over 20 years of experience in the geotechnical engineering, materials engineering, materials testing and inspection, and environmental services field, Mr. Kevin Paul specializes in public works, essential services, transportation, educational and renewable energy projects. He has been the geotechnical engineer for numerous public works projects for numerous jurisdictions throughout southern California, including bridges, roadways, water and sewer supply and infrastructure, and buildings. As a principal geotechnical engineer, he provides direct geotechnical engineering oversight. Mr. Paul is an experienced project manager, with the responsibility of assuring high quality subsurface study, data analysis, and budget management. He is directly involved in development of project scopes and proposals, coordination and preparation of project teams, direction of fieldwork, personnel and equipment, laboratory testing and analysis, and report preparation.

RELEVANT EXPERIENCE

THE LIVING DESERT ZOO AND GARDENS, PALM DESERT, CA

(2001-2019) | *Principal Geotechnical Engineer*

The Living Desert Zoo and Gardens is a nature reserve located in the Sonoran Desert region of the Coachella Valley. Earth Systems was retained to provide geotechnical engineering investigations and provide materials testing/special inspection services for several buildings, exhibits, and other projects at the preserve, including the Discovery Center, the Steven Chase Administration Center, the Jaguar Enclosure, the Carousel, the Endowment Garden, the Entryway, the Australian Aviary, the Butterfly Exhibit Structure, the Crossroads of Conservation and a Verizon cell tower. Investigations included subsurface exploration, acquisition of samples, laboratory analysis, geotechnical analysis of field and laboratory data, and development of geotechnical recommendations.

HORSESHOE LAKE PARK IMPROVEMENTS, JURUPA VALLEY, CA

(2018-2019) | *Principal Geotechnical Engineer*

Conducted a geotechnical engineering investigation for the Horseshoe Lake Park Improvements. The park improvements included a covered play area, picnic shelter, bridge, basketball court, 5 foot wide walking trails, 12 foot wide horse trails, horseshoe pits, 8 foot wide concrete walkways, exercise station, and minor grading of the park area. Appurtenant site work included access walkways and underground utilities.

VISION AGUA CALIENTE BAND OF CAHUILLA INDIANS, PALM SPRINGS, CA

(2014-2018) | *Principal Geotechnical Engineer*

Engineer for improvements and expansion of the Spa Casino, parking, and bridge structure, including confidential special projects.

SAN MANUEL CASINO RECREATION AREA, SAN BERNARDINO COUNTY, CA

(2008-2009) | *Principal Geotechnical Engineer*

Acted as project geotechnical engineer for the design of the San Manuel Band of Mission Indians Proposed Recreation Park including design of proposed cut slopes up to 80 feet high, moto-cross park, and amphitheater.



CHIA-CHI WANG, PE, PMP

LABOR COMPLIANCE OFFICER



EDUCATION

B.S. Civil Engineering
California State
University, Los Angeles,
CA

**LICENSES/
CERTIFICATIONS**

California Civil
Professional Engineer
No. 50540
PMP, PMI, No.1351346
QSP/QSD/ToR, CASQA
No. 0099

EXPERIENCE

Years of Experience:
34
Years with Firm:
15

Ms. Wang has more than 34 years of construction management experience on freeway projects including 10 years of experience in the role of Resident Engineers on more than 20 projects. Ms. Wang has been involved in a number of high-profile projects in the Inland Empire with various types of contracting methods including Design-Bid-Build, Design-Build and Design-Sequencing. Her expertise includes Project Management, Construction Contract Management, Constructability Review, Document Control, Quality Assurance Inspection, SWPPP Compliance, Prevailing Wage Monitoring and Enforcement, claim mitigation and resolution. Ms. Wang was the Area Construction Manager for SR 60/91/215 Interchange Design-Sequencing Project and SR 91 Corridor Improvement and Devore Design-Build Projects in Caltrans District 8.

REPRESENTATIVE EXPERIENCE

**SBCTA, SR-60 Central Avenue Interchange Improvement Project, Chino, CA
2021 – On-Going | Design-Bid-Built**

Resident Engineer and Labor Compliance Officer. This project will widen the Central Avenue bridge and the on-ramp to accommodate three through lanes and double left-turn lanes in both directions and will widen the existing eastbound and westbound on-ramps to from one lane to two through lanes and a carpool lane. The project will relieve congestion and improve traffic flow on Central Avenue at SR-60 Interchange. Ms. Wang managed the CM Team working with City Project Manager, Caltrans Oversight Engineers and Consultant Designers. She was responsible for overall project scope, schedule and cost. Her responsibilities included contract administration, office engineering, labor compliance monitoring and enforcement, SWPPP monitoring and inspection, QA inspection, progress payment and dispute resolution. In addition, Ms. Wang is responsible for labor compliance monitoring and prevailing wage enforcement. She verified employee Certified Payroll rate with DIR Rate Determination for each classification and Employee Interview Reports; verified contractor submit Certified Payroll Reports to Dir eCPR website and all contractor worked on the project are registered with DIR.

**RCTC, I-215 Placentia Interchange Project, Perris, CA
2020 - 2023 | Design-Bid-Built**

Labor Compliance Officer. The new interchange located between Ramona Expressway to the north and Nuevo Road to the south. Adding new northbound and southbound on-ramps and off-ramps on I-215 at Placentia Avenue; realigning East Frontage Road, widening the existing Placentia Avenue overcrossing, and adding lanes to Placentia Avenue between Harvill Avenue and Indian Avenue. Ms. Wang is responsible for labor compliance monitoring and prevailing wage enforcement. She verified employee Certified Payroll rate with DIR Rate Determination for each classification and Employee Interview Reports; verified contractor submit Certified Payroll Reports to Dir eCPR website and all contractor worked on the project are registered with DIR.

**RCTD, Highway 111 at 66th Street Grade Separation Project, Mecca, CA
2020 - 2022 | Design-Bid-Built**

Labor Compliance Officer. The Avenue 66 Grade Separation project has been in the works for more than a decade. As trucking and train traffic in the regional freight corridor increases, and the community continues to grow, a safe and reliable access point in and out of Mecca is critical. Ms. Wang is responsible for labor compliance

monitoring and prevailing wage enforcement. She verified employee Certified Payroll rate with DIR Rate Determination for each classification and Employee Interview Reports; verified contractor submit Certified Payroll Reports to Dir eCPR website and all contractor worked on the project are registered with DIR.

RCTC, I-215 Placentia Interchange Project, Perris, CA

2020 - 2023 | Design-Bid-Built

Labor Compliance Officer. The new interchange located between Ramona Expressway to the north and Nuevo Road to the south. Adding new northbound and southbound on-ramps and off-ramps on I-215 at Placentia Avenue; realigning East Frontage Road, widening the existing Placentia Avenue overcrossing, and adding lanes to Placentia Avenue between Harvill Avenue and Indian Avenue. Ms. Wang is responsible for labor compliance monitoring and prevailing wage enforcement. She verified employee Certified Payroll rate with DIR Rate Determination for each classification and Employee Interview Reports; verified contractor submit Certified Payroll Reports to Dir eCPR website and all contractor worked on the project are registered with DIR.

RCTC, SR-60 Truck Climbing Lane Project, Moreno Valley, CA

2019 - 2022 | Design-Bid-Built

Labor Compliance Officer. The project is widening a 4.5-mile section of State Route 60 between Gilman Springs Road and 1.4 miles west of Jack Rabbit Trail between Moreno Valley and Beaumont. This project consists of constructing an eastbound truck climbing lane and westbound truck descending lane, widening shoulders to standard widths, improving motorist sight distance by flattening roadway curves. Ms. Wang is responsible for reviewing Certified Payroll Records, Fringe Benefit Statements and Apprenticeship Certificates for accuracy; verifying Prevailing Wage Rate against the information listed on the Monthly Employee Interviews; recommending deduction for missing payroll documents and conducts source document verifications.

RCTD, I-15 Limonite Avenue Interchange Improvement Project, Jurupa Valley/Eastvale, CA

2018 - 2021 | Design-Bid-Built

Labor Compliance Officer. The Limonite Avenue is an east-west arterial roadway between Hamner Avenue and Wineville Avenue. The proposed improvements consist of a new 8-lane overcrossing, 3 through lanes in each direction plus 2 turn lanes, widening of the off-ramps from 2 to 4 lanes, the addition of 2 new loop on-ramps, and the widening of Limonite Avenue to 4 lanes in each direction between Hamner Avenue and Wineville Avenue. Ms. Wang is responsible for reviewing Certified Payroll Records, Fringe Benefit Statements and Apprenticeship Certificates for accuracy; verifying Prevailing Wage Rate against the information listed on the Monthly Employee Interviews; recommending deduction for missing payroll documents and conducts source document verifications.



CHRISTOPHER ALBERTS

PLS

SURVEY LEAD

Michael Baker

INTERNATIONAL

EDUCATION

Coursework, General Studies,
San Jacinto College

Coursework, General Studies,
South Dakota State University

LICENSES / CERTIFICATIONS

Professional Land Surveyor,
California, 2008, 8508

EXPERIENCE

Years of Experience:
27

Years with Firm:
21

Mr. Alberts has combined consulting experience in field and office operations. As Inland Empire Offices Executive, Mr. Alberts oversees the office environment and employee engagement to develop and grow the Coachella Valley capabilities. He is responsible for office and discipline operations, maintaining client relationships, quality control of plans and deliverables, staff allocation, scheduling, and verification of client satisfaction. He is active on a number of professional state and local association boards and chairman of a professional practice committee serving three southern California counties.

RELEVANT EXPERIENCE

CITY OF LA QUINTA, ADAMS STREET BRIDGE, LA QUINTA, CALIFORNIA

| Project Surveyor

Michael Baker provided civil and structural design, right-of-way mapping, horizontal and vertical control surveys, aerial photogrammetry and design surveys for the four lane bridge over the Whitewater Storm Channel. The work program included preparation of base maps, legal descriptions for right-of-way acquisitions, temporary construction easements and construction surveying for the bridge structure, concrete slope lining and associated street improvements.

CITY OF CATHEDRAL CITY, DATE PALM DRIVE BRIDGE OVER WHITEWATER RIVER, CATHEDRAL CITY, CALIFORNIA

| Project Surveyor

Michael Baker prepared the environmental documentation and final plans, specifications, and estimates for the widening of Date Palm Drive and the Date Palm Drive Bridge over the Whitewater River. Due to structural and operational deficiencies, the existing 757-foot-long, 56-foot-wide bridge was widened and seismically retrofitted to meet current design standards. The work included roadway, channel, and storm drain improvements, stage construction, and traffic control for the widening of Date Palm Drive.

CITY OF PALM DESERT, INTERSTATE 10 / MONTEREY AVENUE INTERCHANGE, PALM DESERT, CALIFORNIA

| Survey Manager

Michael Baker provided environmental planning, civil, structural engineering, and surveying services for the reconfiguration and improvement to the I-10/Monterey Interchange. The three-phase project included the preparation of a project study report-project report (Phase 1), environmental documentation for environmental clearance (Phase 2), and preparation of final design plans (Phase 3) for reconstruction of the westbound freeway ramps. The reconstruction and modification of the ramps was necessary to alleviate traffic congestion due to heavy volumes of traffic accessing the westbound freeway at this location. Project alternatives were reviewed to modify the existing diamond interchange, including loop on-ramps and hook ramps to the adjacent Varner Road. Near-term and long-range level-of-service analysis was performed at study intersections, ramp junctions, freeway mainline segments, and

freeway weaving segments. The analysis was prepared with and without the planned Portola Avenue interchange. The study also identified forecast queuing demand and storage for each project alternative and included accident data analysis based on California Department of Transportation (Caltrans) TASAS data. Drainage and water quality improvements included inlets, pipe, outfall structures, and infiltration facilities for peak-flow attenuation. Swales and infiltration devices were used to treat water quality volumes. Michael Baker's landscape architecture group was responsible for the completion of landscape and irrigation plans, development and incorporation of themed structural aesthetics for proposed retaining walls and concrete barriers, and coordination for the inclusion of stormwater best management practice facilities. Landscape improvements completed the existing desert landscape scheme. Architectural aesthetics were based on an established natural theme outlined in a corridor master plan published by the Coachella Valley Association of Governments and creatively rendered for use on the proposed new walls. Plans met Caltrans design and drafting standards.



JOHN KO

PRINCIPAL BIOLOGIST



EDUCATION

B.S., Natural Resources
Planning and Interpretation,
Humboldt State University,
Arcata, California

EXPERIENCE

Years of Experience:

30

Years with Firm:

19

Mr. Ko is a Senior Restoration Ecologist/Biologist with 30 years of consulting experience assisting private and public clients through the environmental regulatory process across the United States. His areas of expertise include ecological restoration, entitlements, wetland delineations and permitting, vegetation surveys and habitat assessments, wildlife monitoring, endangered-species surveys, and agency consultation. He is thoroughly familiar with all aspects of natural-resources management planning and environmental permitting and compliance related to development and remediation projects.

RELEVANT EXPERIENCE

T.Y. LIN / CITY OF INDIO, AVENUE 44 LOW-WATER CROSSING REPLACEMENT AT THE COACHELLA VALLEY STORM WATER CHANNEL PROJECT, INDIO, RIVERSIDE COUNTY, CALIFORNIA

(2021 – 2022) | Principal Biologist

Mr. Ko prepared the Habitat Mitigation and Monitoring Plan (HMMP) and resource permit package. The proposed project is located along approximately 0.34 mi of Avenue 44 in the City of Indio. The project would remove the existing low-water crossing where Avenue 44 crosses the Coachella Valley Storm Water Channel and replace it with a permanent, all-weather bridge designed to meet current structural, hydraulic, and geometric standards.

CALIFORNIA DEPARTMENT OF WATER RESOURCES, KIEWIT, AND KNIGHT PIESOLD, SALTON SEA SPECIES CONSERVATION HABITAT PROJECT, IMPERIAL COUNTY, CALIFORNIA

(2020 – Current) | Principal Biologist

Mr. Ko served as the Restoration Ecologist and Compliance Manager for the Salton Sea Species Conservation Habitat Project for the design-build contractor for the California Department of Water Resources. The 4,000 acre project creates aquatic and island habitat for fish eating birds and mitigates for regional toxic dust. Project compliance requirements includes CEQA/NEPA mitigation measures, an individual 404 permit, 1600 Streambed Alteration Agreement, 401 Water Quality Certification, CDFW 2081 MOU, and Biological Opinion.

CALTRANS/CITY OF RIVERSIDE, I-10 BYPASS PROJECT, RIVERSIDE, CALIFORNIA

(2016 – 2022) | Senior Biologist

Mr. Ko worked on the preparation of the biological resources sections of the Caltrans and City of Riverside EIR/Environmental Assessment (EA) for this transportation project that proposes a new bypass roadway for I-10 from Banning to the unincorporated community of Cabazon. Critical issues addressed in the EIR/EA include potential impacts to biological resources and compliance with the Western Riverside County Multiple Species Habitat Conservation Plan (WRMSHCP) and the Coachella Valley Multiple Species Habitat Conservation Plan (CVMSHCP). Mr. Ko also prepared the NES, the BA, and the Determination of Biologically Equivalent or Superior Preservation (DBESP).



RIORDAN GOODWIN, RA

ASSOCIATE ARCHAEOLOGIST



EDUCATION

Anthropology Graduate Program, San Diego State University

B.A. in Anthropology, San Diego State University

Undergraduate Studies, Palomar Community College, San Marcos, California

LICENSES / CERTIFICATIONS

Registered Archaeologist (RA)

EXPERIENCE

Years of Experience:

34

Years with Firm:

23

Mr. Goodwin has extensive experience as Principal Investigator, Co-principal Investigator, and contributing specialist on cultural resource assessments, historic architectural evaluations, constraints analyses, Phase II testing, and Phase III data recovery programs. He has written, co-written, contributed to and peer-reviewed CEQA and National Historic Preservation Act (NHPA) Section 106-level California Office of Historic Preservation (OHP) and Caltrans-format cultural resource assessments and Department of Parks and Recreation (DPR) forms. His 33 years of experience includes both California Register of Historical Resources (California Register) and National Register of Historic Places (National Register)-level work in Riverside and San Bernardino counties involving survey, testing, data recovery, monitoring programs, and Native American consultation.

RELEVANT EXPERIENCE

CALTRANS, AVENUE 44 BRIDGE OVER THE COACHELLA VALLEY STORM WATER CHANNEL, INDIO, RIVERSIDE COUNTY, CALIFORNIA

(2015 – 2020) | Archaeologist

Mr. Goodwin conducted the Phase I survey, research, and Native American consultation on behalf of Caltrans, and prepared a Historic Property Survey Report (HPSR) and Archaeological Resources Report (ASR) in accordance with Caltrans Standard Environmental Reference (SER) guidelines, Section 106, and CEQA.

COUNTY OF RIVERSIDE, BRIGGS ROAD IMPROVEMENTS AT WARM SPRINGS, RIVERSIDE COUNTY, CALIFORNIA

(2015 – 2020) | Archaeologist

Mr. Goodwin supervised and led the archaeological monitoring program, coordinated with Native American tribes and the County Inspector, and prepared the monitoring report.

COUNTY OF RIVERSIDE, SANTA ANA RIVER TRAIL PROJECT, RIVERSIDE COUNTY, CALIFORNIA

(2012) | Archaeologist

Mr. Goodwin conducted the Phase I survey, research, assisted the County of Riverside with Native American consultation, documented and evaluated historic period resources, and prepared the report.

CALTRANS, MISSION BOULEVARD BRIDGE REPLACEMENT, RIVERSIDE COUNTY, CALIFORNIA

(2015 - 2021) | Archaeologist

Mr. Goodwin supervised the Phase I survey, assisted with mapping, conducted research, coordinated and collated records searches, supervised archaeological survey, conducted Native American consultation on behalf of Caltrans, prepared a Historic Property Survey Report (HPSR), Archaeological Resources Report (ASR), and monitoring report, and assisted with the Historic Resources Evaluation Report (HRER) in accordance with Caltrans Standard Environmental Reference (SER) guidelines, Section 106, and CEQA. The project received State Historic Preservation Office (SHPO) concurrence on the HPSR/HRER/ASR.



MARTIN MAGANA

COMMUNITY COORDINATOR



EDUCATION

BS, City & Regional Planning

Cal Poly, San Luis Obispo

MPA, Business & Public Administration

Cal State, San Bernardino

EXPERIENCE

Years of Experience:

32

Years with Firm:

2.5

Martin Magaña is President of Magaña Consulting Services. With 32 years of experience, Martin has worked in the private sector for a major home building company and environmental firms and, in the public sector in a variety of positions ranging from urban planner to city manager, to transportation director, and consulting. He is currently working on a \$100 million, 44-mile, multi-modal transportation corridor in the Coachella Valley.

RELEVANT EXPERIENCE

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS, CV LINK, COACHELLA VALLEY, CA

(2021-Present) | Consultant

Work with the design team to identifying solutions on project obstacles, review preliminary title reports and appraisals, negotiate right-of-way easements with local tribes and private landowners, negotiate small contracts, coordinate with legal counsel on ROW matters, participate in Project Management Team meetings, coordinate with local government and regulatory agencies (local agencies, County, Caltrans, CVWD, RCFC&WCD, Army Corps of Engineers, BLM, BIA), coordinate with sub-consultants, prepare and submit quarterly reports to Caltrans and other funding agencies, assist with construction management oversight, Quality Control/Quality Assurance, prepare License Agreements with water districts, flood control districts and local agencies, prepare Cooperative Agreements with local agencies, review and authorize payment requests on invoices, conduct site visits.

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS, TRANSPORTATION PROGRAM, COACHELLA VALLEY, CA

(2016- 2021) | Director of Transportation

Oversaw implementation of the agency's multi-million-dollar Transportation Program in the Coachella Valley, managed the environmental impact report for CV Link, a 44-mile multi-modal transportation corridor, the agency's Transportation Uniform Mitigation Fee Program, the agency's \$10 million-dollar Bicycle and Pedestrian Safety Program, supervised three employees.

CITY OF DESERT HOT SPRINGS, CITY-WIDE, DESERT HOT SPRINGS, CA

(2014 – 2016) | Interim City Manager & City Manager

Saved the city from near bankruptcy in 2016, managed over sixty employees and the city's overall functions (budget, human resources, delivery of services), capital projects, contracts with the Police Officers Association, economic development, served as Executive Director of the Desert Hot Springs Housing Authority and the Successor Agency to the Former Redevelopment Agency, Board Member of the Redevelopment Oversight Board to the Successor Agency, Chairman of the Desert Hot Springs Health & Wellness Foundation, Committee Member of the Coachella Valley Association of Governments Technical Advisory Committee, and Committee Member of the Greater Palm Springs Convention and Visitors Bureau.

MARTIN MAGANA **COMMUNITY COORDINATOR**

CITY OF DESERT HOT SPRINGS, CITY-WIDE, DESERT HOT SPRINGS, CA

(2010 – 2014) | Community Development Director

Served on the Coachella Valley Association of Governments Technical Planning Subcommittee making recommendations to the Executive Committee on regional planning and transportation issues, prepared budgets and reports for the City Council, supervised fourteen employees in multiple city departments (Planning, Building & Safety, Public Works, Engineering), managed long-range programs, prepared and presented staff reports to public officials.

CITY OF DESERT HOT SPRINGS, CITY-WIDE, DESERT HOT SPRINGS, CA

(2009 – 2010) | Planning Manager

Served on the Coachella Valley Association of Governments Technical Planning Subcommittee making recommendations to the Executive Committee on regional planning and transportation issues, prepared budgets, and reports, supervised three employees, managed long-range planning projects, a 4,000-acre annexation, prepared and presented staff reports to public officials.

CITY OF CATHEDRAL CITY REDEVELOPMENT AGENCY, CITY-WIDE, CATHEDRAL CITY, CA

(2007 – 2009) | Program Manager

Liaison between the City and the Chamber of Commerce, prepared annual budgets, developed a Business Retention Program, implemented a Commercial Façade Improvement Program, prepared, and presented staff reports to public officials in public forums, managed architects, and construction contractors.

LENNAR HOMES, PROJECT NAME, CITY, STATE

(2005 – 2007) | Project Manager

Obtained entitlements and building permits for residential subdivisions, managed contractors, tracked budgets, reviewed architectural, landscape, and civil engineering drawings, supervised two employees.

CITY OF LA QUINTA, CITY-WIDE, LA QUINTA, CA

(2002 – 2005) | Associate Planner

Administered the City's General Plan and Zoning Ordinance, assisted in developing a computer module for tracking Land Use entitlements and Building permits, interacted with the public on inquiries relating to zoning issues, planning policies, permit entitlements, environmental processes, and development fees, prepared and presented staff reports to public officials in public forums.

SAN JOSE REDEVELOPMENT AGENCY, DOWNTOWN SAN JOSE, SAN JOSE, CA

(1998 – 2001) | Development Specialist

Administered the City's General Plan and Zoning Code, liaison for the Redevelopment Agency between the City and Neighborhood Business Districts, developed revitalization plans, implemented a Façade Improvement Program, managed architects, and construction contractors, supervised two employees.

SMITH, PERONI & FOX, PALM SPRINGS, CA

(1994 – 1996) | Environmental Planner

Conducted research and prepared environmental impact reports, assisted in General Plan and Zoning Ordinance updates, tracked budgets, consulted developers on project designs, supervised two employees.

TERRA NOVA PLANNING & RESEARCH, INC., PALM DESERT, CA

(1991 – 1994) | Associate Planner

Conducted research and prepared environmental impact reports, assisted in General Plan and Zoning Ordinance updates, tracked budgets, consulted developers on development designs.



MELANIE LOPEZ

UTILITIES COORDINATOR



EDUCATION

Associate degree, Criminal Justice, Everest College

LICENSES / CERTIFICATIONS

Certified California Recycled Water Onsite Supervisor

EXPERIENCE

Years of Experience:

10

Years with Firm:

3

Ms. Lopez has over a decade of experience working in large scale infrastructure programs. As a Hispanic female business owner in the Coachella Valley, she continues to serve as agency and utility coordinator on the CV-Link project. She understands the standards and procedures of local agencies including the City of Indio, City of La Quinta, Imperial Irrigation District, and the City of Coachella.

RELEVANT EXPERIENCE

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS (CVAG), CV LINK PROJECT, PALM DESERT, CALIFORNIA

(Y2021 – 2023) | Agency and Utilities Coordinator

Ms. Lopez currently serves as the Utilities and Agency Coordinator for the Coachella Valley Association of Government’s (CVAG) CV-Link Project. The CV-Link Project is a multi-million transportation project that involves the construction of a bike travel lane in the Coachella Valley, with an alignment that crosses numerous Cities, Utilities, Riverside County, and multiple State jurisdictions.

The nearly 40-mile alignment involves utilities coordination with water purveyors, Southern California Edison (SCE), Imperial Irrigation District (IID), Coachella Valley Water District (CVWD), Desert Water Authority (DWA), the Cit of La Quinta, the Indio Water Authority (IWA), the City of Indio Public Works Department and the City of Coachella among several other entities. Ms. Lopez is responsible for agency coordination, water meter applications, and utility relocation coordination, among numerous administrative assignments. Ms. Lopez was responsible for all inquiries and application submittals to with the Imperial Irrigation District, the City of Indio, and the Indio Water Authority to ensure that all construction activities continued to move forward while meeting all the standards and requirements established by the stakeholder agencies. The value of the CV-Link program is over \$30 Million.

CITY OF SANTA ANA, ORANGE COUNTY RECYCLED WATER PROGRAM, SANTA ANA, CALIFORNIA

(2020 – 2022) | Senior Agency and Recycled Water Customer Conversion Coordinator

Ms. Lopez serves as the customer service and utilities coordinator consulting for the City of Santa Ana. The recycled water program consists of the development of a robust recycled water conveyance system to distribute fully treated recycled water to end users including City Facilities, City Parks, Private Customers, and Commercial Developments.

Ms. Lopez manages customer coordination activities, conducts site visits to confirm onsite infrastructure needs, and provides summary updates to City Staff on program needs to continue to further the advancement of recycled water use. She coordinates with multiple City departments that include the Water Department, the Parks and Recreation Department, the County State Health Department, and the Division of Drinking Water. The total value of the recycled water program is over \$30 million.

CA CONSULTANTS (CACS), SG WATER QUALITY AUTHORITY PROGRAM FUNDING COORDINATION SUPPORT, WEST COVINA, CA

(2019 – 2023) | Sr. Agency Coordinator

Ms. Lopez supported the CACS President in the development of the Water Quality Authority pursuit which required preparation of CACS information, qualifications and final proposal. This successful pursuit resulted in a multi-year program win for CACS. The team is responsible for establishment of program protocols, program templates and work with nine municipal and private water agencies to ensure that all federal and state grant funding is fully utilized for the design, construction and operations of the San Gabriel Valley Groundwater Treatment clean-up facilities. The total value of the program is over \$200 million. Ms. Lopez supports the President of CACS in administration of the monthly invoices, review and quality control to ensure the construction costs are accounted properly before submitting for final reimbursement with the funding agencies.

WINDSOR CORPORATE, CORPORATE, SANTA FE SPRINGS, CALIFORNIA

(2012 – 2020) | Branch Coordination Lead

Ms. Lopez served as a Branch Coordinator Lead for a Windsor's corporate offices. As part of the National Corporate and Finance Administration Revenue team, we worked with online financial platforms providing department coordination, fraud prevention, and customer service utilizing online systems. Budgets exceeding millions per year, working with multiple departments and managers. Lead, motivate and empower a team of 18-20 members who manage all aspects of customer care. Develop and manage best in class performance standards for the department, developing training materials and leading training sessions. Handle fraud prevention for online purchases using fraud prevention tools. Monitor team weekly Analytics to report our SLA proficient rate. Directly working with customer escalations, approving and denying returns, running reports, and providing support to agents with questions and concerns. Collaborate closely with various teams within the company to identify opportunities for improving the overall customer experience. Work closely with management to provide insights into our customer experience and identify opportunities to improve.

AML SUMMARY OF COSTS

Company	Pre-Construction & Bid Services
Anser Advisory	\$314,170.00
<i>Labor</i>	\$299,170.00
<i>ODC's</i>	\$15,000.00
<i>Escalation</i>	
Danken	\$23,061.60
<i>Labor</i>	\$23,061.60
<i>ODC's</i>	
<i>Escalation</i>	
Michael Baker International	\$11,400.00
<i>Labor</i>	\$11,400.00
<i>ODC's</i>	
<i>Escalation</i>	
Burke Rix	\$32,440.00
<i>Labor</i>	\$25,240.00
<i>ODC's</i>	\$7,200.00
<i>Escalation</i>	
Dynamic Engineering Services, Inc.	\$1,482.40
<i>Labor</i>	\$1,482.40
<i>ODC's</i>	
<i>Escalation</i>	
LSA Environmental	\$9,540.00
<i>Labor</i>	\$9,540.00
<i>ODC's</i>	
<i>Escalation</i>	
Earth Systems	\$0.00
<i>Labor</i>	\$0.00
<i>ODC's</i>	
<i>Escalation</i>	
Magana Consulting	\$24,850.00
<i>Labor</i>	\$24,850.00
<i>ODC's</i>	
<i>Escalation</i>	
MLA Consulting Services, Inc.	\$7,500.00
<i>Labor</i>	\$7,500.00
<i>ODC's</i>	
<i>Escalation</i>	
TOTALS:	\$424,444.00
<i>Contingency (20%):</i>	\$84,888.80
Total:	\$509,332.80

COST PROPOSAL

Firm Name: Anser Advisory

Labor

Role	Staff Name	Rate	Pre Construction	Advertise/Bid/ Award	Construction	Post Construction	Total Cost
Project Manager	Lucas Rathe	\$255.00	30	0	0	0	\$ 7,650.00
Resident Engineer	Tyson Atwood	\$255.00	432	0	0	0	\$ 110,160.00
Assistant Resident Engineer	Brandon McKay	\$213.00	220	0	0	0	\$ 46,860.00
Lead Field Inspector (PW)	Kenny Casados	\$189.00	340	0	0	0	\$ 64,260.00
Inspector (PW)	Kirk Streets	\$185.00	0	0	0	0	\$ -
Inspector (PW)	David Huston	\$185.00	0	0	0	0	\$ -
Senior Estimator	Andy Kleimola	\$220.00	32	0	0	0	\$ 7,040.00
Estimator	Dustin Reinhart	\$175.00	160	0	0	0	\$ 28,000.00
Sr. Scheduler	Shawn Paroline	\$235.00	58	0	0	0	\$ 13,630.00
Scheduler	TBD	\$179.00	30	0	0	0	\$ 5,370.00
Jr. Estimator	TBD	\$135.00	120	0	0	0	\$ 16,200.00
0	0		0	0	0	0	\$ -
Sub Total (Hours):			1422	0	0	0	\$ 299,170.00
Costs (per phase):			\$299,170.00	\$0.00	\$0.00	\$0.00	

Other Direct Costs (ODC's)

Description	Unit	Quantity	Unit Rate	Cost
Vehicles (Avg. 4 /mo during construction)	MO		\$1,300.00	\$0.00
C-MIS Software	YR		\$7,000.00	\$0.00
OpenSpace Software	LS	1.0	\$15,000.00	\$15,000.00
Misc. Office Supplies and Equipment	MO		\$300.00	\$0.00
Total:				\$15,000.00

Summary

Description	Cost
Labor	\$299,170.00
ODC's	\$15,000.00
Anticipated Escalation	
TOTAL =	\$314,170.00

Notes:

COST PROPOSAL

Firm Name: Danken Engineering

Labor

Role	Staff Name	Rate	Pre Construction	Advertise/Bid/ Award	Construction	Post Construction	Total Cost
Structures Represenattive	Scott Walker	\$309.36	30	0	0	0	\$ 9,280.80
Document Controls Specialist	Amelia Arief	\$113.08	0	0	0	0	\$ -
Structures Inspector	Dane Walker	\$229.68	60	0	0	0	\$ 13,780.80
Structures Inspector	Steffani Seiler	\$217.96	0	0	0	0	\$ -
Sub Total (Hours):			90	0	0	0	\$ 23,061.60
Costs (per phase):			\$23,061.60	\$0.00	\$0.00	\$0.00	

Other Direct Costs (ODC's)

Description	Unit	Quantity	Unit Rate	Cost
Total:				\$0.00

Summary

Description	Cost
Labor	\$23,061.60
ODC's	\$0.00
Anticipated Escalation	\$0.00
TOTAL =	\$23,061.60

Notes:

COST PROPOSAL

Firm Name: Michael Baker International

Labor

Role	Staff Name	Rate	Pre Construction	Advertise/Bid/ Award	Construction	Post Construction	Total Cost
Surveyor Apprentice	Kyle E, David S.	\$125.00	0	0	0	0	\$ -
Survey Chainman	Richard K, Paul K	\$150.00	0	0	0	0	\$ -
Survey Party Chief	Xavier H, Matt N, Scott C	\$175.00	0	0	0	0	\$ -
Survey Technician	Michael S, Gene G	\$175.00	0	0	0	0	\$ -
Field Manager	Steve Chi	\$185.00	0	0	0	0	\$ -
Project Manager	Jarrad Truman	\$275.00	0	0	0	0	\$ -
Survey Director	Christopher Alberts	\$300.00	0	0	0	0	\$ -
QA/QC Engineer	Steven Latino	\$285.00	40	0	0	0	\$ 11,400.00
Sub Total (Hours):			40	0	0	0	\$ 11,400.00
Costs (per phase):			\$11,400.00	\$0.00	\$0.00	\$0.00	

Other Direct Costs (ODC's)

Description	Unit	Quantity	Unit Rate	Cost
Misc. Field Supplies and Equipment	MO		\$500.00	\$0.00
				\$0.00
				\$0.00
				\$0.00
Total:				\$0.00

Summary

Description	Cost
Labor	\$11,400.00
ODC's	\$0.00
Anticipated Escalation	
TOTAL =	
	\$11,400.00

Notes:

COST PROPOSAL

Firm Name: Burke Rix Communications, LLC

Labor

Role	Staff Name	Rate	Pre Construction	Advertise/Bid/ Award	Construction	Post Construction	Total Cost
Project Manager	Brian Rix	\$300.00	31	0	0	0	\$ 9,300.00
Public Outreach Manager	Josh Zipperman	\$255.00	40	0	0	0	\$ 10,200.00
Graphic Design / Outreach Support	Cynthia Orozco	\$205.00	28	0	0	0	\$ 5,740.00
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
Sub Total (Hours):			99	0	0	0	\$ 25,240.00
Costs (per phase):			\$25,240.00	\$0.00	\$0.00	\$0.00	

Other Direct Costs (ODC's)

Description	Unit	Quantity	Unit Rate	Cost
Printing & Misc. Office Supplies	MO	4.0	\$300.00	\$1,200.00
Groundbreaking & Ribbon Cutting Event Expenses (rentals, A/V)		1.0	\$5,000.00	\$5,000.00
Photography, Videography, Drone		10.0	\$100.00	\$1,000.00
			\$0.00	\$0.00
Total:				\$7,200.00

Summary

Description	Cost
Labor	\$25,240.00
ODC's	\$7,200.00
Anticipated Escalation	
TOTAL =	\$32,440.00

Notes:

COST PROPOSAL

Firm Name: Dynamic Engineering Services, Inc.

Labor

Role	Staff Name	Rate	Pre Construction	Advertise/Bid/ Award	Construction	Post Construction	Total Cost
Labor Compliance Officer	Chia-Chi Wang	\$185.30	8	0	0	0	\$ 1,482.40
Labor Compliance Support	Michael Ervolina	\$70.65	0	0	0	0	\$ -
Senior Electrical Inspector	John Kannor	\$162.14	0	0	0	0	\$ -
Electrical Inspector	Michael Roush	\$155.20	0	0	0	0	\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
Sub Total (Hours):			8	0	0	0	\$ 1,482.40
Costs (per phase):			\$1,482.40	\$0.00	\$0.00	\$0.00	

Other Direct Costs (ODC's)

Description	Unit	Quantity	Unit Rate	Cost
Mileage Reimbursement	Mile		\$0.66	\$0.00
Total:				\$0.00

Summary

Description	Cost
Labor	\$1,482.40
ODC's	\$0.00
Anticipated Escalation	\$19,673.67
TOTAL =	\$1,482.40

Notes:
 1) Assume 8 hrs/day
 2) PW Inspector rates per CA DIR

COST PROPOSAL

Firm Name: LSA Associates

Labor

Role	Staff Name	Rate	Pre Construction	Advertise/Bid/ Award	Construction	Post Construction	Total Cost
Principal	John Ko/Lloyd Sample	\$300.00	2	0	0	0	\$ 600.00
Project Manager	Ryan Villanueva	\$210.00	8	0	0	0	\$ 1,680.00
Biological Monitor	Carla Cervantes	\$150.00	4	0	0	0	\$ 600.00
Sr Biologist	Denise Woodard	\$200.00	2	0	0	0	\$ 400.00
Archaeologist	Rory Goodwin	\$220.00	8	0	0	0	\$ 1,760.00
Archaeological Monitor	TBD	\$120.00	4	0	0	0	\$ 480.00
Paleontologist	Sarah Rieboldt	\$220.00	8	0	0	0	\$ 1,760.00
Paleontological Monitor	Jacob Biewer	\$120.00	4	0	0	0	\$ 480.00
Word Processing	Beverly Inoles	\$130.00	2	0	0	0	\$ 260.00
GIS	Meredith Canterberry	\$190.00	8	0	0	0	\$ 1,520.00
							\$ -
							\$ -
Sub Total (Hours):			50	0	0	0	\$ 9,540.00
Costs (per phase):			\$9,540.00	\$0.00	\$0.00	\$0.00	

Other Direct Costs (ODC's)

Description	Unit	Quantity	Unit Rate	Cost
Mileage Reimbursement	Mile		\$0.66	\$0.00
Per Diem (IRS Rate)	DAY		\$200.00	\$0.00
Total:				\$0.00

Summary

Description	Cost
Labor	\$9,540.00
ODC's	\$0.00
Anticipated Escalation	\$0.00
TOTAL =	\$9,540.00

Notes:

COST PROPOSAL

Firm Name: Earth Systems

Labor

Role	Staff Name	Rate	Pre Construction	Advertise/Bid/ Award	Construction	Post Construction	Total Cost
Technician(PW)Soils/Concrete	Juan Nunez	\$140.00	0	0	0	0	\$ -
Supervisor	Josh Thomas	\$145.00	0	0	0	0	\$ -
Principal Engineer	Kevin Paul	\$260.00	0	0	0	0	\$ -
Principal Engineer	Anthony Mazzei	\$260.00	0	0	0	0	\$ -
Project Engineer	Rocio Carrillio	\$180.00	0	0	0	0	\$ -
Technician(PW)Masonry	John Bonefede	\$145.00	0	0	0	0	\$ -
Sub Total (Hours):			0	0	0	0	\$ -
Costs (per phase):			\$0.00	\$0.00	\$0.00	\$0.00	

Other Direct Costs (ODC's)

Description	Unit	Quantity	Unit Rate	Cost
Maximum Density/Optimum Moisture 4"	EA		\$220.00	\$0.00
Maximum Density/Optimum Moisture 6"	EA		\$240.00	\$0.00
Hveem (Set of 3)/Recycling Fee	EA		\$254.00	\$0.00
Mortar & Grout Samples/Recycling Fee	EA		\$25.00	\$0.00
Trip Charges	Day		\$25.00	\$0.00
Cylinders 6x12/Recycling Fee	EA		\$38.10	\$0.00
Certified Payroll	MO		\$75.00	\$0.00
Total:				\$0.00

Summary

Description	Cost
Labor	\$0.00
ODC's	\$0.00
Anticipated Escalation	
TOTAL = \$0.00	

Notes:
 1) Assume 4 hrs/trip based on 65% Plans
 2) PW Technician rates per CA DIR

COST PROPOSAL

Firm Name: Magana Consulting

Labor

Role	Staff Name	Rate	Pre Construction	Advertise/Bid/Award	Construction	Post Construction	Total Cost
Community Liason	Martin Magaña	\$175.00	142	0	0	0	\$ 24,850.00
Sub Total (Hours):			142	0	0	0	\$ 24,850.00
Costs (per phase):			\$24,850.00	\$0.00	\$0.00	\$0.00	

Other Direct Costs (ODC's)

Description	Unit	Quantity	Unit Rate	Cost
Total:				\$0.00

Summary

Description	Cost
Labor	\$24,850.00
ODC's	\$0.00
Anticipated Escalation	\$0.00
TOTAL =	\$24,850.00

Notes:

COST PROPOSAL

Firm Name: MLA Consulting Services, Inc.

Labor

Role	Staff Name	Rate	Pre Construction	Advertise/Bid/ Award	Construction	Post Construction	Total Cost
Utilities Coordinator	Melanie Lopez	\$125.00	60	0	0	0	\$ 7,500.00
			0	0	0	0	\$ -
			0	0	0	0	\$ -
			0	0	0	0	\$ -
			0	0	0	0	\$ -
			0	0	0	0	\$ -
			0	0	0	0	\$ -
			0	0	0	0	\$ -
			0	0	0	0	\$ -
			0	0	0	0	\$ -
			0	0	0	0	\$ -
			0	0	0	0	\$ -
Sub Total (Hours):			60	0	0	0	\$ 7,500.00
Costs (per phase):			\$7,500.00	\$0.00	\$0.00	\$0.00	

Other Direct Costs (ODC's)

Description	Unit	Quantity	Unit Rate	Cost
Misc. Office Supplies and Equipment	MO		\$300.00	\$0.00
Total:				\$0.00

Summary

Description	Cost
Labor	\$7,500.00
ODC's	\$0.00
Anticipated Escalation	
TOTAL =	\$7,500.00

Notes: