SALINAS RAIL KICK-START PROJECT
CONSTRUCTION MANAGEMENT

EXHIBIT A:
SCOPE OF SERVICES

PHASE 1. 0 PRE-CONSTRUCTION PHASE SERVICES

1. Task 1.1: Kick-Off Meeting

a. Key Personnel: Paul Goryl, Project Manager

b. The Kick-Off meeting will share the intent of the project; the design plans, specifications, and estimates (PS&Es); design constraints; features requiring special attention such as public outreach, permits, traffic control and staging, coordination with various railway/transit and public agencies; and establish the protocol to be used throughout the project.

c. MNS will meet with TAMC and other team members to establish parameters for:
   i. Roles and responsibilities
   ii. Lines of communication
   iii. Levels of authorization
   iv. Project schedule and milestones
   v. Procedures for progress payments, Contract Change Orders (CCOs), Requests for Information (RFIs), and notifications

d. The MNS team will develop a detailed Project Management Plan (PMP) to outline administration, documentation, and filing systems to be used during the pre-construction and construction phases. MNS will use a web-based system such as *EADOC* or *Procore* to facilitate a streamlined approach and effective communication throughout the project. The system will be consistent with the Caltrans Construction Manual and Local Assistance Procedures Manual (LAPM) to meet funding requirements and be tailored to meet the relevant TAMC, Caltrain, Capitol Corridor, and Union Pacific Railroad (UPRR) requirements.

e. Deliverables:
   i. Meeting agenda and minutes
   ii. PMP

2. Task 1.2: Project Coordination

a. Key Personnel: Paul Goryl, Project Manager; Paul Greenway, Stakeholder/Utility Coordination; Mike Chan, Railway Agency Coordination

b. MNS will be responsible for the overall project coordination and communication, including stakeholder coordination relating to the construction management services, and will assist TAMC and the designer with stakeholder coordination/ negotiation during the pre-

construction phase if needed. MNS will monitor agreements with 3rd parties (utilities, railroad companies and municipalities) to ensure that physical interfaces between the planned work and the 3rd party's infrastructure are adequately addressed in the package contract documents.

c. Deliverables:
   i. Meeting agendas and minutes
   ii. Comments on stakeholder interface documentation produced by the designer

3. Task 1.3: Public Relations

a. Key Personnel: Jennifer Russell, Public Relations Manager

b. The MNS Public Relations Manager, along with Circlepoint, will develop and implement a comprehensive public engagement effort to reach a broad range of project stakeholders and roadway users who live, work, or travel to destinations in and around the project boundaries.

c. MNS and Circlepoint will develop a Public Information Plan to address community and public relations issues necessary to mitigate business and public concerns. The plan will:
   i. Guide project outreach efforts;
   ii. Identify the key audiences, project stakeholders, and affected parties;
   iii. Craft appropriate messaging, including boilerplate narrative to be included on all communications tools;
   iv. Explain the outreach process and opportunities for public participation; and
   v. Describe methods for distributing information and gathering input.

d. The outreach approach includes holding outreach meetings at key points during the project to better inform the community and project stakeholders and to promote an open, transparent process emphasizing two-way communication. MNS will collaborate with TAMC to determine the number of information meetings appropriate. Each meeting will be held to coincide with the appropriate time in the overall process.

e. Planning for public meetings will include coordination with TAMC to confirm format, timing, location, and other aspects as follows:
   i. Meeting notices (postcards);
   ii. Publicity (newspaper ads and emails);
   iii. Presentation materials, displays, and handouts; and
   iv. TAMC staff attendance.

f. MNS and Circlepoint will assist TAMC in the design of a project website and/or Facebook page, as well as the establishment of an informational telephone hotline for use by the community to obtain timely project information, such as work schedules and traffic detours.

g. The MNS team will collaborate closely with TAMC and key partners to ensure success leading up to, during, and following the planned Groundbreaking and Ribbon Cutting Ceremonies.

h. Deliverables:
    i. Public Information Plan
    ii. Meeting notices, presentation materials, and notes
    iii. Project flyers, publicity, and ads
    iv. Website and/or Facebook page
    v. Hotline
    vi. Groundbreaking ceremony notices and publicity
    vii. Ribbon Cutting ceremony notices and publicity

4. Task 1.4: Structure Demolition Oversight

a. Key Personnel: Kathy Lett, Civil Inspector

b. Several existing buildings are scheduled to be removed under separate contracts prior to starting Construction Packages 1 and 2, and it is understood these buildings may contain hazardous materials.

c. MNS will oversee the demolition and abatement consultant teams to ensure proper planning occurs and the required protocols are followed for hazardous materials handling and disposal.

d. Deliverables:
    i. Meeting agendas and minutes
    ii. Site observation diaries.

5. Task 1.5: Utility relocation oversight

a. Key Personnel: John Woodley, Utility Inspector

b. Several existing utilities are to be relocated or removed prior to the construction phase of the project packages.

c. MNS will work with the designer to make sure that necessary utility relocation/ removal plans and agreements are in place and monitor utility relocations prior to the construction phase of the project for conformance with the plans and agreements.

d. Deliverables:
    i. Meeting agendas and minutes
    ii. Site observation diaries.

6. Task 1.6: Constructability Review

a. Key Personnel: Paul Goryl, Project Manager, Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3

b. The MNS team will perform a constructability review of the 100% PS&E for Package 1 and the 75% PS&E for Packages 2 and 3, as well as any project stakeholder agreements affecting the constructability of the project. MNS will review the project plans and special provisions for potential deficiencies, which could lead to conflicts and changes during construction.

c. A Critical Path Method (CPM) schedule will be prepared as part of the constructability review to inform the appropriate number of working days for each construction package.

d. A field reconnaissance will be conducted as part of the constructability review to determine actual site conditions and their consistency with the PS&E documents; this is particularly important at the interfaces with existing infrastructure as well as at the interfaces between the three construction packages.

e. Key Elements of a Constructability Review
   i. Verify the bidding documents are unambiguous, comprehensive, and buildable.
   ii. Assess the coordination of drawings and specifications for each discipline (i.e., interfaces between project disciplines).
   iii. Assess the coordination of drawings and specifications between each construction project (i.e., interfaces between the three construction projects).
   iv. Verify all required agency permits (including, but not limited to: Salinas, Gilroy, Caltrans, Caltrain, Capitol Corridor, UPRR, Regional Water Quality Control Board [RWQCB], and Amtrak), temporary easements, utility relocation agreements, cooperative agreements, and memoranda of understanding (MOUs) are complete and the associated requirements are incorporated into the construction plans and special provisions.
   v. Review the contract specifications to determine which risks can be avoided, mitigated, or transferred to the contractor to minimize overall risk for TAMC.
   vi. Review the technical specifications to ensure the California Environmental Quality Act (CEQA) permit and mitigation requirements are included in the specifications.

f. After the constructability review and consolidation of the reviewers' comments, MNS will organize a constructability review workshop to discuss the findings and recommendations to be incorporated into the 100% PS&E.

g. Following the constructability workshop, the MNS team will prepare and submit draft and final constructability reports with recommendations for modifications to the PS&E.

h. Deliverables:
   i. Constructability review workshop agenda and minutes
   ii. CPM Schedule
   iii. Draft and Final constructability reports

7. Task 1.7: Biddability Review and Bid Assistance

a. Key Personnel: Paul Goryl, Project Manager; Steve DiGrazia, Project Controls Manager

b. At the 100% PS&E stage, the MNS team will provide a biddability review of the three construction packages. In addition, the MNS team will develop a bidding strategy with TAMC to obtain the most advantageous bids considering the timing of the three construction projects and the interfaces between them.

c. Bid phase services will begin after the plans and specifications are signed by the Design Engineer and during the bid advertisement period.

d. MNS is available to provide the following services during the bid period:
   i. Participate in the pre-bid conferences for each Package (if separate);
   ii. Assist TAMC and Design Engineer with responding to questions from contractors during the bid periods;
   iii. Assist TAMC with the preparation of any project addenda, as needed;
   iv. Assist TAMC with the bid opening, the review of all bid packages, and selecting qualified bidders;
   v. Conduct a bid analysis for each bidder; and
   vi. Assist TAMC in responding to any protests received in accordance with the TAMC's procedures.

e. After the bid analysis is completed, the MNS team will assist in preparing award recommendation packages for TAMC Board approval.

f. Deliverables:
   i. Biddability review
   ii. Pre-bid conferences agendas and minutes
   iii. Responses to questions, bid addenda
   iv. Bid analyses
   v. Award recommendations

8. Task 1.8: Pre-Construction Conference

a. Key Personnel: Paul Goryl, Project Manager; Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3

b. Pre-construction conferences will be scheduled once the Notices of Award are sent to the selected contractors for each Package (if different). All appropriate parties will be invited. Separate utility meetings may be held to address utility relocation and involvement, if necessary. MNS will prepare the agenda and distribute to all attendees.

c. At the pre-construction conferences, the team will discuss special contract requirements and concerns and establish the protocol to be used throughout the project. The MNS Resident Engineer will distribute meeting minutes to all parties in attendance.

d. The meeting will highlight the contractor's responsibility towards such items as:
   i. Order of work
   ii. Permit and environmental agreements

iii. Safety, traffic control, and access
iv. Earthwork, haul routes, and pay methods
v. Labor compliance and progress pay requests
vi. Submittals, RFIs, CCOs
vii. Stakeholder coordination
viii. Permits
ix. Interfaces with existing infrastructure
x. Quality control and materials certification
xi. Schedule updates and weekly meeting

e. Deliverables:
   i. Pre-construction conferences agendas and minutes

PHASE 2.0 CONSTRUCTION PHASE SERVICES

MNS will implement the quality management plan discussed previously. The PMP will outline the administration, coordination, cost, and schedule controls to keep the project on schedule, built to specifications, and within budget.

1. Task 2.1: Contract Administration and Document Control

a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3, Anita Berger, Office Administrator

b. The day-to-day management and administration will be provided by the Resident Engineer, with the Office Engineer responsible for project document control. MNS will implement the project administration system outlined in the PMP, which will conform to the Caltrans Construction Manual or other agreed format. It will contain a system for organizing files to assist in tracking correspondence, submittals, RFIs, CCOs, progress payments, labor compliance, and materials testing results. The project controls system will be compatible with TAMC and the Caltrans/railway agency administration requirements.

c. The project records will be maintained in a cloud-based system as well as a hard copy in the construction field office and will be available to TAMC, Caltrans, UPRR, Caltrain, Capitol Corridor, and the CM team at all times.

d. Deliverables:
   i. Project management system
   ii. Project records

2. Task 2.2: Project Communication and Coordination

a. Key Personnel: Paul Goryl, Project Manager; Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3; Steve DiGrazia, Project Controls Manager; Jennifer Russell, Public Relations Manager

b. The Resident Engineer will act as TAMC's representative in charge of project communication and coordination with the CM team, TAMC, Caltrans, Design Engineer, affected businesses, Caltrain, Capitol Corridor, UPRR, the Cities of Salinas and Gilroy, California High Speed Rail Authority, utility companies, and the contractor throughout the construction phase. The Inspectors will assist the Resident Engineer in the field. The Resident Engineer in coordination with the Project Manager will implement the Public Outreach Plan developed during the pre-construction phase.

c. Construction Progress Meetings: The Resident Engineer will conduct weekly meetings as part of the regular construction engineering duties. MNS will facilitate coordination of all utility work and relocation with the various utility companies and the contractor.

d. Monthly Progress Reports: MNS will prepare monthly progress reports, which will provide updated project status and include:
   i. Construction highlights
   ii. Updated schedule
   iii. Summary cost report
   iv. Risk register

e. Deliverables:
   i. Meeting agendas and minutes
   ii. Monthly progress reports

3. Task 2.3: Project Schedule Adherence

a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3; Steve DiGrazia, Project Controls Manager

b. The MNS scheduler will review and recommend approval of the contractor's CPM baseline schedule at the start of the project. The contractor will also be required to submit monthly schedule updates, which will be reviewed by the scheduler.

c. The Resident Engineer will approve the contractors' baseline schedule and updates, and require a three-week-look-ahead schedule from the contractor, which will be reviewed at the weekly project meeting. The contractor will be issued Weekly Statement of Working Days to document the progress of the work and the number of working days expended.

d. Deliverables:
   i. Review of and response comments on contractors' baseline CPM schedules and updates
   ii. Project meeting agendas and minutes
   iii. Schedule updates as part of the monthly progress reports

4. Task 2.4: Cost Control

a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3; Steve DiGrazia, Project Controls

b. MNS will establish and maintain a project resource management system to provide for the management, control, and documentation of resources expended on the construction of the project.

c. Additional items tracked include contract items and change order payments, extra work, supplemental work, item overruns and underruns, supplemental items, and the impact of price index fluctuations. The project contingency balance will be verified as part to the monthly progress pay estimate review and submittal.

d. Deliverables:
   i. Cost summary as part of the monthly progress reports

5. Task 2.5: Quantity Calculations and Progress Pay Request

a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3

b. The MNS team will prepare accurate and complete quantity calculations (Q-sheets) for each contract item to support each progress pay request. Additional backup documentation includes field measurements, certificates of compliance, and material test reports. Extra and supplemental work costs will be tracked and compared against the authorized change order amounts. MNS will review the contractor's progress pay request against the Q-sheets for accuracy before forwarding to TAMC for recommended payment.

c. Deliverables:
   i. Q-sheets and recommendations for approval of progress pay estimates.

6. Task 2.6: Submittals and Requests for Information

a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3

b. The document control system will include logs for tracking both submittals and RFIs. All submittals and RFIs will be logged and distributed to the Design Engineer or others as necessary. The Resident Engineer and Office Engineer will monitor the log to verify all reviews and responses are submitted in a timely manner and coordinate with the Design Engineer to ensure any design-related RFIs and submittals are answered and returned within the required time frame. All correspondence will flow through the Resident Engineer.

c. MNS will prepare a submittals list for the UPRR Coordinator, who may also have other required submittals.

d. Deliverables:
   i. Submittal responses
   ii. RFI responses

7. **Task 2.7: Change Orders and Claims Management**

    a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3

    b. Prior to beginning any contract work, MNS will coordinate with TAMC to define the contract change order process in accordance with TAMC procedures. The CM team will proactively identify actual and potential problems and notify the Resident Engineer immediately.

    c. The Resident Engineer will:
        i. Determine the validity and justification for all change orders
        ii. Perform independent cost estimate and negotiate costs with the contractor
        iii. Consult with TAMC on all change orders
        iv. Identify any schedule impacts
        v. Process CCOs and track costs against contingency balance
        vi. Track and log all CCOs

    d. The objective is to resolve any potential claims at the job level before it becomes an actual claim. Notices of potential claims submitted by the contractor will be acted on in a timely manner in accordance with the Contract Documents and TAMC policies and procedures. MNS will review all notices of potential claims and resolve disputes in the most cost effective and fair manner.

    e. Deliverables:
        i. Change order documentation, and recommendations for approval
        ii. Response to Notices of Potential Claims, and recommendations to TAMC
        iii. Status of change orders and potential claims as part of the monthly progress reports

8. **Task 2.8: Construction Engineering**

    a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3

    b. MNS will provide required field engineering for any project-related items and issues such as potential cost saving changes, unexpected conditions, temporary work reviews, and conflicts with other items of work. The CM team will review the site conditions and look ahead to address upcoming work and any required deliverables and coordination.

    c. Deliverables:
        i. Engineering documents

9. **Task 2.9: Permit Management**

    a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident

Engineer for Packages 2 & 3; Sheri Lubin, Environmental/ SWPPP Coordination

b. MNS will monitor the construction and coordinate with permitting agencies to ensure all work items are performed in accordance with the permit requirements.

c. The contractor is responsible for obtaining encroachment permits from the City of Salinas, City of Gilroy, Caltrans, Caltrain, and UPRR prior to any work within the specific agency right-of-way.

d. The MNS team will provide Storm Water Pollution Prevention Plan (SWPPP) coordination; the SWPPP coordinator will assist the Resident Engineer with the review and recommend approval of the contractor's SWPPP prior to the start of any work. The SWPPP will be forwarded to TAMC and Caltrans for their concurrence. The Resident Engineer and the discipline engineers and/or inspectors will monitor the Best Management Practices throughout the project to ensure compliance with the SWPPP.

e. Deliverables:
   i. Encroachment permit compliance monitoring
   ii. SWPPP review and recommendation for approval

10. Task 2.10: Safety

a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3

b. The Caltrans Safety Manual, Federal Rail Administration (FRA) Safety Regulations, Code of Safe Practices, Manual on Uniform Traffic Control Devices (MUTCD), and the contractor's submitted Safety Plan will guide the CM team in monitoring the contractor's compliance with its safety program. Any safety concerns or issues will be brought to the contractor's attention and resolution of the issues will be documented.

c. Site inspectors will attend safety meetings every 10 working days and promote safety throughout the life of the contract.

d. All construction staff will be registered through the *eRailSafe* program, specifically for work on UPRR right-of-way, as well as have the required Caltrain Roadway Worker Protection training.

e. Railroad Flagging: The MNS team will facilitate coordination between the contractor and UPRR for flagging when the work is within the foul zone.

f. Deliverables:
   i. Documentation of safety issues and resolutions
   ii. Safety meeting agendas and minutes

11. Task 2.11: Construction Surveying and Staking

a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3

b. Construction surveying will be provided by the contractor, but MNS will be available to provide a separate check on critical items. The CM team will check staking in the field for consistency with the contractor during construction. The Inspectors will review cut sheets against stakes and plans to ensure the contractor has the correct information on the stakes to construct the item per the plans.

c. Deliverables:
   i. Review of Contractors' staking cut sheets and verification of line and grade on critical items

12. Task 2.12: Construction Observation and Inspection

a. Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3; Inspectors

b. MNS will coordinate with TAMC, Caltrans, Caltrain, Capitol Corridor, UPRR, and any other authorities and agencies to maintain communication and a cohesive team approach in inspecting work for compliance. The Inspectors' primary duties involve inspecting and verifying all work in place meets the requirements of the contract and conforms to Caltrans, Caltrain, Capitol Corridor, UPRR, and applicable city codes and procedures. The Inspectors will also be proactive and prepare for upcoming scheduled work items and assist the Resident Engineer in resolving issues arising in the field.

c. The Inspectors' responsibilities include:
   i. **Quality Assurance.** Inspect all work to ensure it meets the requirements and quality of work outlined in the contract documents including grade and alignment, traffic control, materials sampling, and testing. Any deficient work will be rejected.
   ii. **Daily Inspection Diaries and Documentation.** The daily report will include an accurate description of the labor and equipment, description of work, safety issues, quantities, and weather conditions. The Inspector will submit labor compliance reviews and material verifications, prepare quantity calculation sheets, and maintain as-builts.
   iii. **Coordination.** Coordinate utility work and testing of systems.
   iv. **Permit and SWPPP Compliance.** Monitor work for compliance with project permits, perform SWPPP inspections for compliance, and ensure the project meets permitting regulations.
   v. **Safety.** Review all traffic control for compliance per WATCH and for performance in a safe manner. Ensure work performed within a railway foul zone is performed in accordance with UPRR requirements.
   vi. **Photo Record Maintenance.** Regularly photograph construction activity and progress.
   vii. **Verification of Material and Equipment.** Verify the delivered items conform to the project specifications and approved submittals.

viii. **Offsite Inspections.** MNS will schedule and coordinate offsite inspections.
ix. **Proactive Approach.** A proactive approach to inspection to ensure project elements are built right the first time.

d. As required by the contract specifications, the MNS team will perform quality assurance reviews and inspections of all track materials for conformance to specifications and plans. Reviews will include shop drawings and material testing result reports.

e. The MNS Track Inspector will also perform inspection of the track and special trackwork elements to meet construction specifications. The Track Inspector will verify all required testing has been performed and will review test results and documents to meet specifications.

f. Deliverables:
   i. Inspection diaries and documentation
   ii. Photo records

13. Task 2.13: Quality Assurance Materials and Testing

a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3

b. MNS will develop and provide a comprehensive testing program for the project in accordance with the Caltrans Quality Assurance Plan, Caltrans Construction Manual, UPRR, Amtrak, Capitol Corridor, and Caltrain requirements.

c. The Resident Engineer and Inspectors will be responsible for coordinating most of the materials testing with Earth Systems, the materials testing consultant, to ensure all required testing is performed per Caltrans, UPRR, Amtrak, and Caltrain standards and frequencies. MNS will track testing reports to verify contract compliance. The Inspectors will ensure the remedial actions taken by the contractor are in accordance with the project documents. MNS will maintain a log to track all material testing that has been performed for the project.

d. Specific source inspections may be recommended for special track work, ties, ballast, and grade crossing panels. Prior to any inspection, the specialist Track Inspector will prepare an audit checklist based on the contract specifications and send it to the material supplier. At the time of the inspection, MNS representatives will review with the plant quality control staff their documentation, witness their testing, and prepare a report of findings. After delivery to the site, materials will be inspected for potential damage during shipment and for confirmation the materials are those previously inspected and accepted.

e. Deliverables:
   i. Comprehensive testing program
   ii. Material testing, results and summary logs

PHASE 3.0 POST-CONSTRUCTION PHASE

1. **Task 3.1: Close Out**

   a. Key Personnel: Bruce Pastorius, Resident Engineer for Package 1; Andrew Kleiber, Resident Engineer for Packages 2 & 3

   b. MNS will ensure an up-to-date set of as-built plans, quantities, CCO costs, and general record keeping throughout the project's construction are maintained to expedite and ensure accuracy of final documents and reports. Closeout items include:
      i. **Record Drawings.** MNS will ensure a set of redlined field as-builts drawings are delivered to the Design Engineer for final processing of the as-builts plans.
      ii. **Punch List.** MNS will develop a punch list for the work performed, notify the contractor, and re-inspect the completed work. Depending on the construction package, a final walk through of the project will be scheduled with TAMC, the City of Salinas, City of Gilroy, Caltrans, Caltrain, Capitol Corridor, UPRR, and any other party TAMC may wish to attend. All punch list items will be closed out before the project is recommended for acceptance.
      iii. **Acceptance and Final Report.** MNS will evaluate the contractor's completion of work and make a final acceptance recommendation to TAMC. MNS will submit all job files and Final Reports and Certifications in accordance with TAMC requirements and Chapter 17 of the Caltrans LAPM, Caltrain, and UPRR requirements.

   c. Deliverables:
      i. Contractors' record drawings
      ii. Punch list and resolution
      iii. Final report