


DOTD FORM: 24-102

(Revised January 1, 2023)

PROPOSAL TO PROVIDE CONSULTANT SERVICES

Prime consultant shall complete the DOTD Form 24-102 without altering the Form's text; however, the instruction and/or guidance for Sections 12 through 23 can be removed but do not remove Section title and number.

ANY CONSULTANT FAILING TO SUBMIT ANY OF THE INFORMATION REQUIRED ON THE DOTD FORM 24-102, OR PROVIDING INACCURATE INFORMATION ON THE DOTD FORM 24-102, MAY BE CONSIDERED NON-RESPONSIVE.

1. Contract Name as shown in the advertisement	IDIQ CONTRACTS FOR INDEPENDENT COST ESTIMATING STATEWIDE
2. Contract Number(s) as shown in the advertisement	4400028094, 4400028095, 4400028096
3. State Project Number(s), if shown in the advertisement	N/A
4. Prime consultant name (name must match as registered with the Louisiana Secretary of State where such registration is required by law)	<p>ELLE CONSULTANTS</p>  <p>AN SBE, DBE AND WBE COMPANY</p>
5. Prime consultant license number (as registered with the Louisiana Professional Engineering and Land Surveying Board (LAPELS) if registration is required under Louisiana law)	This advertisement is not requiring professional engineers.
6. Prime consultant mailing address	PO BOX 5239 EL DORADO HILLS CALIFORNIA 95762
7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria)	Physical address not listed as an evaluation criteria in this advertisement.
8. Name, title, phone number, and email address of prime consultant's contract point of contact	<p>Daniel Badelita Regional Manager, VP 415.341.3348 Daniel.badelita@elleconsultantsinc.com</p>
9. Name, title, phone number, and email address of the official with signing authority for this proposal	Same as #8

Prime consultant should enter the firm name in the footer at the bottom of this page. (It will carry over to subsequent pages.)

10. This is to certify that all information contained herein is accurate and true, and that the team presently has sufficient staff to perform these services within the designated time frame. By submitting this proposal, proposer certifies that it is not engaged in a boycott of Israel and it will, for the duration of its contract obligations, refrain from a boycott of Israel. Proposer also certifies and agrees that the following information is correct: In preparing its response, the proposer has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not, in the solicitation, selection, or commercial treatment of any subcontractor or supplier, refused to transact or terminated business activities, or taken other actions intended to limit commercial relations, with a person or entity that is engaging in commercial transactions in Israel or Israeli-controlled territories, with the specific intent to accomplish a boycott or divestment of Israel. The proposer also has not retaliated against any person or other entity for reporting such refusal, termination, or commercially limiting actions. DOTD reserves the right to reject the response of the bidder or proposer if this certification is subsequently determined to be false, and to terminate any contract awarded based on such a false response.



Signature above shall be the same person listed in Section 9:

11/28/2023

Date:

11. If a Disadvantaged Business Enterprise (DBE) goal has been set for this advertisement, indicate which firm(s) will be used to meet the DBE goal and each firm(s)' percentage.

Firm(s):
N/A

Firm(s)' %:
N/A

12. Past Performance Evaluation Discipline Table:

As indicated in the advertisement, insert the completed table here. The percentages for the prime and sub-consultants must total 100% for each past performance evaluation discipline, as well as the overall total percent of the contract.

The **only** past performance evaluation disciplines to be used are: Road, Bridge, Traffic, CE&I/OV, Geotech, Survey, Environmental, Data Collection, Planning, Right-of-Way, CPM, ITS, Appraiser and Other (please specify).









Past Performance Evaluation Discipline(s)	% of Overall Contract	Prime <small>ELLE CONSULTANTS AN SBE, DBE AND WBE COMPANY</small>	Firm B	Firm C	Firm D	Firm E	Each Discipline must total to 100%
(Other) Independent Cost Estimating	100%	100%					100%
Identify the percentage of work for the overall contract to be performed by the prime consultant and each sub-consultant.							
Percent of Contract	100%						100%

13. Firm Size:

For all firms that are part of this team, indicate the approximate number of personnel to be committed to this contract, by DOTD Job Classification and the total number of personnel within the firm that could provide support, if needed. If a specialized job classification is required and not included on the DOTD job classification list, specify “Other (please specify)” and include the classification title inside the parentheses.

The DOTD Job Classification(s) to be used can be found at the following link:

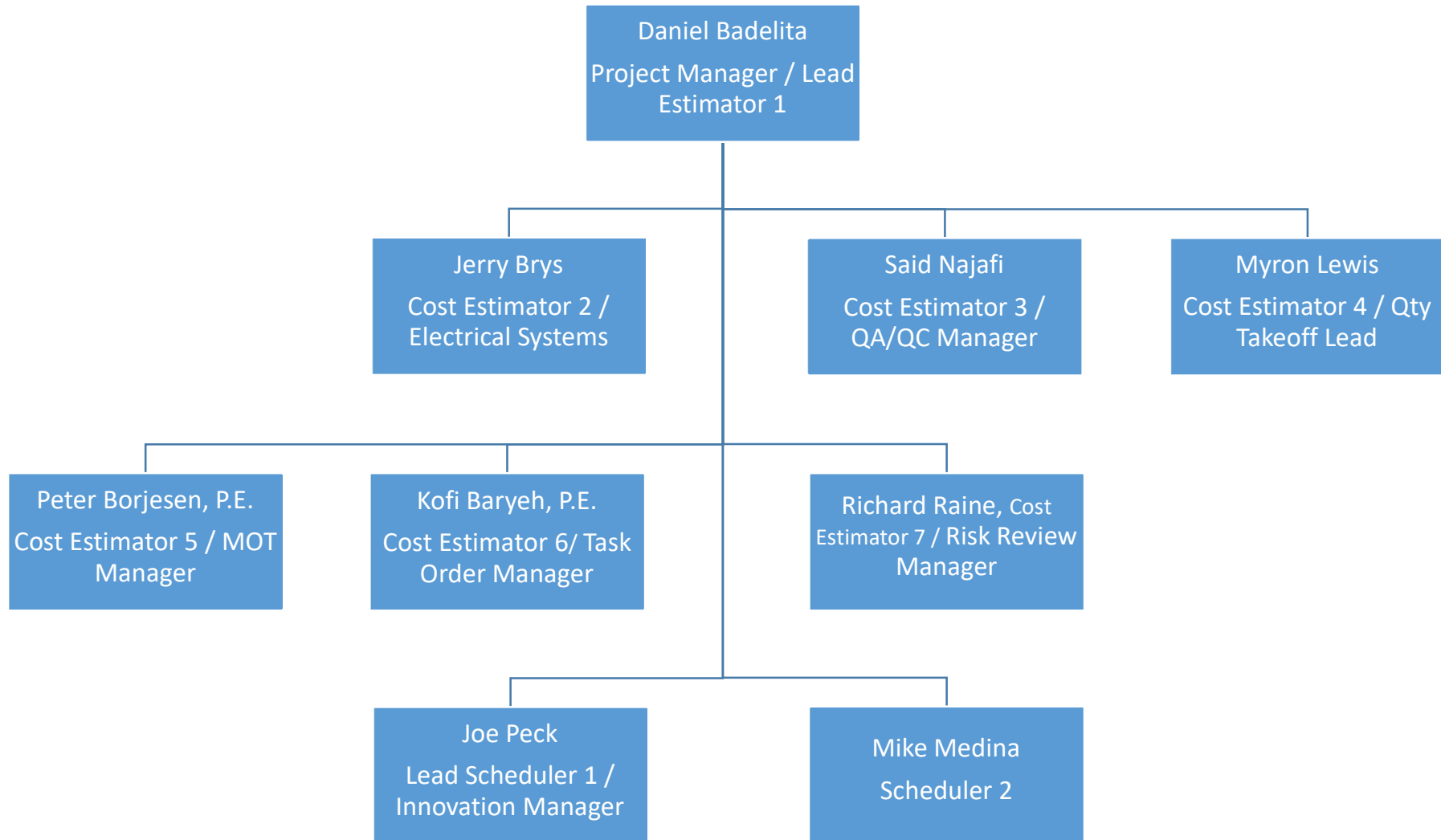
http://wwwsp.dotd.la.gov/Inside_LaDOTD/Divisions/Engineering/CCS/Job_Qualification/Job%20Classifications%20with%20Descriptions.pdf

Firm name	DOTD Job Classification	Number of personnel committed to this contract	Total number of personnel available in this DOTD Job Classification (if needed)
 AN SBE, DBE AND WBE COMPANY	Project Manager	1	1
 AN SBE, DBE AND WBE COMPANY	Other (Lead Estimator)	1	1
 AN SBE, DBE AND WBE COMPANY	Other (Superstructures Estimator)	1	3
 AN SBE, DBE AND WBE COMPANY	Other (Substructures Estimator)	1	2
 AN SBE, DBE AND WBE COMPANY	Other (Civil Estimator)	2	4
 AN SBE, DBE AND WBE COMPANY	Other (Electrical / Systems Estimator)	1	2
 AN SBE, DBE AND WBE COMPANY	Other (Lead Scheduler)	1	2
 AN SBE, DBE AND WBE COMPANY	Other (Scheduler)	1	3

(Add rows as needed)




14. Organizational Chart:

Provide an organizational chart showing ALL **relevant** prime consultant and sub-consultant (if applicable) personnel assigned to the contract, area of project responsibility for each, and reporting lines for the purposes of this contract. An individual’s role does not necessarily have to match their DOTD job classification identified in Section 13. **If applicable, identify all personnel performing traffic engineering analysis and/or QC of traffic engineering analysis by placing an asterisk next to their name. Include the certificates required by the Traffic Engineering Process and Report Training Requirements article of the Advertisement in Section 20.** It is acceptable to use an 11x17 format for Section 14.




15. Minimum Personnel Requirements:

Use the table below to identify both prime consultant and sub-consultant staff designated to work on this contract meeting the Minimum Personnel Requirements (MPRs) specified in the advertisement. Ensure the résumé reflects the required experience stated in the MPR. Make sure the P.E. discipline is also listed (highlighted in table) that is meeting the MPR; e.g. professional civil engineer should show the discipline of the license as civil if meeting that MPR.

MPR No. Do not insert wording from ad	Personnel being used to meet the MPR (Individual(s) may not satisfy more than one MPR unless specifically allowed by Attachment B of the advertisement)	Firm employed by	Type of license and discipline meeting MPR/ certification & number (Ex: PE # - Civil)	State of license	License / certification expiration date
1	Daniel Badelita		Expertise in ICE and scheduling services applicable to heavy civil and/or transportation projects.	N/A	N/A
2	Daniel Badelita		Mr. Badelita has been serving as a Project Manager for the past 10 years, and has 10 years of in series experience in this role. Mr. Badelita has been serving in this role on all our CMGCs. Has a Bachelor of Science Degree, Civil Engineering.	N/A	N/A
3	Daniel Badelita		Over 20 years of Lead Estimator hard bid estimating experience. 22 years of Lead Estimator experience in transportation projects including alternative delivery projects. Has a Bachelor of Science Degree, Civil Engineering.	N/A	N/A

<p>4</p>	<ol style="list-style-type: none"> 1. Daniel Badelita 2. Jerry Brys 3. Said Najafi 4. Myron Lewis 	<p style="text-align: center;">ELLE CONSULTANTS AN SBE, DBE AND WBE COMPANY</p>	<ol style="list-style-type: none"> 1. Daniel Badelita -21 years of Construction/Project Manager/Cost Estimating experience, bidding work for the Contractor, ICE for the Client, change orders and construction claims. Over 16 years of Contractor experience: Kiewit Pacific Co., CC Myers Inc, Skanska Civil USA. 2. Jerry Brys - 40 years of Construction experience, building and bidding Electrical/Systems projects primarily. Jerry has over 35 years of systems electrical estimating and construction management experience while working for the Contactor. 37 years of Contractor experience: Mass Electric, EMCOR, Helix Electric, Brayer Electric. 3. Said Najafi - 41 years of Construction/Project Manager/Cost Estimating experience, bidding work for the 	<p>N/A</p>	<p>N/A</p>
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			<p>Contractor, ICE for the Client, change orders and construction claims. Over 35 years of Contractor experience: MCM Construction, Ghilotti Construction, Flatiron Construction, Myers and Sons.</p> <p>4. Myron Lewis - 17 years of Construction/Cost Estimating experience. bidding work for the Contractor, change orders and field supervision. Over 13 years of Contractor experience: Kiewit Pacific Co. bidding and preparing change orders for the Contractor.</p>		
5	Joe Peck	 <p>ELLE CONSULTANTS AN SBE, DBE AND WBE COMPANY</p>	<p>Mr. Peck has over 35 years experience developing CPM schedules for contractors on complex transportation projects and has over five years experience of schedule management on major urban projects. Mr. Peck has been serving as Lead Scheduler role on all our CMGCs.</p>	N/A	N/A

(Add rows as needed)

16. Staff Experience:

Résumés shall be provided for all prime and sub-consultant personnel listed in Sections 14 and/or 15 of the proposal. Résumés of personnel not identified in Section 14 or Section 15 of the proposal should not be included and will not be evaluated. Résumés should be **limited to 2 pages per person**. Any certificates required by the advertisement are to be placed in Section 20.

ELLE CONSULTANTS <small>AN SBE, DBE AND WBE COMPANY</small>				
Firm employed by				
Name	Daniel Badelita		Years of relevant experience with this employer	6
Title	Project Manager / Lead Estimator 1		Years of relevant experience with other employer(s)	15
Degree(s) / Years / Specialization		B.S. / 2004 / Civil Engineering		
Active registration number / state / expiration date		N/A		
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities		As the Project Manager, Mr. Badelita will be responsible for overseeing overall contract performance. Badelita has been serving as a Project Manager for the past 10 years, and has 10 years of in series experience in this role. Mr. Badelita has been serving in this role on all our CMGCs with Caltrans included. He will collaborate with LADOTD's Project Manager on all contract-related documents. Additionally, Mr. Badelita will serve as the Lead Estimator 1, providing guidance for the team's cost estimates. Daniel has extensive experience as a Project Manager and Lead Estimator for multiple Cost Estimating Service contracts. With 22 years of experience in construction projects, including 16 years as an Operations Manager and Senior Cost Estimator for various contractors, he has successfully built and managed similar projects in scope to the current RFP. Currently, Daniel applies his construction skills on the client side, drawing upon his vast cost estimating experience.		
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
02/22 - TBD	I-405 Active Traffic Management and Integrated Corridor Management Project - CMGC / Los Angeles, CA – Caltrans <u>Area of Expertise: Acts as Project Manager / Lead Estimator.</u> The Project is located on Route 405 in the City of Los Angeles. Traffic operations strategies will be implemented along the designated 6.75-mile section of the I-405. The new ATM/ICM technology features will need to be incorporated into the existing Los Angeles Regional Transportation Management Center (LARTMC) operation. The LARTMC communication systems will be upgraded on Route 2, East Los Angeles Hub, Los Angeles Airport Hub, and North Hollywood Hub. The project will also upgrade the existing traffic management system (TMS) with life cycle replacements for the TMS field elements. The project is estimated to cost \$30 million, and it would be federally funded program. The Project is at 30% Design. Mr. Badelita is the Lead Cost Estimator and acting Project Manager for the ICE.			
06/18 – 10/20	Route 680 Alameda County Project – Caltrans D4 / Pleasanton, CA- Caltrans <u>Area of Expertise: Acts as Project Manager / Lead Estimator.</u> This project consists of widening 10 miles of route 680 South Bound from 680/84 interchange in Sunol to Alcosta Blvd. in San Ramon in order to construct an express lane for the entire 10			

	<p>miles. Project consist of 5 stage construction with approximately 2 miles of retaining walls, 33,000 CY of concrete pavement replacement with PC concrete panel, over 50,000 tons of HMA overlay. The project also included complete Electronic Toll System, Active Traffic Management (ATM), Integrated Corridor Management (ICM), Queue Warning, Speed Harmonization, Dynamic Corridor Adaptive Ramp Metering, Traveler Information, as Closed-Circuit Televisions (CCTVs), Changeable Message Signs (CMS), Vehicle Detection Stations (VDS), Ramp Metering Systems (RMS), Extinguishable Message Signs (EMS), etc. Mr. Badelita worked with Said performing complete constructability review of 65% PS&E through 100% PS&E, prepared comprehensive construction schedule with project duration of 750 working days, prepared detailed cost estimate of all bid items. With Mr. Badelita's experience and innovation saved 300 working days, just by resequencing the project.</p>
02/19 – 08/21	<p>Saratoga Bridge Project – CMGC / Saratoga, CA- Caltrans <u>Area of Expertise: Acts as Project Manager / Lead Cost Estimator.</u> The project is located at post mile 4.9 where State Route (SR-) 9 crosses Sanborn Creek, near the intersection of SR-9 and Sanborn Road. The purpose of the project is to maintain safe and stable connectivity along on SR-9, between the City of Saratoga in Santa Clara County and the community of Felton in Santa Cruz County. The need for this project is due to structural and seismic deficiencies in the existing Saratoga Creek Bridge (Bridge No. 37 0074). The project proposes to address these concerns by constructing a new bridge within the existing bridge in a manner that preserves the historic look of the existing bridge. The Project is currently in the 100% Design Cost Estimating Phase. The Project is in a remote location and most of the work is very site specific in relation to the overall scope. Mr. Badelita is the Lead Cost Estimator for the ICE.</p>
05/22 – 10/24	<p>127.5 Bridge Replacement Project – CMGC / Anchorage, AK- Alaska Railroad Corporation <u>Area of Expertise: Acts as Project Manager / Lead Cost Estimator.</u> The Project will improve railroad safety, efficiency, and reliability on the Class II railroad that is owned and operated by Alaska Railroad Corporation (ARRC). The bridge is part of the railroad's main line between Seward and Fairbanks. The Project Team is composed of ARRC staff, ARRC's Design Consultant HDR, ELLE Consultants as the ICE and Kiewit as the CM/GC Contractor. The job is in a remote location and the existing 308-foot superstructure will be replaced with three 120-foot deck-plate girder (DPG) ballast deck superstructures. The Project is currently in the 60% Design Cost Estimating phase. Mr. Badelita is Project Manager and Lead cost estimator for the ICE.</p>
07/12 – 12/18	<p>HWY I-15 Widening – CMGC / San Bernardino, CA – Caltrans / RCTC <u>Area of Expertise: Acted as Project Manager / Lead Cost Estimator.</u> The project entails of 6 miles of Hwy widening, roadway work, tolling and carpool, 16 bridges, white and back paving, retaining walls, tolling systems, 3rd party relocations (power, gas, water, sewer, storm drain, OH, UG), etc. RCTC, in partnership with Caltrans will link the future 15 Express Lanes currently under construction to the 91 Express Lanes. A new connection will be provided from the eastbound 91 Express Lanes to the future northbound 15 Express Lanes and from the future southbound 15 Express Lanes to the westbound 91 Express Lanes. Mr. Badelita was responsible to perform independent cost estimates and development / updating of the risk register.</p>

(Add rows as needed)

16. Staff Experience:

Résumés shall be provided for all prime and sub-consultant personnel listed in Sections 14 and/or 15 of the proposal. Résumés of personnel not identified in Section 14 or Section 15 of the proposal should not be included and will not be evaluated. Résumés should be **limited to 2 pages per person**. Any certificates required by the advertisement are to be placed in Section 20.


ELLE CONSULTANTS <small>AN SBE, DBE AND WBE COMPANY</small>				
Firm employed by				
Name	Jerry Brys		Years of relevant experience with this employer	4
Title	Cost Estimator 2 / Electrical Systems		Years of relevant experience with other employer(s)	35
Degree(s) / Years / Specialization		B.S. / 1988 / Electrical Engineering		
Active registration number / state / expiration date		N/A		
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities		Mr. Brys will be Cost Estimator 2 and prepare systems electrical cost estimates. Mr. Brys has over 38 years of systems electrical estimating and project management experience for both preconstruction and construction management phases. Mr. Brys comes from the contractor side and his depth and expertise is at a very high level. His experience includes high voltage and low voltage electrical, tunneling lighting and detailing, station power inside out, traction power, track switches, constructability reviews, power distribution cost efficiencies, equipment load calculation parameters and assumptions, life-safety/communication and security systems, HVAC/mechanical equipment electrical interface, identifying design “gaps”, lighting layout, and light fixture selection. Jerry has excellent communication and team building skills and the ability to manage multiple tasks in high-pressure environments. He is well versed in various project stages, from preliminary design and engineering at a conceptual level through engineer estimates and change order negotiation.		
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
05/22 – 10/24	127.5 Bridge Replacement Project – CMGC / Anchorage, AK- Alaska Railroad Corporation <u>Area of Expertise: Acts as Senior Estimator.</u> The Project will improve railroad safety, efficiency, and reliability on the Class II railroad that is owned and operated by Alaska Railroad Corporation (ARRC). The bridge is part of the railroad’s main line between Seward and Fairbanks. The Project Team is composed of ARRC staff, ARRC’s Design Consultant HDR, ELLE Consultants as the ICE and Kiewit as the CM/GC Contractor. The job is in a remote location and the existing 308-foot superstructure will be replaced with three 120-foot deck-plate girder (DPG) ballast deck superstructures. The Project is currently in the Design Cost Estimating phase. Mr. Brys is a senior electrical/systems cost estimator for the ICE.			
02/22 - TBD	I-405 Active Traffic Management and Integrated Corridor Management Project - CMGC / Los Angeles, CA – Caltrans <u>Area of Expertise: Acts as Senior Estimator.</u> The Project is located on Route 405 in the City of Los Angeles. Traffic operations strategies will be implemented along the designated 6.75-mile section of the I-405. The new ATM/ICM technology features will need to be incorporated into the existing Los Angeles Regional Transportation Management Center (LARTMC)			

	<p>operation. The LARTMC communication systems will be upgraded on Route 2, East Los Angeles Hub, Los Angeles Airport Hub, and North Hollywood Hub. The project will also upgrade the existing traffic management system (TMS) with life cycle replacements for the TMS field elements. The project is estimated to cost \$30 million, and it would be federally funded program. The Project is currently in the Design Cost Estimating Phase. Mr. Brys is an electrical/systems senior estimator with the ICE team for the CMGC.</p>
02/19 – 08/21	<p>Route 680 Alameda County Project – Caltrans D4 / Pleasanton, CA- Caltrans <u>Area of Expertise: Acts as Senior Estimator.</u> This project consists of widening 10 miles of route 680 South Bound from 680/84 interchange in Sunol to Alcosta Blvd. in San Ramon in order to construct an express lane for the entire 10 miles. Project consist of 5 stage construction with approximately 2 miles of retaining walls, 33,000 CY of concrete pavement replacement with PC concrete panel, over 50,000 tons of HMA overlay. The project also included complete Electronic Toll System, Active Traffic Management (ATM), Integrated Corridor Management (ICM), Queue Warning, Speed Harmonization, Dynamic Corridor Adaptive Ramp Metering, Traveler Information, as Closed-Circuit Televisions (CCTVs), Changeable Message Signs (CMS), Vehicle Detection Stations (VDS), Ramp Metering Systems (RMS), Extinguishable Message Signs (EMS), etc. Mr. Brys is an electrical/systems senior estimator on the project.</p>
07/15 – 07/23	<p>LAWA Modernization, Ph 2 - CMCG / CMAR Los Angeles, CA – Los Angels World Airport <u>Area of Expertise: Acts as Senior Estimator.</u> This Project currently delivers the design and construction services for utility relocations, demolition of existing facilities, roadway improvements, and other enabling infrastructure improvement projects and services for the independent projects and the LAWA ground access system to support the construction of the proposed LAMP APM, CONRAC, ITF facilities, and other projects adjacent to LAWA. Mr. Brys acted as the Lead Estimator, producing multiple production-based cost estimates, change orders, negotiations and value engineering reports for the client.</p>
06/02 – 12/08	<p>Rosecrans / Marquardt Grade Separation Project – DB Santa Fe Springs, CA – LA Metro <u>Area of Expertise: Acts as Senior Electrical/ Systems Estimator.</u> The Rosecrans/Marquardt Grade Separation Project will improve the safety and track flow of the Rosecrans Av/ Marquardt Av intersection. Located in the City of Santa Fe Springs, the grade crossing is traversed by more than 112 freight and passenger trains, and 45,000 vehicles daily. With such heavy through traffic, this intersection has been identified by the CPUC as the most hazardous grade crossing in the state. Providing a grade separation will significantly improve safety, eliminate delays and enhance the environment. Jerry provides oversight for the project. Mr. Brys reviews constructability issues, negotiated change orders as needed and participated in weekly meetings. Mr. Brys was responsible for review and negotiation of change orders, progress schedules, payment application, claims.</p>

(Add rows as needed)

16. Staff Experience:

Résumés shall be provided for all prime and sub-consultant personnel listed in Sections 14 and/or 15 of the proposal. Résumés of personnel not identified in Section 14 or Section 15 of the proposal should not be included and will not be evaluated. Résumés should be **limited to 2 pages per person**. Any certificates required by the advertisement are to be placed in Section 20.

 AN SBE, DBE AND WBE COMPANY			
Firm employed by			
Name	Said Najafi		Years of relevant experience with this employer
Title	Cost Estimator 3 / QA/QC Manager		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		B.S. & M.S. / 1980 & 1982 / Civil Engineering & Civil Engineering	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Mr. Najafi will be the Cost Estimator 3 and prepare structures cost estimates. Mr. Najafi acts as Cost Estimator for multiple ICE Contracts. Said has over 40 years of Construction/Cost Estimating experience, bidding work for the Contractor, ICE for the Client, change orders and constructability review, risk, construction claims. Said's career encompasses building bridges, express lane, systems, retrofitting bridges, structures, managing accelerated schedules, highly congested highway work, coordination with multiple agencies, elaborate traffic control mitigations, ingenious trestle work in the water, sheet piles, cofferdams, retrofit of posttensioning assemblies, steel girder structures, concrete paving, scour retrofit, CIDH, CISS, driven piles and every type of concrete structures work that exists. His experience and understanding will help provide detailed and comprehensive estimates.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
02/22 - TBD	I-405 Active Traffic Management and Integrated Corridor Management Project - CMGC / Los Angeles, CA – Caltrans <u>Area of Expertise: Acts as Cost Estimator 2 / QA/QC Manager.</u> The Project is located on Route 405 in the City of Los Angeles. Traffic operations strategies will be implemented along the designated 6.75-mile section of the I-405. The new ATM/ICM technology features will need to be incorporated into the existing Los Angeles Regional Transportation Management Center (LARTMC) operation. The LARTMC communication systems will be upgraded on Route 2, East Los Angeles Hub, Los Angeles Airport Hub, and North Hollywood Hub. The project will also upgrade the existing traffic management system (TMS) with life cycle replacements for the TMS field elements. The project is estimated to cost \$30 million, and it would be federally funded program. The Project is currently in the 30% Design Cost Estimating Phase. Mr. Najafi is the Cost Estimator and QA/QC Manager and Risk Manager for the Project.		
02/19 – 08/21	Route 680 Alameda County Project – Caltrans D4 / Pleasanton, CA- Caltrans <u>Area of Expertise: Acts as Senior Estimator.</u> This project consists of widening 10 miles of route 680 South Bound from 680/84 interchange in Sunol to Alcosta Blvd. in San Ramon in order to construct an express lane for the entire 10 miles. Project consist of 5 stage construction with approximately 2 miles of retaining walls, 33,000 CY of concrete pavement replacement		

	with PC concrete panel, over 50,000 tons of HMA overlay. The project also included complete Electronic Toll System, Active Traffic Management (ATM), Integrated Corridor Management (ICM), Queue Warning, Speed Harmonization, Dynamic Corridor Adaptive Ramp Metering, Traveler Information, as Closed-Circuit Televisions (CCTVs), Changeable Message Signs (CMS), Vehicle Detection Stations (VDS), Ramp Metering Systems (RMS), Extinguishable Message Signs (EMS), etc. Mr. Said Najafi has performed complete constructability review of 35% PS&E through 100% PS&E, prepared comprehensive construction schedule with project duration of 750 working days, prepared detailed cost estimate of all bid items. With Mr. Najafi's experience and innovation, construction schedule was reduced by approximately 300 working days.
02/19 – 08/21	Saratoga Bridge Project – CMGC / Saratoga, CA- Caltrans <u>Area of Expertise: Acts as Cost Estimator / QA/QC Manager.</u> The project is located at post mile 4.9 where State Route (SR-) 9 crosses Sanborn Creek, near the intersection of SR-9 and Sanborn Road. The purpose of the project is to maintain safe and stable connectivity along on SR-9, between the City of Saratoga in Santa Clara County and the community of Felton in Santa Cruz County. The need for this project is due to structural and seismic deficiencies in the existing Saratoga Creek Bridge (Bridge No. 37 0074). The project proposes to address these concerns by constructing a new bridge within the existing bridge in a manner that preserves the historic look of the existing bridge. The Project is currently in the 100% complete.
05/22 – 10/24	127.5 Bridge Replacement Project – CMGC / Anchorage, AK- Alaska Railroad Corporation <u>Area of Expertise: Acts as Cost Estimator / QA/QC Manager.</u> The Project will improve railroad safety, efficiency, and reliability on the Class II railroad that is owned and operated by Alaska Railroad Corporation (ARRC). The bridge is part of the railroad's main line between Seward and Fairbanks. The Project Team is composed of ARRC staff, ARRC's Design Consultant HDR, ELLE Consultants as the ICE and Kiewit as the CM/GC Contractor. The job is in a remote location and the existing 308-foot superstructure will be replaced with three 120-foot deck-plate girder (DPG) ballast deck superstructures. The Project is currently in the 60% Design Cost Estimating phase. Mr. Najafi is senior structural cost estimator for the ICE.
02/19 – 08/21	Paintersville /Mokelumne River Bridge Retrofit – CMGC / Sacramento County CA – Caltrans <u>Area of Expertise: Acts as Cost Estimator / QA/QC Manager.</u> This \$26+ million project is supposed to seismically retrofit 2 bridges. The scope of work outlines CISS Piles, CIDH Piles, construction of new abutment / bent foundations, which was connected to the existing foundations to mitigate scouring; pouring concrete and placing riprap around the bents and abutments; the columns are being replaced by new columns; the bent caps and hinges are being replaced; the deck is being retrofitted; all water is being diverted using cofferdams / sheetpiles; the traffic will be re-routed for a period of time to increase construction productivity; while the majority of work will be done from below the structure where traffic is not affected or using multiple traffic staging. Both bridges had multiple hinge replacements, since the bridges consisted of about 22 bents. The project was partially built from a barge, but the vast majority of the work was done under the bridge where the river was shallow or had no water at all. The job required extensive coordination with other jurisdictions and significant public relations – especially with the local residents that were directly affected by the project.

(Add rows as needed)

16. Staff Experience:

ELLE CONSULTANTS <small>AN SBE, DBE AND WBE COMPANY</small>			
Firm employed by			
Name	Myron Lewis	Years of relevant experience with this employer	4
Title	Cost Estimator 4 / Quantity Takeoff Lead	Years of relevant experience with other employer(s)	13
Degree(s) / Years / Specialization		B.S. / 2007 / Civil Engineering	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Mr. Lewis will be the Cost Estimator 4 and prepare civil cost estimates. Mr. Lewis acts as Cost Estimator for multiple ICE Contracts. Mr. Lewis has over 17 years of cost estimating experience bidding jobs and estimating change orders. Mr. Lewis comes from the contractor side and his depth and expertise is at a very high level. His experience includes constructability reviews; quantity takeoff using Bluebeam / on-screen / plan swift / Agtek; detailed cost estimates using HCSS / production-based cost estimate / negotiations / value engineering, etc. Mr. Lewis has excellent communication and team building skills and the ability to work on multiple tasks in high-pressure environments. He is well versed in various project stages, from preliminary design and engineering at a conceptual level through engineer estimates and change order negotiation.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
02/22 - TBD	I-405 Active Traffic Management and Integrated Corridor Management Project - CMGC / Los Angeles, CA – Caltrans <u>Area of Expertise: Acts as Senior Estimator.</u> The Project is located on Route 405 in the City of Los Angeles. Traffic operations strategies will be implemented along the designated 6.75-mile section of the I-405. The new ATM/ICM technology features will need to be incorporated into the existing Los Angeles Regional Transportation Management Center (LARTMC) operation. The LARTMC communication systems will be upgraded on Route 2, East Los Angeles Hub, Los Angeles Airport Hub, and North Hollywood Hub. The project will also upgrade the existing traffic management system (TMS) with life cycle replacements for the TMS field elements. The project is estimated to cost \$30 million, and it would be federally funded program. The Project is currently in the 100% Design Cost Estimating Phase. Mr. Lewis is Cost Estimator 2 for the Project; he reports to Daniel Badelita.		
02/19 – 08/21	Saratoga Bridge Project – CMGC / Saratoga, CA- Caltrans <u>Area of Expertise: Acts as Senior Estimator.</u> The project is located at post mile 4.9 where State Route (SR-) 9 crosses Sanborn Creek, near the intersection of SR-9 and Sanborn Road. The purpose of the project is to maintain safe and stable connectivity along on SR-9, between the City of Saratoga in Santa Clara County and the community of Felton in Santa Cruz County. The need for this project is due to structural and seismic deficiencies in the existing Saratoga Creek Bridge (Bridge No. 37 0074). The project proposes to address these concerns by constructing a new bridge within the existing bridge in a manner that		

	preserves the historic look of the existing bridge. The Project is currently in the 100% Design Cost Estimating Phase. Mr. Lewis is Cost Estimator 2 for the Project; he reports to Daniel Badelita.
05/22 – 10/24	<p>127.5 Bridge Replacement Project – CMGC / Anchorage, AK- Alaska Railroad Corporation</p> <p><u>Area of Expertise: Acts as Senior Estimator.</u> The Project will improve railroad safety, efficiency, and reliability on the Class II railroad that is owned and operated by Alaska Railroad Corporation (ARRC). The bridge is part of the railroad’s main line between Seward and Fairbanks. The Project Team is composed of ARRC staff, ARRC’s Design Consultant HDR, ELLE Consultants as the ICE and Kiewit as the CM/GC Contractor. The job is in a remote location and the existing 308-foot superstructure will be replaced with three 120-foot deck-plate girder (DPG) ballast deck superstructures. The Project is currently in the 60% Design Cost Estimating phase. Mr. Lewis is senior cost estimator for the ICE.</p>
10/18 – 07/20	<p>Santa Clara Valley Berryessa Extension to San Jose Phase 1 / Milpitas, CA (Design Build) - BART / VTA</p> <p><u>Area of Expertise: Acts as Senior Estimator / Scheduler.</u> The project consists of 10 miles of new alignment, from Fremont Extension Limit to Berryessa Station. The new extension has 6 new substations, underground, at grade and aerial alignment. Phase I includes two new BART stations that are each part of two bigger, new transit centers: the Milpitas Transit Center and the Berryessa Transit Center. Both Transit Centers will feature.</p> <p>Mr. Lewis worked on Daniel Badelita team to develop construction-based estimates to help negotiations with the Contractor for part of the change orders on the project. He also developed Risk Registries and updated it every month. Myron also updated the 3 Week Look Ahead schedule of all VTA/BART work on the Project. Coordinate all work in the Field and reflect it in the Schedule. Work closely with BART to provide SSWPs and TAR for all work in the Field. Coordinate all night and day work, ensuring the Power to Track is ON/OFF per BART’s request.</p>
08/10 – 02/15	<p>I-80 Hwy Interchange & Truck Scale / CHP Facility – CMGC / Cordelia CA – Caltrans</p> <p><u>Area of Expertise: Acts as Senior Estimator.</u> The Project had to rebuild and relocate the existing eastbound Cordelia Truck Scales on I-80, in Solano County, within the I-80/I-680/SR-12 Interchange complex. A 4-lane bridge was built across Suisun Creek and braided ramps now connect the new scale facility to Eastbound I-80 and Eastbound SR-12 ramps. The E80-E12/E80 tunnel-like separation structure is approximately 300 FT long allowing E80 trucks exiting the new scale facility to travel under E12 traffic without cross traffic congestion. The CHP Facility was built while maintain the old facility in service and building extended entrance and exit ramps from the Station. The Facility also included multiple state of the art for that time – sensors and meters that helped decongest the area. CHP Facility is almost 30,000sf.</p> <p>Myron was initially tasked with all change order qty takeoffs; he later transitioned into cost estimating change orders and help develop the basis for negotiations. Besides change orders negotiations support for the contractor Myron was responsible for coordination in the field of all underground utility relocations, report progress payments and present to the Client, develop 3WLA schedule of all utility relocation work on the Project, coordinate and review maintenance of traffic with Caltrans and provide field engineering for numerous utility companies, pipeline and telecommunication underground utility relocations on the Project. All utility change orders were initiated by Mr. Lewis, quantified and estimated.</p>

(Add rows as needed)

16. Staff Experience:

ELLE CONSULTANTS <small>AN SBE, DBE AND WBE COMPANY</small>				
Firm employed by				
Name	Peter Borjesen		Years of relevant experience with this employer	4
Title	Cost Estimator 5 / MOT Manager		Years of relevant experience with other employer(s)	41
Degree(s) / Years / Specialization		M.S. / 1971 / Civil Engineering		
Active registration number / state / expiration date		22314 / CA / 09-30-2023		
Year registered	1973	Discipline	Civil Engineer	
Contract role(s) / brief description of responsibilities		Mr. Borjesen will be cost estimator 5 and manage maintenance of traffic estimates. Mr. Borjesen understands construction, because he worked for the Contractor for many years and is applying his extensive experience performing detailed contractor-based cost estimates and claims Support. Peter's experience has been gained in the United States, as well as overseas in the Kingdom of Saudi Arabia, Kuwait, Egypt, Sweden, Germany, Australia and Finland. It covers hands-on supervision of field operations, as well as construction management, administrative work and disputes resolution. Mr. Borjesen has acted as expert witness in several litigations/disputes. Peter is an energetic and self-driven senior cost estimator, with experience that spans over 45 years. Peter has experience with multiple delivery methods like: Design Bid Build, CMGC, etc. Mr. Borjesen has excellent communication and team building skills and the ability to manage multiple tasks in high-pressure environments.		
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
01/18 – 10/25	Hanford Viaduct - Design Build / Selma, CA – HSR <u>Area of Expertise: Acts as Senior Estimator/ MOT Manager.</u> The Hanford Viaduct will span more than a mile in length and will allow high-speed trains to cross over Grangeville Boulevard, San Joaquin Valley Railroad, and State Route 198. The Project consists of multiple relocations of substations and track realignments; coordination with 3 rd Party Agencies and integration of design. Mr. Borjeson has been developing independent cost estimates on change orders on the project for anything structures and underground related. Peter also has been providing support on construction sequencing and challenging the Contractor on their means and methods of construction for change orders.			
11/11 – 06/20	Santa Clara Valley Berryessa Extension to San Jose Phase 1 / Milpitas, CA (Design Build) - BART / VTA <u>Area of Expertise: Acts as Senior Estimator/ MOT Manager.</u> The project consists of 10 miles of new alignment, from Fremont Extension Limit to Berryessa Station. The new extension has 6 new substations, underground, at grade and aerial alignment. Phase I includes two new BART stations that are each part of two bigger, new transit centers: the Milpitas Transit Center and the Berryessa Transit Center. Both Transit Centers will feature. Mr. Borjeson assisted Daniel Badelita team with independent cost estimating on the change orders on the project.			

06/02 – 12/08	<p>Benicia Martinez Bridge – DBB / Benicia, CA – Caltrans District 4 <u>Area of Expertise: Acts as Senior Estimator/ MOT Manager.</u> This was a large Caltrans D4 Contract – Construction of a new bridge over the Bay Area Benicia Golf. The five-lane, 8,790-foot-long toll bridge carries northbound vehicles across the Carquinez Strait and connects the City of Benicia in Solano County and the City of Martinez in Contra Costa County. Mr. Borjeson prepared quantity takeoffs and cost estimate on foundation changes. The project was originally bid for \$300 Million, but due to foundation design issues with Caltrans the cost of the project elevated to \$900 Million. Peter assisted in multiple high dollars change orders and negotiations with Caltrans. All estimate were bottoms up and involved a great level of detail.</p>
10/04 – 07/07	<p>Richmond-San Rafael Bridge Seismic Retrofit Projects / San Rafael, CA District 4 <u>Area of Expertise: Acts as Senior Estimator/ MOT Manager.</u> Seismic retrofit of existing 4.5-mile-long bridge with two spans across active shipping channels. The contract consisted of major renovations and seismic retrofitting of both the superstructure and foundation. The Richmond-San Rafael Bridge is one of the largest and most complicated bridges in the state. Factors such as variable soils and foundations, aged and complex structures, heavy traffic volume, utilities, shipping concerns and environmental issues combined to make this project extremely challenging. Mr. Borjeson duties included disputes resolution, claims development and merit determination</p>
07/06 – 11/07	<p>Bay Bridge Seismic Temporary Bypass Structural Project / Oakland, CA District 4 <u>Area of Expertise: Acts as Senior Estimator/ MOT Manager.</u> This project provided construction of a temporary double-deck structure south of the original San Francisco-Oakland Bay Bridge to divert eastbound and westbound traffic off of the existing bridge while the new Bay Bridge structure was completed. The temporary viaduct ran parallel to the existing lanes and tied into the existing bridge and tunnel; this temporary shift was the most significant realignment of the bridge to date. Two distinct weekend-long projects, two years apart, were the highlights of this project. During Labor Day 2007, a 350-foot-long seismic retrofit section was rolled in, just before the Yerba Buena Island Tunnel. During Labor Day 2009, a 288-foot portion of the existing truss bridge was cut away and replaced with a new span rolled in to form a connection to the detour. The project was completed with the removal of one third of a mile-long section of the existing Bay Bridge to make room for the new eastern span to tie into the existing tunnel. Mr. Borjesen duties included disputes resolution, claims development and merit determination</p>

(Add rows as needed)

16. Staff Experience:

ELLE CONSULTANTS <small>AN SBE, DBE AND WBE COMPANY</small>				
Firm employed by				
Name	Kofi Baryeh		Years of relevant experience with this employer	2
Title	Cost Estimator 6/ Task Order Manager		Years of relevant experience with other employer(s)	22
Degree(s) / Years / Specialization		B.S. & M.S. / 1996 & 1998 / Civil Engineering & Earthquake Engineering		
Active registration number / state / expiration date		74518 / CA / 12-31-2023		
Year registered	2009	Discipline	Civil Engineer	
Contract role(s) / brief description of responsibilities		<p>Mr. Baryeh will be the Cost Estimator 6 and prepare structure cost estimates. Mr. Baryeh worked for the Contractor for over 20 years, <i>Contractors like: Kiewit Pacific and Granite Construction</i>. Kofi worked in Kiewit & Granite's Cost Estimating Department producing bottoms up bids and change orders in the field.</p> <p>Mr. Baryeh worked for Kiewit Pacific Co. on some high-level projects of which one prominent project is Benicia Bridge. Mr. Baryeh also worked at Granite Construction, further building large design build Transportation projects including the SR22 project in Orange County, CA, McCarran Airport T3 early civil package and a few Caltrans Projects.</p> <p>Mr. Baryeh continued his career working directly for LA Metro as a Resident Engineer. He served as Resident Engineer on projects and provided oversight to others as a Division Construction Manager on projects across the Los Angeles County. His roles / responsibilities were as follows: RE for multiple Projects, Construction Manager, managed all change orders and schedule delays on his projects.</p> <p>Mr. Baryeh has an extensive understanding of cost estimating Support on several large design-built project. He is a very personable and an amazing leader. He managed up to 40 people on several projects with Kiewit, Granite and LA Metro.</p>		
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
02/22 - TBD	<p>I-405 Active Traffic Management and Integrated Corridor Management Project - CMGC / Los Angeles, CA – Caltrans Area of Expertise: Acts as Task Order Manager. The Project is located on Route 405 in the City of Los Angeles. Traffic operations strategies will be implemented along the designated 6.75-mile section of the I-405. The new ATM/ICM technology features will need to be incorporated into the existing Los Angeles Regional Transportation Management Center (LARTMC) operation. The LARTMC communication systems will be upgraded on Route 2, East Los Angeles Hub, Los Angeles Airport Hub, and North Hollywood Hub. The project will also upgrade the existing traffic management system (TMS) with life cycle replacements for the TMS field elements. The project is estimated to cost \$30 million, and it would be federally funded program. Mr. Baryeh is the Constructability Manager for the Project. The project is at 30% design. Kofi is overseeing all deliverable, while ensuring timely and quality work product.</p>			

02/19 – 08/21	<p>Saratoga Bridge Project – CMGC / Saratoga, CA- Caltrans <u>Area of Expertise: Acts as Task Order Manager.</u> The project is located at post mile 4.9 where State Route (SR-) 9 crosses Sanborn Creek, near the intersection of SR-9 and Sanborn Road. The purpose of the project is to maintain safe and stable connectivity along on SR-9, between the City of Saratoga in Santa Clara County and the community of Felton in Santa Cruz County. The need for this project is due to structural and seismic deficiencies in the existing Saratoga Creek Bridge (Bridge No. 37 0074). Mr. Baryeh is the Constructability Manager for the Project. The project is at 100% design. Kofi is overseeing all deliverable, while ensuring timely and quality work product.</p>
07/12 – 12/22	<p>Construction Package 2-3, DB / Selma, CA – HSR <u>Area of Expertise: Acts as Construction Manager / Task Order Manager.</u> This project extends in excess of 65 miles from the terminus of East American Avenue in Fresno to approximately one mile north of the Tulare-Kern County line. CP 2-3 will include approximately 33 grade separations in the counties of Fresno, Tulare and Kings, including viaducts, underpasses and overpasses, totaling 50 Bridge Structures. The overall alignment will be fully electrified and track will be laid. The Project consists of multiple relocations of substations and track realignments; coordination with 3rd Party Agencies and integration of design. Kofi acted as the Construction Manager for Segment 3 of CP2-3 Package, which is almost 30 miles of alignment. Kofi provides construction oversight for the installation of 20 bridges, 20 miles of embankment, utility relocations, manage 3rd parties, provide monthly reports, review construction schedules, maintain a high safety culture, manage change order procedures and provide public relations presence with affected individuals/businesses and agencies. He is managing 30 people on the Project.</p>
06/02 – 12/08	<p>Benicia Martinez Bridge – DBB / Benicia, CA – Caltrans <u>Area of Expertise: Acts as Construction Manager / Task Order Manager.</u> This was a large Caltrans D4 Contract – Construction of a new bridge over the Bay Area Benicia Golf. The five-lane, 8,790-foot-long toll bridge carries northbound vehicles across the Carquinez Strait and connects the City of Benicia in Solano County and the City of Martinez in Contra Costa County.</p> <p>Mr. Baryeh started his role as a Project Engineer, later he transitioned to foundations superintendent and superstructure superintendent. He developed construction sequence for ramp box girders and bridge abutment; determined material quantities; provided lift drawings, tracked costs; corresponded with Caltrans as needed in getting submittals approved. Prepared hazard mitigation plans; quantity takeoffs and cost estimate on foundation changes. The project was originally bid for \$300 Million, but due to foundation design issues with Caltrans the cost of the project elevated to \$900 Million. Kofi was in charge of multiple high dollars change orders and negotiations with Caltrans. All estimate were bottoms up and involved a great level of detail.</p>
02/11 – 12/13	<p>Clinton Keith Bridge Widening I-15 / Wildomar, CA – Caltrans <u>Area of Expertise: Acts as Construction Manager / Task Order Manager.</u> This project involved the widening of the Clinton Keith Bridge over the I-15. The project was funded by Riverside County, but was to be owned and maintained by Caltrans. The job involved multiple jurisdictions to coordinate, complex traffic control management, limited work windows, accelerated schedule, etc.</p> <p>Mr. Baryeh was part of the Structures Division acting as the Project Manager. His responsibility solely involved constructing the bridge widening portion of the project. He managed subcontractors (Pile driving, rebar installation, Post tensioning etc.), scheduled material deliveries, provided bridge construction schedule to be incorporated in the project schedule, participated in weekly schedules and provided forecast bridge profitability on a monthly basis. He managed up to 50 people on the Project.</p>

(Add rows as needed)


16. Staff Experience:

ELLE CONSULTANTS <small>AN SBE, DBE AND WBE COMPANY</small>			
Firm employed by			
Name	Richard Raine	Years of relevant experience with this employer	4
Title	Estimator 7 / Risk Review Manager	Years of relevant experience with other employer(s)	33
Degree(s) / Years / Specialization		B.S. / 1985 / Civil Engineering	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Mr. Raine worked for Kiewit Pacific for 31 years, where he started as an engineer in 1985 and retiring as the Senior Vice President and Northern CA Area Manager. Richard is an expert user of HCSS Heavy Bid as the preferred industry estimating software as well as Hard Dollar. Mr. Raine acted as Project Director for multiple large projects for Client and other agencies. In addition to being ICE's Constructability Specialist 3, he will act as the risk review manager on this SOQ. He possesses strong analytical, technical and problem-solving skills and a demonstrated ability to develop and implement innovative problem-solving techniques. Mr. Raine has excellent communication and team building skills and the ability to manage multiple tasks in high-pressure environments. He is well versed in various project stages, from preliminary design and engineering at a conceptual level to change order negotiation and claims.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
01/18 – TBD	<p>Hanford Viaduct - Design Build / Selma, CA – HSR <u>Area of Expertise: Acts as Senior Estimator / Risk Manager.</u> The Hanford Viaduct will span more than a mile in length and will allow high-speed trains to cross over Grangeville Boulevard, San Joaquin Valley Railroad, and State Route 198. The Project consists of multiple relocations of substations and track realignments; coordination with 3rd Party Agencies and integration of design.</p> <p>Mr. Raine has been developing independent cost estimates on change orders on the project for anything structures and underground related. Richard also has been providing support on construction sequencing and challenging the Contractor on their means and methods of construction for change orders.</p>		
01/11 – 06/20	<p>Honolulu Rail Transit Project - Design Build / Selma, CA – HSR <u>Area of Expertise: Acts as Senior Estimator / Risk Manager</u> The two-track aerial rail structure is composed of simple span precast concrete segmental bridges. 5,238 precast segments in total produces at an average rate of thirteen (13) per day lead to the first ten-mile section of the twenty-mile project being built quickly. Nearly all the construction utilized the span-by-span methods and single-column supports. 129 cast-in-place trapezoidal segments that are 30' wide with spans between 68' and 151' long were also constructed. The precast segments were erected using the span-by-span method with underslung girders</p>		

	supported on temporary pier brackets that rest on the top of the columns and leap-frogged forward as the girders launched. The structural system used simple spans of match cast segments that only required epoxy at the joints. The project features unique visual accents that reflect the spirit and culture of Hawaii. Richard was the Project Director responsible for all aspects of the job top to bottom including planning, execution, coordination, cost control, and innovation. He had a team of 30 people reporting to him on the Project.
07/09 – 10/14	<p>Northern Rail Extension Bridge Project – CMGC / Satcha, AK- Alaska Railroad Corporation</p> <p><u>Area of Expertise: Acts as Project Director.</u> The Project included one major bridge (over 3,300 LF long) over Tanana River in a remote location. It also involved building multiple new roadways, 11,000-foot levee, etc. The Project faced major challenges between limited daylight, riverbanks with a river channel that would fluctuate water debits by 200%, below freezing temperature for the large majority of the working hours, concrete plant that was too far from the Project, the overall remote location of the work, etc. Buying materials, especially steel in a time when the economy didn't do too well and the price of commodities would change on a weekly basis. The project also featured 9,500 feet of 6-foot-diameter pile, 12,500 cubic yards of concrete, and 7,300 tons of structure steel girder and decking.</p> <p>Richard was the Project Director responsible for all aspects of the job top to bottom including planning, execution, coordination, cost control, and innovation. He had a team of 50 people reporting to him at the highest peak on the Project.</p>
06/09 – 07/16	<p>I-405 Sepulveda Pass Improvement, Design Build / Los Angeles, CA – Caltrans District 7</p> <p><u>Area of Expertise: Acts as Project Director.</u> The project comprised an addition of a 10-mile northbound HOV lane on the I-405 between the I-10 and US-101 freeways, 3 major bridge replacements, 27 on/off-ramp realignments, 13 bridge widenings, addition of 18 miles of retaining walls and sound walls. Two (2) 'Carnageddon' bridge demolitions for Mulholland and Sunset Bridges that closed down 10 miles of the I-405 in 2011 and 2012</p> <p>Richard was the Project Director responsible for all aspects of the job top to bottom including planning, execution, coordination, cost control, and innovation. He had a team of 1000+ people reporting to him at the highest peak on the Project.</p>
06/02 – 12/08	<p>Benicia Martinez Bridge – DBB / Benicia, CA – Caltrans District 4</p> <p><u>Area of Expertise: Acts as Project Director.</u> This was a large Caltrans D4 Contract – Construction of a new bridge over the Bay Area Benicia Golf. The five-lane, 8,790-foot-long toll bridge carries northbound vehicles across the Carquinez Strait and connects the City of Benicia in Solano County and the City of Martinez in Contra Costa County.</p> <p>Richard was the Project Director responsible for all aspects of the job top to bottom including planning, execution, coordination, cost control, and innovation. He had a team of 500+ people reporting to him at the highest peak on the Project.</p>

(Add rows as needed)

16. Staff Experience:

 AN SBE, DBE AND WBE COMPANY				
Firm employed by				
Name	Joe Peck		Years of relevant experience with this employer	3
Title	Lead Scheduler 1 / Innovation Manager		Years of relevant experience with other employer(s)	37
Degree(s) / Years / Specialization		B.S. / 1986 / Civil Engineering		
Active registration number / state / expiration date		N/A		
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities		<p>Mr. Peck will be the teams lead scheduler. Joe Peck has been doing forensic scheduling and claims for over 40 years. Mr. Peck experience has been revolving around baseline & forensic scheduling, which includes preparing baseline schedules, reviewing schedules, resource loading of the schedule and correlation with the cost estimate, construction claims resolution, providing the Client the best construction experience with an emphasis in planning and scheduling and training multiple Clients and entry level schedulers. Joe has an extensive knowledge Scheduling with software like Primavera P6 and Microsoft Project. He possesses excellent communication and scheduling skills, with an emphasis in change orders and claims. Joe has been involved with a number of high-profile public sector projects for scheduling and claim management purposes. Mr. Peck is able review claims and provide solutions to the Client. Mr. Peck has experience in Dispute Resolution Boards (DRBs).</p>		
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
02/19 – 08/21	<p>Saratoga Bridge Project – CMGC / Saratoga, CA- Caltrans <u>Area of Expertise: Acts as Senior Lead Scheduler / Innovation Manager.</u> The project is located at post mile 4.9 where State Route (SR-) 9 crosses Sanborn Creek, near the intersection of SR-9 and Sanborn Road. The purpose of the project is to maintain safe and stable connectivity along on SR-9, between the City of Saratoga in Santa Clara County and the community of Felton in Santa Cruz County. The need for this project is due to structural and seismic deficiencies in the existing Saratoga Creek Bridge (Bridge No. 37 0074). The project proposes to address these concerns by constructing a new bridge within the existing bridge in a manner that preserves the historic look of the existing bridge. The Project is currently in the 100% Design Cost Estimating Phase.</p> <p>Joe acted as on-site scheduler responsible for developing the recovery schedule, performing monthly schedule updates, resource planning, and coordinating with General Contractor’s operations team to develop mitigation strategies. Worked with the Contractor to develop detailed delay analysis that helped the Client and operations in the field understand the path to recovery. Our Teams schedule and estimate were an integrated part of any change order request to the Client. Joe acted as the lead scheduler for the ICE team.</p>			
05/22 – 10/24	127.5 Bridge Replacement Project – CMGC / Anchorage, AK- Alaska Railroad Corporation			

	<p><u>Area of Expertise: Acts as Senior Lead Scheduler / Innovation Manager.</u> The Project will improve railroad safety, efficiency, and reliability on the Class II railroad that is owned and operated by Alaska Railroad Corporation (ARRC). The bridge is part of the railroad's main line between Seward and Fairbanks. The Project Team is composed of ARRC staff, ARRC's Design Consultant HDR, ELLE Consultants as the ICE and Kiewit as the CM/GC Contractor. The job is in a remote location and the existing 308-foot superstructure will be replaced with three 120-foot deck-plate girder (DPG) ballast deck superstructures. The Project is currently in the 60% Design Cost Estimating phase. Joe acted as the lead scheduler for the ICE team.</p>
09/08 – 06/14	<p>MidCoast, SANDAG – CMGC Contract / San Diego, CA – SANDAG</p> <p><u>Area of Expertise: Acts as Senior Lead Scheduler / Innovation Manager.</u> The Trolley extension route begins just north of the Old Town Transit Center and travels in existing railroad right-of-way and alongside Interstate 5 to Gilman Drive. It crosses to the west side of I-5 just south of Nobel Drive and continues on to the UC San Diego campus, crosses back to the east side of I-5 near Voigt Drive to serve the UC San Diego east campus and Scripps Memorial Hospital, transitions into the median of Genesee Avenue, and continues down Genesee Avenue to the UTC Transit Center. The work entails 16 bridges, mass grading, underground and overhead work, stations, systems and rail, multiple 3rd party jurisdictions, etc. Joe was the lead scheduler on the project servicing the project with all schedule updates and claims.</p>
02/06 – 08/12	<p>Galena Creek Bridge – DBB / Carson City, NV - NDOT</p> <p><u>Area of Expertise: Acts as Senior Lead Scheduler / Innovation Manager.</u> The Galena Creek Bridge is one of the world's largest concrete cathedral-arch bridges. A cathedral arch supports the bridge only at the crown and there are no intermediate spandrel columns. The bridge is part of Nevada's largest ever transportation projects. 8.5-mile-long I-580 Freeway Extension that will help connect Reno and Carson City with an improved freeway system. The structure serves as the centerpiece on a project that includes eight other cast-in-place concrete box girder bridges. It will complete highway improvements that the Nevada Department of Transportation (NDOT) has been planning for several decades to raise I-580 to full interstate highway standards for its entire length within the state</p> <p>Joe was the Lead Scheduler, responsible for: project planning and preparation of the baseline schedule and training the project manager in preparation of the schedule updates. He exclusively used Primavera P6 to develop an accurate project schedule that reflected the project goals and constraints.</p>
07/06 – 11/07	<p>Bay Bridge Seismic Temporary Bypass Structural Project Oakland, CA – Caltrans District 4</p> <p><u>Area of Expertise: Acts as Senior Lead Scheduler / Innovation Manager.</u> This project provided construction of a temporary double-deck structure south of the original San Francisco-Oakland Bay Bridge to divert eastbound and westbound traffic off of the existing bridge while the new Bay Bridge structure was completed. The temporary viaduct ran parallel to the existing lanes and tied into the existing bridge and tunnel; this temporary shift was the most significant realignment of the bridge to date. Two distinct weekend-long projects, two years apart, were the highlights of this project. During Labor Day 2007, a 350-foot-long seismic retrofit section was rolled in, just before the Yerba Buena Island Tunnel. During Labor Day 2009, a 288-foot portion of the existing truss bridge was cut away and replaced with a new span rolled in to form a connection to the detour. Joe was the Lead Scheduler, responsible for: project planning and preparation of the baseline schedule and training the project manager in preparation of the schedule updates. He exclusively used Primavera P6 to develop an accurate project schedule that reflected the project goals and constraints.</p>

(Add rows as needed)

16. Staff Experience:

ELLE CONSULTANTS AN SBE, DBE AND WBE COMPANY			
Firm employed by			
Name	Mike Medina	Years of relevant experience with this employer	2
Title	Scheduler 2	Years of relevant experience with other employer(s)	10
Degree(s) / Years / Specialization		B.S. / 2011/ Construction Management	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Mr. Median will serve as our team scheduler 2, assisting the Lead with scheduling related scope. Mr. Medina has managed multiple baseline schedule at the same time for different jobs. Mike developed multiple recovery schedules for the Contractor. Mike can build an independent schedule based on field operation's input. Mike worked jointly with the Contractor, Client, Designer, and Estimator to represent the best most economical and least path resistance approach of construction. Mike understands construction, which makes it easier to develop a schedule and propose time saving to the project. His professional experience includes baseline scheduling, forensic scheduling, contract administration, change management, planning and CPM scheduling, etc. Mike has been preparing and evaluating construction claims on behalf of owners and contractors; developing as-planned vs. as-built schedules; performing contemporaneous and retrospective delay analyses; and preparing productivity-impact and acceleration analyses on behalf of general contractors.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
02/22 - TBD	I-405 Active Traffic Management and Integrated Corridor Management Project - CMGC / Los Angeles, CA – Caltrans <u>Area of Expertise: Acts as Lead Scheduler.</u> The Project is located on Route 405 in the City of Los Angeles. Traffic operations strategies will be implemented along the designated 6.75-mile section of the I-405. The new ATM/ICM technology features will need to be incorporated into the existing Los Angeles Regional Transportation Management Center (LARTMC) operation. The LARTMC communication systems will be upgraded on Route 2, East Los Angeles Hub, Los Angeles Airport Hub, and North Hollywood Hub. The project will also upgrade the existing traffic management system (TMS) with life cycle replacements for the TMS field elements. The project is estimated to cost \$30 million, and it would be federally funded program. The Project is currently in the 100% Design Cost Estimating Phase. Mr. Medina is the Lead Scheduler for the independent cost estimate team.		
02/19 – 08/21	Saratoga Bridge Project – CMGC / Saratoga, CA- Caltrans <u>Area of Expertise: Acts as Lead Scheduler.</u> The project is located at post mile 4.9 where State Route (SR-) 9 crosses Sanborn Creek, near the intersection of SR-9 and Sanborn Road. The purpose of the project is to maintain safe and stable connectivity along on SR-9, between the City of Saratoga in Santa Clara County and the community of Felton in Santa Cruz County. The		

	<p>need for this project is due to structural and seismic deficiencies in the existing Saratoga Creek Bridge (Bridge No. 37 0074). The project proposes to address these concerns by constructing a new bridge within the existing bridge in a manner that preserves the historic look of the existing bridge. The Project is currently in the 100% Design Cost Estimating Phase. Mr. Medina is the Lead Scheduler for the independent cost estimate team.</p>
04/19 – 07/23	<p>BART Concord Station Modernization Project – Design ICE / Concord, CA – BART <u>Area of Expertise: Acts as Lead Scheduler.</u> The BART Concord Modernization Project includes design and installation of a new elevator in the paid area, reconfiguring of the fare gates and vending machines, relocating the station agent booth, and improving lighting, signage, and wayfinding throughout the station. The BART Concord Station Project will utilize phased construction staging in order to keep the station accessible to BART patrons during revenue hours throughout the construction stages. BART is embarking on these station improvements to enhance connectivity, access, security and overall aesthetics of the stations existing conditions. The original station was constructed in 1973. The project is budgeted for \$10 million, and be funded through Contra Costa County Measure J funds and State of California Proposition 1B funds. Mr. Medina was Senior Scheduler on the team, responsible for preparation of the baseline schedule. He exclusively used Primavera P6 to develop an accurate project schedule that reflected the project goals and constraints.</p>
07/19 – 12/22	<p>Construction Package 2-3, DB / Selma CA – HSR <u>Area of Expertise: Acts as Lead Scheduler.</u> Over 64 miles of civil, structures, underground, 3rd party coordination. The Project spans over 3 counties in the Central Valley - Fresno, Tulare and Kings. The Project requirements are construction of at-grade, aerial, and possible below grade sections of the high-speed train, relocation of existing BNSF tracks for approximately 5.5 miles, possible crossing of existing railroad tracks, construction of waterway and wildlife crossings, and roadway reconstructions, relocations, and closures. Mike acted as on-site scheduler responsible for developing the recovery schedule, performing monthly schedule updates, resource planning, and coordinating with General Contractor’s operations team to develop mitigation strategies. Worked with the Contractor to develop detailed delay analysis that helped the Client and operations in the field understand the path to recovery. Coordinated with the design team and Client’s team for all scheduling related topics. Our Teams schedule and estimate were an integrated part of any change order request to the Client. Mike developed the as-built schedule every month and coordinated 3WLA input.</p>
06/14 – 10/18	<p>Crenshaw/LAX Transit Corridor / Los Angeles, CA – LA Metro <u>Area of Expertise: Acts as Lead Scheduler.</u> This \$2B project connects the existing Green Line in Los Angeles with the existing Expo Line. It includes 8.5 miles of light rail with 8-new stations – approximately 1/3 of the guideway is underground. The Crenshaw/LAX Transit Corridor project is an 8.5-mile light rail line that will run along Crenshaw Blvd. and the Harbor Subdivision right-of-way from Exposition Blvd. to the Metro Green Line. The overall goal of the project is to improve mobility in the corridor by connecting with the Metro Green Line and the Expo Light Rail currently under construction. It will connect the Metro Green Line and the Expo Line currently under construction at Crenshaw and Exposition Boulevards. Mr. Medina acted on behalf of Electrical subcontractor - provided claims and scheduling support services. Responsible for analyzing schedule delays and quantifying loss of productivity. Primary responsibilities were supporting subcontractor with change management and preparation of Request for Equitable Adjustment.</p>

(Add rows as needed)

17. Firm Experience:

Identify the team's project experience **most relevant** to the scope in the advertisement. **The projects should be limited to a total of 20, with no more than 5 projects being represented by the prime consultant and with no more than 3 projects represented by each sub-consultant on the team. If more than 5 projects are identified for the prime consultant, all projects identified after the first 5 will not be evaluated. If more than 3 projects are identified for a single sub-consultant, all projects identified after the first 3 from that sub-consultant will not be evaluated.** Include no more than one page per project. Projects identified shall only include work performed by firms on the team. The projects identified do not necessarily need to have been DOTD projects.

Firm name	ELLE Consultants		Past Performance Evaluation Discipline(s)*	Other (Independent Cost Estimating)
Project name	Saratoga Bridge Project -CMGC		Firm responsibility (prime or sub?)	Prime
Project number	0412000409	Owner's name	Caltrans	
Project location	Saratoga, CA		Owner's Project Manager	Greg Carroll
Owner's address, phone, email	111 Grand Ave. Oakland, CA 94612 / (510) 306-5004 / Gregory.carroll@dot.ca.gov			
Services commenced by this firm (mm/yy)	02/19	Total consultant contract cost (\$1,000's)	\$ 220	
Services completed by this firm (mm/yy)	08/21	Cost of consultant services provided by this firm (\$1,000's)	\$ 220	

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

* If there is more than one past performance evaluation discipline included in the proposal, then indicate which past performance evaluation discipline(s) this project is being used to represent.

This field cannot be left blank and N/A is not acceptable. The **only past performance evaluation disciplines to be used are: Road, Bridge, Traffic, CE&I/OV, Geotech, Survey, Environmental, Data Collection, Planning, Right-of-Way, CPM, ITS, Appraiser and Other (please specify).

CMGC Contract – The project was to build a new bridge while preserving all the historical features in place during construction. The new bridge is being constructed in the same footprint of the existing bridge, requiring a temporary bridge and complex bridge building techniques. The Saratoga Bridge Creek is a two-span, earth-filled concrete arch bridge, with rubble masonry spandrel walls that appear to be separating from the rest of the bridge structure. The bridge was constructed in 1902 and is about 165 feet long, 24 feet wide and has an average height of 40 feet. An inspection in 2004 and 2011 determined that the bridge is in need of mitigation if it is expected to continue providing reliable traffic service. The project is estimated to cost between \$15 million and \$30 million, and it would be funded through the bridge preservation category within the State Highway Operation and Protection Program. The Project is completed for ICE preconstruction services. ELLE successfully negotiated the preconstruction services and the project is under construction.



Participating Staff: ICE Project Manager: Daniel Badelita; ICE Task Order Manager: Kofi Baryeh; ICE Estimators: Said Najafi, Daniel Badelita, Myron Lewis; Scheduler: Mike Medina.

17. Firm Experience:

Firm name	ELLE Consultants		Past Performance Evaluation Discipline(s)*	Other (Independent Cost Estimating)
Project name	405 Active Traffic Management (ATM) and Integrated Corridor Management (ICM) Project – CMGC		Firm responsibility (prime or sub?)	Prime
Project number	0719000039	Owner's name	Caltrans	
Project location	Los Angeles, CA		Owner's Project Manager	Chigo Dike
Owner's address, phone, email	100 South Main Street, Los Angeles, CA 90012 / (213) 269-0790 / chigo.dike@dot.ca.gov			
Services commenced by this firm (mm/yy)	02/22	Total consultant contract cost (\$1,000's)	\$ 400	
Services completed by this firm (mm/yy)	01/25	Cost of consultant services provided by this firm (\$1,000's)	\$ 400	

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

* If there is more than one past performance evaluation discipline included in the proposal, then indicate which past performance evaluation discipline(s) this project is being used to represent.

This field cannot be left blank and N/A is not acceptable. The **only past performance evaluation disciplines to be used are: Road, Bridge, Traffic, CE&I/OV, Geotech, Survey, Environmental, Data Collection, Planning, Right-of-Way, CPM, ITS, Appraiser and Other (please specify).

CMGC Contract – The Project is located on Route 405 in the City of Los Angeles. Traffic operations strategies will be implemented along the designated 6.75-mile section of the I-405. The new ATM/ICM technology features will need to be incorporated into the existing Los Angeles Regional Transportation Management Center (LARTMC) operation. The LARTMC communication systems will be upgraded on Route 2, East Los Angeles Hub, Los Angeles Airport Hub, and North Hollywood Hub. The project will also upgrade the existing traffic management system (TMS) with life cycle replacements for the TMS field elements. The project is estimated to cost \$30 million, and it would be federally funded program. The Project is at 30% Design. ELLE Consultants is developing Independent Cost Estimating and Scheduling services based on 30%, 60%, 90% and %100 design documents for the Project as part of the estimate reconciliation process. ELLE consultants will also be responsible for developing and update RISK registry throughout the GMGC process.



Participating Staff: ICE Project Manager: Daniel Badelita; ICE Task Order Manager: Kofi Baryeh; ICE Estimators: Said Najafi, Daniel Badelita, Jerry Brys, Myron Lewis; Scheduler: Mike Medina.

17. Firm Experience:

Firm name	ELLE Consultants		Past Performance Evaluation Discipline(s)*	Other (Independent Cost Estimating)
Project name	Bridge 127.5 Bridge Replacement - CMGC		Firm responsibility (prime or sub?)	Prime
Project number	20220504	Owner's name	Alaska Railroad Corporation	
Project location	Anchorage, AK		Owner's Project Manager	James Colles
Owner's address, phone, email	327 W. Ship Creek Ave., Anchorage, AK 99501 / (907) 265-4738 / collesj@akrr.com			
Services commenced by this firm (mm/yy)	05/22	Total consultant contract cost (\$1,000's)	\$ 200	
Services completed by this firm (mm/yy)	10/24	Cost of consultant services provided by this firm (\$1,000's)	\$ 200	

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

* If there is more than one past performance evaluation discipline included in the proposal, then indicate which past performance evaluation discipline(s) this project is being used to represent.

This field cannot be left blank and N/A is not acceptable. The **only past performance evaluation disciplines to be used are: Road, Bridge, Traffic, CE&I/OV, Geotech, Survey, Environmental, Data Collection, Planning, Right-of-Way, CPM, ITS, Appraiser and Other (please specify).

The Project will improve railroad safety, efficiency, and reliability on the Alaska Railroad, a Class II railroad that is owned and operated by ARRC, a public corporation of the State of Alaska. The bridge is part of the railroad's main line between Seward and Fairbanks. Traffic levels across the bridge vary by season, from as many as 2 to 3 trains per day in the winter to between 5 and 12 trains per day in the summer including 4 to 8 daily passenger trains. More than a quarter-million railroad passengers per year and more than 12,000 loaded freight cars per year cross the bridge. The ELLE team performed Independent Cost Estimating Services for the ARRC BR127.5 Bridge Replacement in which the existing 308-foot superstructure will be replaced with three 120-foot deck-plate girder (DPG) ballast deck superstructures. The project also includes multiple roadway and bridge widenings for DOT.

All independent estimates are built using Heavy Bid - HCSS, detailed to labor, materials, equipment, production rates and site-specific temporary conditions. Preconstruction services are at 100% design on the project.



Participating Staff: ICE Project Manager: Daniel Badelita; ICE Estimators: Said Najafi, Daniel Badelita; Project Assistant: Myron Lewis.

17. Firm Experience:

Firm name	ELLE Consultants	Past Performance Evaluation Discipline(s)*	Other (Independent Cost Estimating)
Project name	San Diego MidCoast, SANDAG – CMGC Contract	Firm responsibility (prime or sub?)	Sub
Project number	1141500	Owner’s name	SANDAG
Project location	San Diego, CA	Owner’s Project Manager	Greg Gastelum
Owner’s address, phone, email	401 B Street Suite 800, San Diego, CA 92101 / (619) 772-0724 / greg.gastelum@sandag.org		
Services commenced by this firm (mm/yy)	04/15	Total consultant contract cost (\$1,000’s)	\$ 2000
Services completed by this firm (mm/yy)	12/17	Cost of consultant services provided by this firm (\$1,000’s)	\$ 200

Describe the project including the firm’s role and members involved. (Highlight staff to be used in this proposal.)

* If there is more than one past performance evaluation discipline included in the proposal, then indicate which past performance evaluation discipline(s) this project is being used to represent.

This field cannot be left blank and N/A is not acceptable. The **only past performance evaluation disciplines to be used are: Road, Bridge, Traffic, CE&I/OV, Geotech, Survey, Environmental, Data Collection, Planning, Right-of-Way, CPM, ITS, Appraiser and Other (please specify).

The Trolley extension route begins just north of the Old Town Transit Center and travels in existing railroad right-of-way and alongside Interstate 5 to Gilman Drive. It crosses to the west side of I-5 just south of Nobel Drive and continues on to the UC San Diego campus, crosses back to the east side of I-5 near Voigt Drive to serve the UC San Diego east campus and Scripps Memorial Hospital, transitions into the median of Genesee Avenue, and continues down Genesee Avenue to the UTC Transit Center. The work entails of anything a heavy civil / transit could have: 16 bridges, mass grading, underground and overhead work, stations, systems and rail, multiple 3rd party jurisdictions, etc. Our Team worked under the Design Contract of Parsons Brinkerhoff – we developed bid items based on design given, quantity takeoffs, detailed cost estimate, coordinate with the Client on optimization of design and schedule. Developed a risk registry that was shared with the Client, communicated changes in scope / quantities / cost estimate - based on revised design approach. Attended multiple meetings with the Client or internally to settle field or design issues. Produced complex staging drawings, and construction means and methods to save time and money for the Client. Negotiated multiple cost proposals with the Client. Coordinated all bid items and pay items, while communicating with the Client on potential double ups on the overall pay item scope. Provided advice to the Client on high-risk bid items, over-runs in quantities, produced multiple narratives/basis of estimates that prove that the Contractor’s price is inflated or why the design should change based on a revised approach. Produced all the equipment and labor rates necessary to negotiate with the Contractor, while using a crew-based estimate and production driven approach. All bid items were loaded with labor, materials, equipment – using production rates, just like the Contractor



Participating Staff: *Estimators:* Daniel Badelita, Jerry Brys, Myron Lewis *Scheduler:* Joe Peck.

ELLE CONSULTANTS

17. Firm Experience:

Firm name	ELLE Consultants		Past Performance Evaluation Discipline(s)*	Other (Independent Cost Estimating)
Project name	I-15 Widening Project – CMGC Contract		Firm responsibility (prime or sub?)	Sub
Project number	1141500	Owner's name	County of San Bernardino	
Project location	San Bernardino, CA		Owner's Project Manager	Fuad Modiri
Owner's address, phone, email	290 North D Street Suite 600, San Bernardino, CA 92415 / (951) 756-8510 / fuad.modiri@dot.ca.gov			
Services commenced by this firm (mm/yy)	02/15	Total consultant contract cost (\$1,000's)	\$ 2000	
Services completed by this firm (mm/yy)	06/19	Cost of consultant services provided by this firm (\$1,000's)	\$ 400	

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

* If there is more than one past performance evaluation discipline included in the proposal, then indicate which past performance evaluation discipline(s) this project is being used to represent.

This field cannot be left blank and N/A is not acceptable. The **only past performance evaluation disciplines to be used are: Road, Bridge, Traffic, CE&I/OV, Geotech, Survey, Environmental, Data Collection, Planning, Right-of-Way, CPM, ITS, Appraiser and Other (please specify).

The project was designed with the intent of improving travel times on I-15 corridor between Cajalco Rd. and Rte 60. The project achieved a level of decongestion and lower travel times, the project also minimized traffic diversions on local roadways and manage project growth in the traffic. Areas of construction included building two new express lanes, tolled lanes in both northbound and southbound directions, highway overall widening, roadway and underground work, 11 bridges widened, white and black paving, retaining walls, 3rd party relocations with OH, UG utilities and systems installation. The systems work that was installed on the project included, but not limited to: Electronic Toll System, Active Traffic Management (ATM), Integrated Corridor Management (ICM), Queue Warning, Speed Harmonization, Dynamic Corridor Adaptive Ramp Metering, Traveler Information, as Closed-Circuit Televisions (CCTVs), Changeable Message Signs (CMS), Vehicle Detection Stations (VDS), Ramp Metering Systems (RMS), Extinguishable Message Signs (EMS), etc. The Project goal included the ability to enhance drivers access enter and exit the tolled express lanes at multiple locations for the benefit of commuter and the local community. The Team worked on developing 35%, 65%, 95% to 100% and GMP - cost estimates, schedule, risk registers, constructability review and value engineering on the Project. The job is almost complete, working on final CCTV adjustment and completing integration with the overall systems, testing and commissioning. Contractor



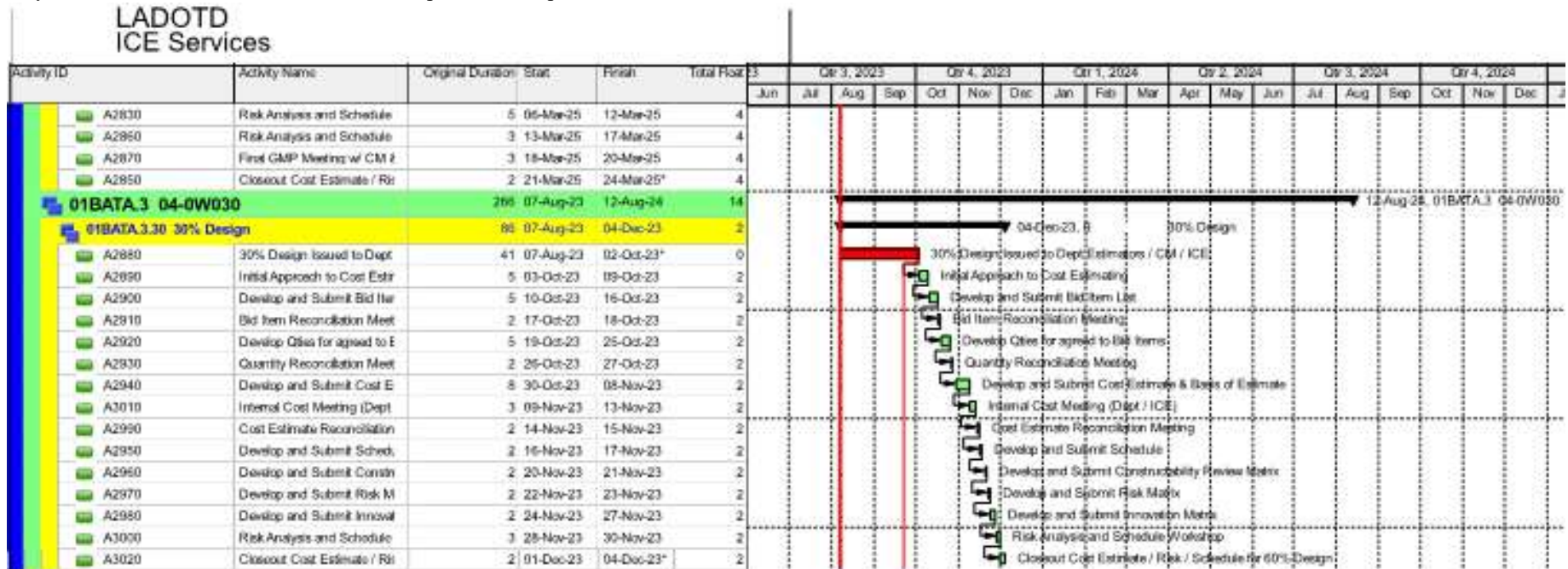
Participating Staff: *Project Manager:* Daniel Badelita; *Estimators:* Said Najafi, Jerry Brys; *Scheduler:* Joe Peck.

18. Approach and Methodology:

We appreciate the opportunity to provide insight into how we intend to execute the contract and achieve LADOTD goals. ELLE’s vision for record keeping, reporting, monitoring, access and security is as follows:

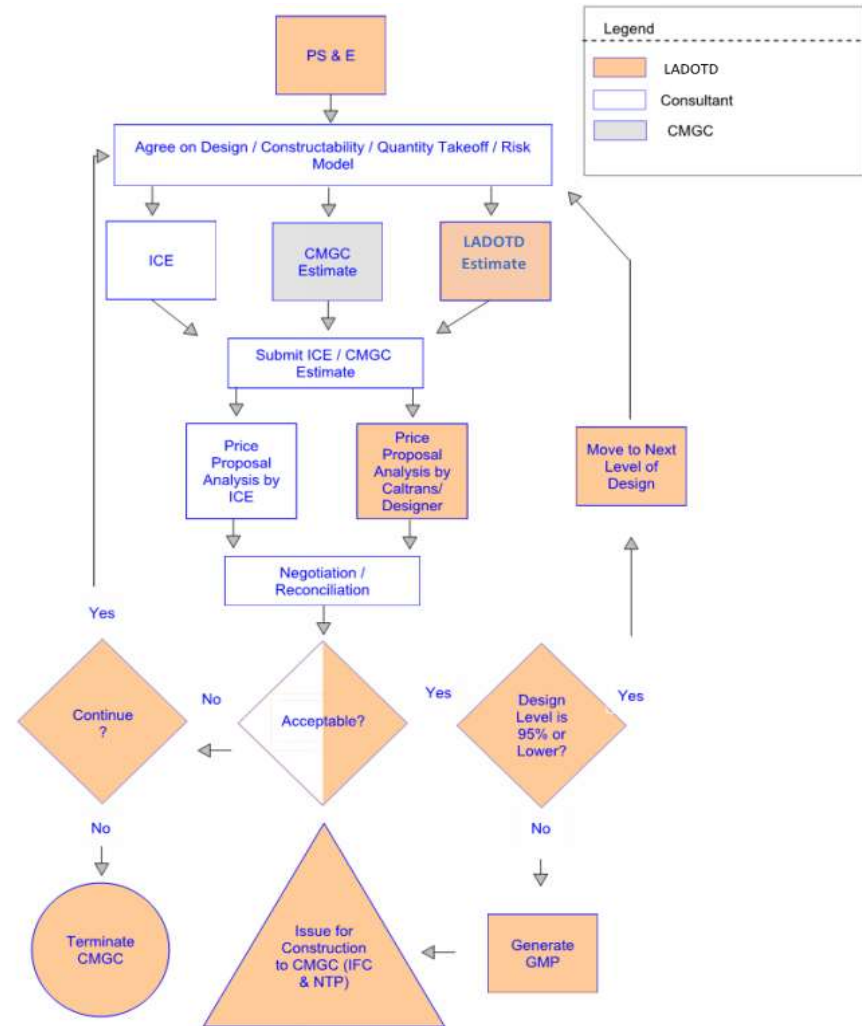
1. Get the contract, negotiated, signed and executed
2. Setup the job in SharePoint and set security clearances for the team members that will be working on the project
3. All documents produced and distributed will be handled in SharePoint
4. Provide the client a portal to access our SharePoint site as a view only and if preferred by LADOTD with access to download read only copies
5. All the deliverables will be sent thru our point of contact at LADOTD; the delivery can be electronic via SharePoint directly or via email
6. ELLE will ensure version control for each document and a backup system that will be provided by Google Workspace
7. The SharePoint site will be 100% secure and no documents will be able to be downloaded by users our of SharePoint, unless it needs to be emailed.
8. All emails will be coming for the CM – Daniel Badelita, which will be acting as the SharePoint admin for the project as well
9. We recognize the sensitivity of our documents and we will ensure proper access and security
10. We are currently using this system and it works
11. All our current Clients are using SharePoint as a secure site
12. ELLE can also use the LADOTD’s preferred site; we have used teams in the past and our web-based security sites.

Identify tasks to deliver as ICE – schedule by general tasks. Our approach will revolve around collaborative and milestone -focused methodology. ELLE has provided a schedule of our ICE Services in P6, which outlines general deliverables for ICE with actual duration below. The schedule will show that the Critical Path for the project is design and this is very normal for all our ICE CMGCs. We will provide in depth details to how we will work our estimate, schedule, risk, innovation, etc.



Planned approach to deliver Independent Cost Estimates (ICE). ELLE’s vision for getting the cost estimates completed and successfully negotiated with the Contractor is as follows:

1. Receive the plans and specs from the designer / the LaDOTD;
2. Develop the overall scope of work
3. Have a meeting with the LaDOTD to go over the scope of work, in preparation for the meeting with the Contractor.
4. Have a “Open Book Meeting” with the LaDOTD and the Contractor – to ensure that everyone agrees on the overall scope of work
5. Once all parties agree on the overall scope, ELLE will develop all the bid items that are necessary to do the work, per Caltrans Spec.
6. Send all the bid item and their unit of measurement type to the LaDOTD;
7. the LaDOTD will put these bid items into a “Bid Item Reconciliation Spreadsheet” and they will email all parties the spreadsheet;
8. ELLE will review the Bid Item Reconciliation Spreadsheet and make comments for the LaDOTD/Contractor to why we have differences;
9. ELLE will meet with the LaDOTD prior to the meeting with the Contractor, to ensure that the client is 100% on-board with ICE’s view and approach; the LaDOTD also has the opportunity to change or suggest ideas at this point
10. ICE will take the lead (based on our experience) reconciling the bid items with the Contractor;
11. If the LaDOTD prefers that ELLE will only be a participant in the meeting and the LaDOTD take the lead – we would be fine with that approach as well;
12. Once the bid items have been agreed to – ELLE will develop the quantity takeoff for all the bid items;
13. Any temporary construction activities that are not specified as a bid item, such as shoring, or temporary construction staging will be outlined and priced within the bid item “child items”;
14. ELLE will start developing their basis of estimate and produce any value engineering / constructability review comments, while developing their quantities;
15. Send all bid item quantities to the LaDOTD;
16. the LaDOTD will place all quantities into a “Quantity Reconciliation Spreadsheet” and send it back to all parties;
17. ELLE will review the spreadsheet and develop comments and answers for the LaDOTD’s ease of understanding where the main differences are and why there are differences;
18. ELLE will meet with the LaDOTD prior to our Quantity Reconciliation Meeting to ensure that all the changes have been addressed and that both parties are in agreement on a strategy to go into the reconciliation meeting with the Contractor;
19. ELLE will take the lead in the Quantity Reconciliation Meeting and will ensure that all parties come to an agreement of quantities;
20. ELLE will gather all the specialty quotes from the local Subcontractors and material pricing from the local Vendors;
21. Share all the quotes with the LaDOTD;
22. the LaDOTD will share all the quote received from the Contractor and ELLE with both parties to ensure that all the subcontractor bid items are being priced the same;
23. LADOTD, ELLE, and Contractor will have an Open Book Meeting to go over all the quotes – to understand all the inclusions and exclusions from the quotes and request additional info from the Subcontractors, if need be, before the cost estimating effort starts;
24. ELLE starts the cost estimate – the estimate will be developed in an estimating software; all the bid items will be having crews with labor, materials, equipment, subcontractor quotes; all the crews will be driven by production rates;



25. ELLE will submit our cost estimate to the LaDOTD;
26. ELLE will submit our basis of estimate with all our assumptions, production rates, labor, equipment rates used, escalation used, overhead, etc.;
27. ELLE will also price any Risk that has been agreed to during the Risk Register Meeting Reconciliation; Risk will not be included as part of the estimate; Risk will be used to mitigate the LaDOTD's future change orders during construction; Agreed to Risks will set Contractor's contingency budget for the project;
28. the LaDOTD send back the "Cost Reconciliation Spreadsheet"
29. ICE will develop comments and opinions for the LaDOTD to understand why the estimates are different;
30. Meet with the LaDOTD as many times as needed; have focus meeting if necessary for certain bid item to make sure that both parties are in agreement with a fair and reasonable price to each bid item and also develop a strategy to go into the negotiation meeting;
31. ELLE will take the lead during the Cost Reconciliation Meeting – we will negotiate all bid items;
32. ELLE will have the LaDOTD's best interest during negotiations, while being fair and reasonable with the Contractor;
33. ELLE will suggest a spreadsheet to be used, in case the LaDOTD does not already have one, where all the information will be formatted and have a proper understanding which items are to be negotiated and which item are price fairly by all parties;
34. ELLE will introduce a spreadsheet where the bid items will automatically change into Green – for no negotiations needed; Yellow – for negotiations needed but all parties are within a certain percentage; and Red – where all parties are far apart and further focus meetings might be necessary to close the price gap;
35. ELLE to suggest potential "Early Procurement Packages" that will lower overall cost of the project or shorten the schedule
36. ELLE will expect multiple Cost Reconciliation Meeting to be necessary at 65% and 100% design;
37. ELLE will also attend weekly design development meetings and other meetings per the LaDOTD's request;

All meetings that require direct communication with the Contractor could be as follows, and only if directed or arranged by the LaDOTD Project Manager:

- General Scope Meeting with the LaDOTD and Designer to clarify any design question the Contractor or the Consultant (ELLE) might have so they can price an even scope of work.
- Constructability Review to make sure that the design is 100% constructible and uses best design approach.
- Quantity Takeoff Meeting to reconcile our quantities, therefore when the cost estimate is produced there are no question about having different scope or quantities.
- Risk Model to ensure that any risks that might be priced are equitable and mitigated before being priced, and the LaDOTD is 100% aware of them.
- Independent Cost Estimate that will incorporate the agreed scope based on the level of design provided, risk and quantities already agreed to.
- Negotiation / Reconciliation will determine the best and most efficient means and methods to build the project, the given design level provided. Ideally the risk, quantities and scope would be already agreed upon on the previous steps (above) – all we would have to agree on is production rates, indirect, contingency, overall temporary construction and sequencing of the project.
- The schedule (which is developed under a different contract) will have to be generated once the first level of design is estimated – using the production rates in the cost estimate and construction sequence

The process from 1. to 37. will repeat at all levels of design – 30%, 60%, 90% and final. Once we get to final design – it is known by all parties that the cost needs to be fully negotiated and agreed to.

Our estimates will be using similar means and methods that the Contractor is using. Our staff has the experience and knowledge to breakdown the estimate to the lowest level of detail, which will make our estimate credible, defensible and more so correct, having used the previously agreed scope and quantities. ELLE Consultants has been performing similar duties for other Clients with the greatest level of success. Our team's expertise will give the LaDOTD the strongest position in negotiating a fair and reasonable price for the work. Including Long Lead-Time items, Adjustable Work and Contingency Items.

We will guide the LaDOTD and provide the best advice possible – for an informed decision that will save the LaDOTD time and money, while lowering the risk level of exposure on the project. We have contacts with all local concrete plants, steel manufactures, rebar subs, electrical and systems, etc. – we can get an independent quote, if agreed and acceptable to the LaDOTD Project Manager, for items that can't be agreed to a reasonable number. Our team's experience in the industry will make that process easy, while providing the LaDOTD the best price possible, and the Contractor a fair and reasonable amount.

Approach to Identifying and Managing RISKS / Challenges. Mr. Raine is the Risk Manager as well. Risk on this project will be paramount to be identified, priced and fairly negotiated as early as possible. Depicting risk, especially early during the design process is a very important component. ELLE breaks down the risk into different categories. The risk registry will be shared with LaDOTD for validation and improvement if need be. We'll have the opportunity to then just add to it as we may see fit during design advancement. Each risk category will have a mitigation, owner, cost, likelihood of happening, etc. Our team will identify every risk and will attempt to mitigate them all without the necessity of adding time or dollars to the overall project cost – simply by what we do best – ingenious construction means and methods that our team used to use when we worked for the Contractor. If the risk will require cost mitigations or time extensions, we will notify LaDOTD and have an informed discussion.

The risk can usually be distributed to LaDOTD, Designer, the Contractor or a combination of each. We will provide a schedule impact analysis and Independent Cost Estimate to have an informed decision on the task at hand. If the risk is taken by the Contractor, LaDOTD will have to be well informed, because that usually comes with a price increase or acceleration of schedule or schedule extension – all three options have implications. Our team will negotiate with the Contractor the best outcome possible for LaDOTD and provide them with the options. If the risk is taken by LaDOTD, then we will provide them with our cost implication, based on our Independent Cost Estimate, schedule and risks that LaDOTD is willing to take – LaDOTD would eventually setup a contingency budget for this item of work in case it materializes during construction.

The best way to handle/mitigate risk on the project is early during the design process; and if possible, with design changes that don't elevate cost, impact schedule or increase Owner's risk. That is why we believe that ELLE Consultants is the good fit for the project. Our hands-on experience building these types of projects – will provide LaDOTD with the best level of service. We understand the process, have the know-how and the positive best attitude that will make the project a success.

Risk Management / Management Overall. Risk is something that the LaDOTD will use as a Contingency item once preconstruction services are completed. It is extremely important that our ICE team provides the correct input to the LaDOTD on likelihood of occurrence – that will dictate who's more likely and appropriate to carry that risk. For instance: If we have a risk that it's very likely to happen on the project, the LaDOTD shouldn't carry that risk and pass it on to the Contractor, since we have more leverage negotiating during preconstruction, rather than becoming a change order in the field, during construction.

Having a Risk Register early at 30% design will be essential, not necessarily for cost purposes, but more for acknowledgement and making all parties aware that the risk exists. Also, it is important to have the RISK items picked early, in case the design can change and address a particular RISK.

ELLE Consultants is aware that we report directly to LaDOTD and the direct point of contact for ELLE Consultants is Daniel Badelita, our Project Manager and Cost Estimator Lead. He is responsible for the overall delivery of the project for ELLE and will do so at the highest level, which will meet all proposed milestones and deliverables. Mr. Badelita will be available to LaDOTD at any time; he brings a wealth of knowledge and lessons learned from all his previous professional experience. Daniel will work directly with our team to ensure flawless communication and no dropped assignments or expectations along the way.

Daniel will be able to lead the overall Independent Cost Estimate Contract while being hands-on developing the construction cost estimates. We believe that by taking this approach, ELLE will be able to save LaDOTD budget and deliver the tasks with the highest level of quality and effectiveness. Daniel's professional career spans over 21 years, of which over 16 years working on primarily large heavy civil projects, while working for the Contractor. He has built multiple projects that mirrors similar challenges that we anticipate on the forthcoming contract. He managed projects that had a staff of up to 80 people including craft personnel in the field. Mr. Badelita comes as a highly regarded Cost Estimator that has worked for the Contractor and built this work. Daniel managed all change orders, independent cost estimates and schedules on most of his projects. Throughout his career, Daniel had to think out of the box and present acceleration plans or alternative construction methods, which has ultimately saved the project time and money. He can very efficiently manage our team to a successful GMP. Mr. Badelita will be covering all disciplines that are specific to the project.

Along with Daniel we will have Mr. Said Najafi. Said spend over 38 years in the construction industry. Said will act as our QA/QC Manager Expert/ Lead. Mr. Najafi acted as QA/QC Manager or Cost Estimator on previous alternative delivery method projects for ELLE and will be able to provide important expertise and knowledge for this Project.

Also, part of ICE's team we have Mr. Lewis, who will be reporting directly to Mr. Badelita and will be responsible for all the quantity takeoff and risk tracking / updating. Mr. Lewis will be performing quantity takeoffs for all the bid items on this project. Myron will also be responsible with the development of all report and basis of estimate draft reports. He will be able to assist LaDOTD with any guidance or explanation of any type of engineering, construction, or general document.

19. Workload:

For all contracts where a firm on the team is a prime consultant or sub-consultant and where **a)** the consultant selection was made by DOTD, and **b)** a contract was executed by the consultant and the contracting entity by the date the advertisement for this proposal was posted, list all work meeting the following criteria:

- 1) one of the team’s firms is responsible for the performance of the work;
- 2) authorization to perform the work has been provided, as provided in the contract between the consultant and the contracting entity;
- 3) the work has not yet been performed and invoiced; and
- 4) the work is not currently suspended for an indefinite period of time.

For indefinite delivery/indefinite quantity (IDIQ) contracts, list open Task Orders individually.

List only the portion of the fees attributable to firms on the team.

Firm(s) ALL FIRMS MUST BE REPRESENTED IN THIS TABLE	Past Performance Evaluation Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
ELLE Consultants	N/A	N/A	N/A	N/A

(Add rows as needed)

DO NOT SUM

* The **only** past performance evaluation disciplines to be used are: Road, Bridge, Traffic, CE&I/OV, Geotech, Survey, Environmental, Data Collection, Planning, Right-of-Way, CPM, ITS, Appraiser and Other (please specify). If a firm has more than one past performance evaluation discipline for any single project, the firm can use multiple rows to express the remaining unpaid balance per evaluation discipline.

** Round to the nearest dollar. **Do not** round to the nearest thousands. If there are no active contracts with a remaining unpaid balance, place N/A in the Remaining Unpaid Balance column. NOTE: ALL FIRMS MUST BE REPRESENTED IN THIS TABLE. LEAVING THE “REMAINING UNPAID BALANCE” COLUMN BLANK IS NOT ACCEPTABLE.

20. Certifications/Licenses:

If the advertisement requires submission of licenses and/or certificates, include them here. **Otherwise, leave this section blank.**

21. QA/QC Plan:

If the advertisement requires submission of a QA/QC plan, include it here. **Otherwise, leave this section blank. If a QA/QC plan is included in this section and was not required by the advertisement, it will be redacted.**

22. Sub-consultant information:

If one or more sub-consultants will be used, provide the name, address, point of contact and phone number for each. Otherwise, leave this section blank.

Firm Name (Name must match as registered with Louisiana's Secretary of State)	Address	Point of Contact and email address	Phone Number

(Add rows as needed)

23. Location:

If location is an evaluation criterion for this advertisement and the prime consultant intends to establish a local presence, describe the plan for doing so. **Otherwise, leave this section blank. Any information included in this section will be redacted if not required by the advertisement.**