Statement of Qualifications/Proposal

November 28, 2023

LOUISIANA DEPARTMENT OF TRANSPORTATION & DEVELOPMENT

KREBS CORPORATION

Contract Nos 4400028094, 4400028095 and 4400028096

INDEPENDENT COST ESTIMATING (ICE) SERVICES STATEWIDE

KREBS
CORPORATION

November 28, 2023

Department of Transportation and Development
Consultant Contract Services Administrator
1201 Capital Access Road, Room 405-E
Baton Rouge, LA 70802

Re: **Request for Proposal – Independent Cost Estimating (ICE) Services Statewide**
Contract Nos. 4400028094, 4400028095 and 4400028096

To whom it may concern,

Krebs Corporation (Krebs) is very pleased to submit its proposal for the ICE cost estimating services for the above referenced statewide project. We have teamed up with Tricertus, LLC and they will be a subconsultant under Krebs. Krebs will be the lead for the team and perform the all cost estimating related activities civil related items while Tricertus will perform the scheduling related items.

Strong, Experienced Team - We have an experienced team with both firms having performed ICE services on numerous CMAR (CMGC and GCCM) projects across the nation. Krebs is currently providing ICE services on the I-10 Reconstruction Project through Baton Rouge and understand the CMAR process in Louisiana. Krebs has a very large team of estimators to draw from with experience and expertise in all areas of highway construction.

Strong Cost Estimating Knowledge – Our team consists of personnel who have had experience working for major contractors throughout the United States and perform bottoms-up, production-based cost estimates in the same manner as contractors. Our team has extensive field, estimating and scheduling experience to draw from which will benefit the DOTD throughout the CMAR process.

Capability to Contribute to Best Value of Project – By leveraging our contractor backgrounds and project experience, we are qualified to prepare realistic, fair and reasonable cost estimates. We are capable to go "toe-to-toe" with contractors and ask them questions using contractor-based language to assure the DOTD they are receiving a fair and reasonable price for the work to be constructed. Our success on past projects has hinged on the ability to explore the optional construction means and methods that will be used as a basis when asking questions to ascertain that a thorough and optimal cost estimate is generated.

We are confident that our experience and contractor backgrounds will be beneficial to the Louisiana DOT when working through cost estimating, risk identification, risk mitigation, constructability reviews, scheduling and negotiations. Our methods and results are proven, and we hope to earn the opportunity to assist on the Statewide ICE Services.

We have reviewed the RFP and trust we can fulfill the ICE role as outlined. Rick Krebs is the proposed Project Manager and team lead and we intend to draw on our team's expertise in working through the various stages of the CMAR process. Our key personnel and project experience are further detailed in the submitted proposal.

801.635.7101 | rkrebs@krebscorp.com | P.O. Box 980910, Park City, UT 84098
Physical Address: 1840 Sun Peak Dr., Suite B-102, Park City, UT 84098

Please find attached our proposal utilizing the DOTD Form 24-102.

I, Richard Krebs, by signing this "Cover Letter", will state that the information provided in our proposal is true and complete to the best of my knowledge.

The point of contact, regarding questions or clarifications on this submitted proposal is Richard (Rick) Krebs whose telephone number is 801-635-7101, e-mail rkrebs@krebscorp.com.

Thank you for giving us this opportunity to submit our proposal.

Krebs Corporation

Richard L. Krebs - President

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 (ICE) Services Statewide
2. Contract Number(s) as shown in the advertisement	Contract Nos 4400028094, 4400028095, and 4400028096
3. State Project Number(s), if shown in the advertisement	
4. Prime consultant name **(name must match as registered with the Louisiana Secretary of State where such registration is required by law)**	Krebs Corporation.
5. Prime consultant license number (as registered with the Louisiana Professional Engineering and Land Surveying Board (LAPELS) if registration is required under Louisiana law)	N/A, Krebs Corporation is a registered Foreign Corporation with the State of Louisiana
6. Prime consultant mailing address	P.O. Box 980910, Park City, UT 84098
7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria)	1840 Sun Peak Dr., Suite B-102, Park City, UT 84098
8. Name, title, phone number, and email address of prime consultant's contract point of contact	Richard L. Krebs, President, (801) 635-7101, rkrebs@krebscorp.com
9. Name, title, phone number, and email address of the official with signing authority for this proposal	Richard L. Krebs, President, (801) 635-7101, rkrebs@krebscorp.com

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: November 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):	Firm(s)' %: 0%

12. <u>Past Performance Evaluation Discipline Table:</u>

As indicated in the advertisement, insert a 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	Firm B	Firm C	Firm D	Firm E	Each Discipline must total to 100%
Other – Independent Cost Estimators and Project Scheduler	100%	Krebs Corporation	Tricertus, LLC				**100%**
Identify the percentage of work for the **<u>overall contract</u>** to be performed by the prime consultant and each sub-consultant.							
Percent of Contract	**100%**	95%	5%				

13. Firm Size:

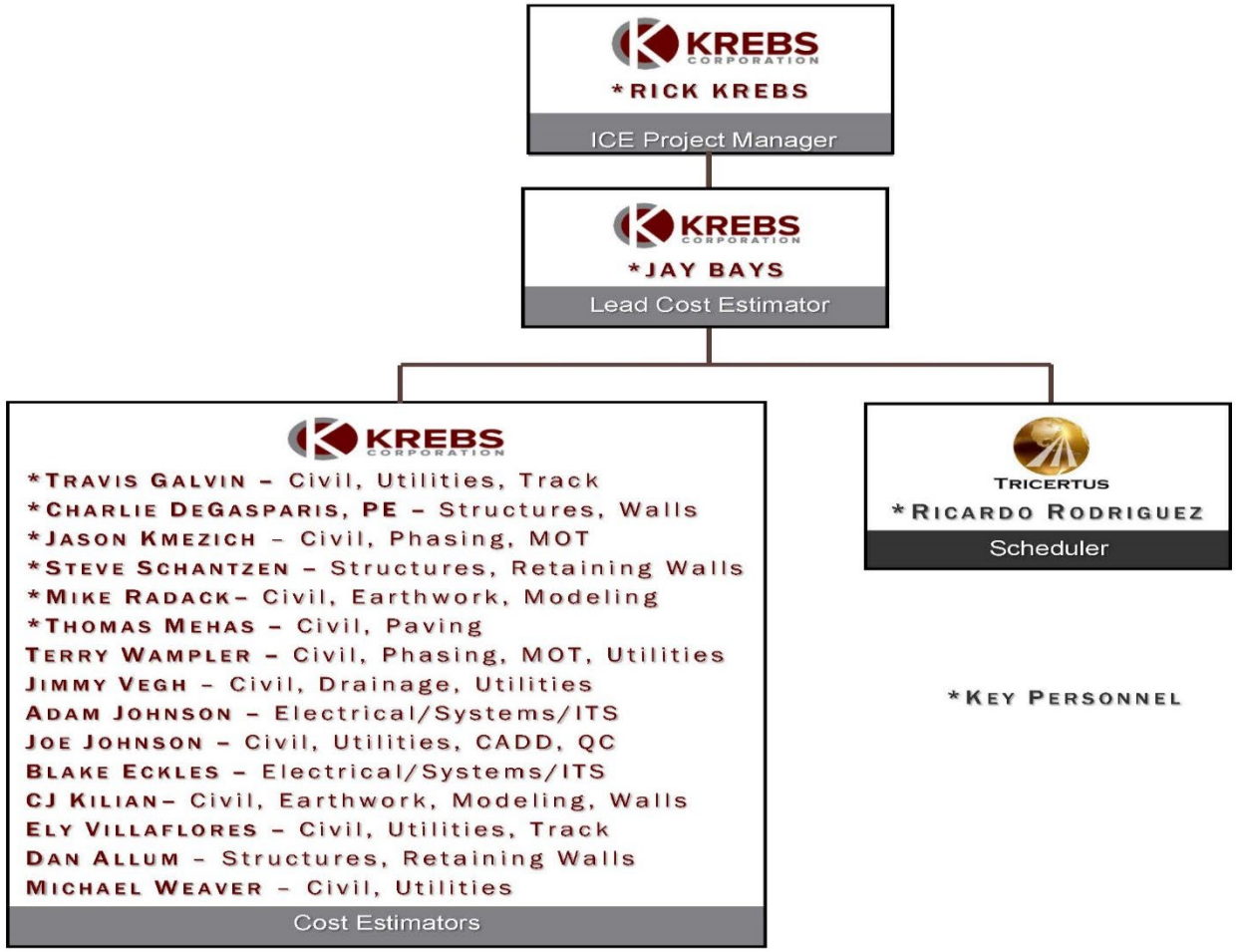
For all firms that are part of this team, indicate the approximate number of personnel to be committed to this contract, by DOTD Job Classification and the total number of personnel within the firm that could provide support, if needed. If a specialized job classification is required and not included 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)
Krebs Corporation	Other - Cost Estimators (Principal, Professional, Supervisor)	17	17
Tricertus, LLC	Other - Project Scheduler (Professional)	1	1

(Add rows as needed)

14. <u>Organizational Chart</u>:

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.



Prime Consultant: Krebs Corporation

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.	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	State of license	License / certification expiration date
1 & 2	Rick Krebs, Principal/Project Manager	Krebs Corporation	N/A	N/A	N/A
3	Jay Bays, Lead Estimator	Krebs Corporation	N/A	N/A	N/A
4	Travis Galvin, Discipline Estimator - Civil, Drainage, Utilities	Krebs Corporation	N/A	N/A	N/A
4	Charlie DeGasparis, Discipline Estimator – Structures, Walls, Shoring, Falsework	Krebs Corporation	PE – 42484 PE – C54060	WA CA	02/01/2025 12/31/2023
4	Jason Kmezich, Discipline Estimator – Civil, Phasing, MOT	Krebs Corporation	N/A	N/A	N/A
4	Steve Schantzen, Discipline Estimator – Structures, Ret. Walls	Krebs Corporation	N/A	N/A	N/A
4	Mike Radack, Discipline Estimator – Civil, Earthwork, Modeling	Krebs Corporation	N/A	N/A	N/A
4	Thomas Mehas, Discipline Estimator – Civil, Paving	Krebs Corporation	N/A	N/A	N/A
4	Terry Wampler, Discipline Estimator – Civil, Phasing, MOT	Krebs Corporation	N/A	N/A	N/A
4	Jimmy Vegh, Discipline Estimator – Civil, Drainage, Utilities	Krebs Corporation	N/A	N/A	N/A
4	Adam Johnson, Discipline Estimator – Electrical/Systems/ITS	Krebs Corporation	N/A	N/A	N/A
4	Joe Johnson, Discipline Estimator – Civil, Utilities, CADD, QC	Krebs Corporation	N/A	N/A	N/A
4	Blake Eckles, Discipline Estimator – Electrical/Systems/ITS	Krebs Corporation	N/A	N/A	N/A
4	CJ Kilian, Discipline Estimator -Civil, Earthwork, Modeling, Walls	Krebs Corporation	N/A	N/A	N/A
4	Ely Villaflores, Discipline Estimator – Civil, Utilities, Track	Krebs Corporation	N/A	N/A	N/A
4	Dan Allum, Discipline Estimator – Structures, Retaining Walls	Krebs Corporation	N/A	N/A	N/A
4	Michael Weaver, Discipline Estimator – Civil, Utilities	Krebs Corporation	N/A	N/A	N/A
5	Ricardo Rodriguez, Scheduler	Tricertus, LLC	N/A	N/A	N/A

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.

Firm employed by: Krebs Corporation				
Name	Rick Krebs		Years of relevant experience with this employer	7
Title	Principal/Project Manager/Team Lead		Years of relevant experience with other employer(s)	27
Degree(s) / Years / Specialization			B.S. Construction Management, B.A. Business Administration, Washington State University 1989	
Active registration number / state / expiration date				
Year registered		Discipline		
Contract role(s) / brief description of responsibilities			Mr. Krebs will lead the project team and manage the resources as needed to respond to requests by the Louisiana DOT. Rick will coordinate with the project team to sufficiently staff task orders with the appropriate people and expertise from his team. Rick will assist with indirect estimating, oversee internal estimate reviews and participate in the cost reviews with contractors. Rick will also prepare the Basis of Estimate reports with support from his team and will manage the contract for Krebs and Tricertus.	

Experience dates	Experience and qualifications relevant to the proposed contract
03/2021 – Ongoing	**Louisiana DOTD I-10 Reconstruction Project, Baton Rouge, LA** This $1.1 billion CMAR project for the Louisianan DOTD involves multiple stages or work packages for the reconstruction and widening of Interstate 10 through the heart of Baton Rouge. Rick is providing oversight, negotiation and bid review support on behalf of the DOTD. Rick provides consultation to the DOTD regarding risk, estimate review items, negotiation strategies and overall markups. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, retaining walls, significant traffic phasing and MOT, limited right-of-way and multiple stakeholders to work with.
09/2019 – 03/2020	**Valley Metro South Central LRT Extension, Phoenix, AZ** Rick led the Independent Cost Estimating, risk and constructability analysis for the $650 million Valley Metro CMAR project at the 60% and 100% design submittals and helped in negotiations with the contractor at the 100% cost submittal. The Krebs team worked through the CMAR process with the contractor (Kiewit) which includes scoping meeting, quantity takeoffs and reconciliation, estimate preparation and cost reviews. The South Central LRT project is an 8 mile extension of light rail from Downtown Phoenix south to Baseline Road. Project scope includes complex rail work to maintain existing service, substantial utility work (water, sewer, storm, power, communications), complete roadway reconstruction, park and ride facilities, 8 stations, 2 new bridges, one major bridge rehabilitation and has several traffic phases
06/2018 – Ongoing	**Caltrans SB-101 Widening Project, Santa Barbara, CA** This $500 million CMGC project for Caltrans involves six stages or work packages for the widening of Highway 101 in Santa Barbara, CA. Rick is providing oversight, negotiation and bid review support on behalf of Caltrans. Rick provides consultation to Caltrans regarding risk, estimate review items and overall markups. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, concrete batching and paving and traffic control.
03/2016 – Ongoing	**Sound Transit E130, E335, L200 and L300 Projects, Seattle, WA** These four complex GCCM projects are located in Seattle and Bellevue. Rick's role is to provide independent cost estimating support for the project, lead the cost reviews and ultimately lead the MACC negotiations on behalf of Sound Transit. The $3 billion light rail projects are located in very tight corridors and interfaces with a tunnel project and over an existing floating bridge. All facets of heavy civil and light rail construction are included in these complicated, urban projects. Rick is providing consultation and change order support during construction.

03/2015 – 12/2022	**SANDAG Mid Coast Light Rail Projects, San Diego, CA** There are four CMGC projects for SANDAG with a combined construction value of nearly $2 billion. Rick's role was to provide independent cost estimating support for the project, lead the cost reviews and negotiations as the ICE. The projects recently completed construction after successful CMGC negotiations and Krebs provided change order support after the GMP during construction. The project is located in tight corridor adjacent to I-5 in San Diego. All major civil construction work types required of this project.
08/2006 – 09/2015	**Utah Transit Agency Frontlines 2015 Program, Salt Lake City, UT** This overall rail expansion program was valued $1.3 billion and consisted of 5 projects, three of which were CMGC and two were design build. The expansion included 4 light rail (23 miles) and I commuter rail (44 miles). All facets of heavy civil construction was required including earthwork, structure construction, retaining walls, street reconstruction, rail construction, systems construction and many others. Rick lead the ICE team throughout the cost estimating process – which includes agreeing to rates, subcontractor and material pricing, quantity takeoffs, reconciliations, estimate preparation and estimate reviews. Our team performed bottoms-up production based estimates at 30%, 60%, 90% and 100% design phases. Rick was also involved in risk identification, assessment and mitigation analysis. As Contract Manager, Rick was responsible to assign and manage estimating resources to properly complete our assignments, compile and submit project deliverables, maintain project files, assure quality control process is implemented and followed, manage ICE contract including task order implementation and invoice preparation and submittal, attend necessary meetings, assure independent schedule was completed and reviewed prior to submission, assure compliance of contract and task orders is met, manage project budgets, manage subconsultants, maintain project files and respond to any questions or issues from UTA.
07/2005 – 08/2006	**Hideout Canyon Development, Kamas, UT** Vice President of Operations - Managed all construction activities of golf development near Kamas. Responsible to complete all construction in timely manner and maintain positive relations with County and Jordanelle Special Service District.
01/2001 – 06/2005	**COP Construction Co., Various Projects, Salt Lake City, UT** Area Manager/Project Manager - Manager of all construction operations in Utah and Southwest Wyoming. Responsible to staff and allocate resources to projects to ensure timely completion and profitability. Perform estimate reviews and generate change orders to ensure accuracy and reasonableness. Develop business plans and client relationships for current and potential clients. Ultimately responsible for profitability and safety performance of area.
02/1999 – 12/2001	**Granite Construction Company, Various Projects, Salt Lake City, UT** Area Manager/Project Manager/Estimator - Responsible to seek, obtain and manage public and private projects in Summit and Wasatch counties. Estimated and negotiated potential work operations in the area. Structures manager for 450 million Deer Crest development and oversaw all bridge, soil nailing, drilled pier and Hilfiker MSE wall construction on project
05/1989 – 01/1999	**Kiewit Companies, Various Projects, Vancouver, WA** Project Manager/Job Superintendent/Project Engineer - Performed various engineering duties including quantities, pay apps, ordering materials, sub coordination and others and progressed to job superintendent. Superintendent duties included being ultimately responsible to manage and schedule resources to safely construct a variety of projects in Washington, Oregon, California and Utah. Rick was the Grading Project Manager and responsible to oversee all grading activities on the Downtown segment of the $1.3 billion I-15 design-build reconstruction project in Salt Lake City. Oversaw MSE wall construction, earthwork, base placement, utility installation, surcharge and settlement and other facets required. Cost estimating an integral part of duties for the multibillion dollar company.

Firm employed by: Krebs Corporation				
Name	Jay Bays		Years of relevant experience with this employer	5
Title	Lead Estimator		Years of relevant experience with other employer(s)	25
Degree(s) / Years / Specialization			B.S. Civil Engineering, Washington State University 2002	
Active registration number / state / expiration date				
Year registered		Discipline		
Contract role(s) / brief description of responsibilities			Mr. Bays will be the lead estimator for Krebs and will estimate, compile and prepare the cost estimates and will coordinate the necessary estimating expertise from the Krebs and Tricertus teams. Jay will be involved in risk reviews, constructability reviews, VE reviews, schedule reviews and will prepare the estimating documents, comparisons and variance reports as requested by the Louisiana DOTD. Jay will lead the internal estimate reviews and participate in the cost reviews with contractors. Jay will ultimately manage the estimating and scheduling efforts for Krebs and Tricertus.	

Experience dates	Experience and qualifications relevant to the proposed contract
03/2021 – Ongoing	**Louisiana DOTD I-10 Reconstruction Project, Baton Rouge, LA** This $1.1 billion CMAR project for the Louisianan DOTD involves multiple stages or work packages for the reconstruction and widening of Interstate 10 through the heart of Baton Rouge. Jay is the lead estimator for Krebs and manages all estimating staff to prepare independent cost estimates for the various work packages on the project. Jay prepares all estimate comparisons, estimating documents, reviews and concurs with CMAR contractors submittals and provides support during construction to assure the CMAR contractor is adhering to the agreed scope and costs for each respective work package. Jay is intimately involved in quantity reconciliations, cost estimate reviews, risk discussions and attends project meetings. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, retaining walls, significant traffic phasing and MOT, limited right-of-way and multiple stakeholders to work with.
03/2019 – Ongoing	**VTA, BART Silicon Valley Phase II Extension, San Jose, CA** Jay is the lead cost estimator for Krebs for the early project cost estimating on this complex $4+ billion, 10 mile rail extension for VTA in San Jose. Project is broken into 6 distinct projects depending on scope of work. Jay's role is to provide cost estimating support for the project at the early design phase to establish and verify project budgets. He is involved with estimate revisions to incorporate VE ideas, work with the design and project management team and ultimately consolidate and prepare cost estimates and detail reports for the project team.
09/2019 – 03/2020	**Valley Metro South Central LRT Extension, Phoenix, AZ** This $650 million CMAR project for Valley Metro involves two stages or work packages for the extension of light rail from downtown Phoenix and extending 8 miles to the south. The project includes significant utility work – storm sewer, sewer, and waterlines, roadway reconstruction, flatwork, rail construction, stations, OCS and systems installation, retaining walls and bridge upgrades. Jay was the Lead Estimator for Krebs and participated in quantity reconciliations, cost/negotiation reviews and risk discussions with the contractor and Valley Metro. Project is located in a tight, congested corridor and is a highly visible project with several stakeholders involved.
02/2015 – 10/2018	**Sound Transit East Link E335 and L200 Projects, Seattle, WA** These two complex GCCM projects are located in Seattle and Bellevue. Jay's role is to provide cost estimating support for the project, lead the cost reviews and ultimately lead the MACC negotiations for the contractor. The $1.8 billion light rail projects are located in very tight corridors and interfaces with a tunnel project.
01/2014 – 10/2018	**SANDAG Mid Coast Light Rail Projects, San Diego, CA** There are four CMGC projects for SANDAG with a combined construction value of $2 billion. Jay's role was to provide cost estimating support for the project, lead the cost reviews and negotiations for the CMGC contractor. The projects have recently been completed after successful CMGC

	negotiations. The main project is the $927 million. Mid Coast LRT is located in tight corridor adjacent to I-5 in San Diego. All major civil construction work types are required on this project.
06/2012 – 12/2014	**City of Seattle, First Hill Streetcar, Seattle, WA** This project is a $72 million GCCM project. This is complex project which required working under live bus trolley wires. The project constructed 2.5 miles of embedded track, roadway and intersection reconstruction, utility relocations and an OMF facility. Jay's role was to provide cost estimating support for the project and lead the cost reviews.
03/2011 – 03/2015	**TriMet Portland-Milwaukie Transit Project - East Segment, Portland, OR** This project is a $300 million CMGC. Project includes relocation of storm sewer trunk line with depths reaching 40 ft, drainage, full roadway widenings, track construction adjacent to UPRR mainlines, 8 stations, 12 TPSS/System buildings, 8 stations and 9 aerial structures two of which interface UPRR mainlines. Jay's role was to provide cost estimating support for the project, lead the cost reviews and negotiations for the contractor.
08/2007 – 12/2008	**MRM Construction Services, Various Projects, Phoenix, AZ** Chief Estimator/Operations Manager - Jay was the chief estimator and operations manager for MRM which is a small, DBE firm specializing in flatwork and minor concrete construction. He was responsible for bidding and managing projects across the Phoenix area and performed work on large DOT and transit projects as a DBE subcontractor. Jay was responsible for obtaining work for the company and then managing the projects to assure the company was being financially successful.
01/2003 – 08/2007 01/2009 – 10/2014	**Stacy -Witbeck Company, Various Projects, Portland, OR** Chief Estimator/Cost Estimator - Jay was the Chief Estimator/Estimator for Stacy-Witbeck out of their Portland office and estimated numerous projects over the 14-year span, some of which are listed below. He was responsible to assure quantity takeoffs were complete, cost estimates were prepared and reviewed, subcontractor and material quotes were received, indirect cost were estimated, risk reviews complete and anything else required to fully evaluate, prepare cost estimates and submit bids to various agencies and owners. ▪ Lynnwood Link Extension Link Contract L200, $420 million, GC/CM, Sound Transit – Seattle, WA ▪ Steel Bridge Transit Improvements and Track Rehab, $20 million, CM/GC, TriMet – Portland, OR ▪ East Link Extension – Downtown Bellevue to Spring District Link Contract E335, $398 million, GC/CM, Sound Transit – Seattle, WA ▪ Sugar House Streetcar Double Tracking Project, $37 million, CM/GC, UTA – Salt Lake City, UT ▪ Mid Coast Corridor Projects, $1.2 billion, CM/GC, San Diego Association of Governments (SANDAG) – San Diego, CA ▪ Blue Line Station Rehabilitation, $8.5 million, CM/GC, TriMet ▪ Point Defiance Bypass Track and Signal Improvements, $61 million, Bid-Build, Sound Transit – Lakewood, WA ▪ Sounder Maintenance of Way & Layover Yard Maintenance Services VMR Operations & Maintenance Facility, $21.5 million, GC/CM, Sound Transit – Seattle, WA ▪ Northgate Link Extension - Trackwork from UW Station to Northgate Station, $73 million, Bid-Build, Sound Transit – Seattle, WA ▪ Link Operations Maintenance Facility- East Design Build (OMFE), $17.6 million, Bid-Build, Sound Transit – Seattle, WA ▪ Portland Streetcar Loop, $109 million, CM/GC, City of Portland – Portland, OR ▪ Kansas City Streetcar, $88 million, CM/GC, City of Kansas City – Kansas City, MO ▪ First Hill Streetcar, $72 million, GC/CM, Sound Transit – Seattle, WA ▪ SW Moody Avenue Roadway and Track Relocation, $32 million, CM/GC, City of Portland – Portland, OR ▪ Montgomery Street Track Relocation, $2.2 million, CM/GC, City of Portland – Portland, OR ▪ QLINE Detroit Streetcar, $142 million, CM/GC, M-1 Rail – Detroit, MI ▪ Portland-Milwaukie Light Rail Transit Project - East Segment, $300 million, CM/GC, TriMet – Portland, OR ▪ Airport TRAX LRT Extension, $221 million, CM/GC, Utah Transit Authority – Salt Lake City, UT

Firm employed by: Krebs Corporation			
Name	Travis Galvin	Years of relevant experience with this employer	4
Title	Discipline Estimator – Civil, Drainage, Utilities, Track, Walls	Years of relevant experience with other employer(s)	18

Degree(s) / Years / Specialization			B.S. Construction Engineering Technology, Montana State University, 2001
Active registration number / state / expiration date			
Year registered		Discipline	
Contract role(s) / brief description of responsibilities			Mr. Galvin will be a discipline estimator preparing quantity takeoffs and estimating for civil, utility, track and retaining walls as needed. Travis will assist in risk identification and reviews, constructability reviews, value engineering and cost estimating related tasks. He will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.

Experience dates	Experience and qualifications relevant to the proposed contract
03/2021 – Ongoing	**Louisiana DOTD I-10 Reconstruction Project, Baton Rouge, LA** This $1.1 billion CMAR project for the Louisianan DOTD involves multiple stages or work packages for the reconstruction and widening of Interstate 10 through the heart of Baton Rouge. Travis is providing cost estimating support for the various work packages and his focus has been on drainage, utility, track and shoring items. He is involved in quantity reconciliations, cost reviews, schedule reviews and risk reviews with the CMAR contractor. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, retaining walls, significant traffic phasing and MOT, limited right-of-way and multiple stakeholders to work with.
01/2020 – Ongoing	**California High Speed Rail Segment 1, Fresno, CA** Travis is providing change order support on this $1.5 billion design-build project in Fresno, CA. The project is very complex and has serious issues with third party utility and right-of-way delays. There are also several dynamic change orders that have been difficult to finalize scope. Travis is providing cost estimating, constructability reviews and negotiation support on behalf of the High Speed Rail Authority**.**
10/2019 – 03/2020	**Valley Metro, South Central Extension LRT Project, Phoenix, AZ** This $650 million CMAR project for Valley Metro involves two stages or work packages for the extension of light rail from downtown Phoenix and extending 8 miles to the south. The project includes significant utility work – storm sewer, sewer, and waterlines, roadway reconstruction, flatwork, rail construction, stations, OCS and systems installation, retaining walls and bridge upgrades. Travis led the systems and stations estimating for Krebs and participated in quantity reconciliations and cost/negotiation reviews with the contractor and Valley Metro. Project is located in a tight, congested corridor and is a highly visible project with several stakeholders involved.
03/2020 – Ongoing	**WSDOT I-405 GEC Program, Various Projects, Bellevue, WA** The I-405 projects consists of a series of projects including the Bellevue to Lynnwood section which was a $170 million freeway widening and addition of HOT toll lanes, the SR-167 Connector which is a $140 million flyover interchange, the Renton to Bellevue section which is a $700 million widening to accommodate tolling and BRT lanes, general upgrades, retaining walls, bridges, drainage, paving, etc., the NE 85th Interchange which is a $250 million complicated interchange and general roadway and tolling improvements and the SR 522/527 project which is a $830 million complete interchange reconstruction, highway and adjacent street reconstruction project. Travis has provided cost estimating support and his focus has been on traffic phasing and staging, ITS infrastructure and fiber installation and testing, retaining walls, moment slabs and barrier items. These projects are all widening projects in a very heavily congested traffic corridor. Construction phasing and traffic control are very complex and there are significant restrictions on working hours, lane closures, etc. These WSDOT projects include all facets of construction and there are significant environmental requirements and regulations to adhere to.
05/2017 – 10/2019	**Stacy Witbeck, Various Projects, Alameda, CA, Lead Estimator**

	Travis was the lead estimator and estimated multiple large scale civil/transit construction projects from $100 Million to $1 Billion in Washington, California, and Arizona. Projects ranged in delivery systems from traditional Bid Build to CMGC and Design Build. Competent in HCSS Heavy Bid, Blue Beam, and leading estimators and designers in an estimate.
01/2013 – 05/2017	**M-1 Rail Detroit Street Car Project, Detroit, MI** Travis was the Deputy Project Manager for the $133 Million CMGC and Hard Bid project which consisted of 6.6 miles of track construction, 3 miles of total roadway reconstruction, water line and storm sewer replacements, two total bridge replacements, Non-Haz mitigation, and lighting replacement. Travis was responsible for managing, estimating, subcontractor management, material procurement, DBE and minority development, schedule, owner billings, owner relations, managing self-performed crews, quality control management, safety, project budget and cost control.
01/2008 – 12/2012	**UTA Frontrunner South, Salt Lake City, UT** Travis began the project as Project Engineer and progressed to Project Manager on this $533 Million CMGC project which consisted of 45 miles of new commuter rail construction Project entailed earthwork, storm drain systems, water lines, structures, bridges, stations, retaining walls, roadway crossings, environmental site restoration, Hazmat, building demo, soil mitigation, and other elements. As PM, Travis was responsible for managing and coordinating the final year of this project to complete and sell to UTA. This required finalizing change orders, train testing, and revenue operations. Tasks included managing self-performed crews, safety, subcontractors, managing field supervision, project budget, project schedule, cost control, owner relations, billings, estimating, and public relations. Travis was intimately involved throughout the CMGC process and estimates were prepared at the 30%, 60% and 90% design milestones. The process included quantity takeoffs, quantity reconciliations, cost estimate preparation, estimate reviews with ICE and UTA and final GMP negotiations. Once the GMP was reached, Travis led all change order estimating and negotiating with the ICE team.
01/2007 – 01/2018	**UDOT 200 North Kaysville Overpass, Kaysville, UT** Travis was the Construction Manager on this $17 Million project, consisting of construction of a roadway bridge that spans four active freight tracks, with two major intersections, MSE walls, utilities, and ground improvements. Travis was responsible for managing and coordinating all construction activities of self-performed and subcontractor crews.

Firm employed by: Krebs Corporation			
Name	Charlie DeGasparis	Years of relevant experience with this employer	5
Title	Discipline Estimator – Structures, bridges, structural concrete, shoring, falsework, retaining walls, piling, drilled shafts	Years of relevant experience with other employer(s)	25

Degree(s) / Years / Specialization			B.S. Civil Engineering, Santa Clara University, 1994
Active registration number / state / expiration date:			Washington PE 42484, expires 2/1/25; California PE C54060, expires 12/31/23
Year registered		Discipline	Civil Engineering
Contract role(s) / brief description of responsibilities			Mr. DeGasparis will be a discipline estimator preparing quantity takeoffs and estimating for bridge and structure related scope including bridges, structural concrete, shoring, falsework, foundations (piling, shafts, ground improvements), girder picks and planning, retaining walls, etc. Charlie will assist in risk identification and reviews, constructability reviews, value engineering and cost estimating related tasks. He will also participate in internal estimate reviews as well as quantity and cost reviews with the CMAR contractor.

Experience dates	Experience and qualifications relevant to the proposed contract
11/2020 – Ongoing	**Caltrans American River Bridge Project, Sacramento, CA** Charlie is providing cost estimating support and coordination on this $200 million CMGC project in Sacramento, CA. The project is very complex in that it is bridge rehabilitation and new structure construction project located in and over the American River. There are several constraints and regulations to adhere to namely the Corps of Engineers and Fish and Game. The project requires in-water work as well as working within flood plain. Charlie is the lead structures estimator responsible for estimating all structure work on the project which includes bridge widening, rehab to the existing steel structure, new bridge installation utilizing structural steel members and all other structural concrete and retaining wall estimating. The bridge construction is utilizing in-water construction techniques with barges and derrick cranes. Charlie performing constructability reviews, scope reviews, value engineering reviews, risk reviews, schedule reviews and the normal cost estimating process required of CMGC projects. The ICE team is now supporting Caltrans as needed during construction after successfully coming to terms on a project GMP.
02/2020 – Ongoing	**Caltrans Fresno SR 99 Reconstruction Project, Fresno, CA** This $250 million CMGC project is for the widening and rehabilitation of SR 99 through Fresno. It includes major highway rehabilitation, roadway reconstruction, drainage improvements, bridge replacement and widening, earthwork concrete and asphalt paving, retaining and sound walls and all other facets required in highway construction. Charlie is the lead structures estimator on the project which requires widening on several bridges and demolition and reconstruction of several other bridges. Charlie is involved with quantity reconciliations, cost reviews, VE reviews, risk reviews, constructability reviews and completes bridge construction phasing and falsework concepts for the ICE team. The project is located in heavily congested, urban area.
06/2019 – Ongoing	**Sound Transit, West Seattle to Ballard LRT Program, Seattle, WA** Charlie is leading the Krebs efforts on early cost estimating analysis on this very complex $6.5 billion light rail program in downtown Seattle. He is helping with cost analysis on early design concepts to establish the preferred route. Project is expected to be broken into 12 construction projects and includes aerial guideway, at -grade guideway, tunnel, cut and cover structures, complex river crossings and several stations.
06/2020 – 07/2021	**Caltrans Ventura Seawall Project, Ventura, CA** The Ventura Slope Stabilization project is an approximately $50 million CMGC project with Caltrans that recently commenced. The project entails installation of a secant wall to provide slope stability and improve safety conditions on Highway 101 near Ventura. The project design is fairly straightforward but very risky due to existing soil conditions, coastal permit restrictions and environmental work window constraints. Charlie was responsible for quantity takeoff and estimating at the 30%, 60% and 90% designs for the secant walls and/or alternative designs as well as provide input

	on risk discussions and risk analysis. Charlie participated in cost reviews with the contractor which ultimately resulted in the contractor reducing their overall price.
10/2018 – Ongoing	**Sound Transit Lynnwood Link LRT (L200 and L300) Project, Lynnwood, WA** Charlie's role was to lead the structures estimating for the GCCM team throughout the GCCM process – which includes agreeing to rates, subcontractor and material pricing, quantity takeoffs, reconciliations, estimate preparation and estimate reviews. Charlie performed bottoms-up production based estimates at 60%, 90% and 100% design phases for the ICE team on this 8 mile, $1.8 billion GCCM light rail project for Sound Transit. Charlie prepared cost estimates and participated in cost reviews with the contractor at the 60%, 90%, 100% and IFC design phases. Throughout the GCCM process, Krebs provided scope identification and cost estimating, risk identification and mitigation strategies, constructability issues and ways to improve on them, design review and comments, value engineering analysis, what-if scenarios and other cost related items as requested by Sound Transit.
06/2005 – 10/2018	**Atkinson Construction, Puget Sound Region, Washington State** Charlie was the design-build manager/lead structures estimator for Atkinson's Puget Sound Region on several project pursuits and actual construction of the projects awarded. Charlie was the contractor lead for the design-build team and oversaw all design activities as they related to construction during pursuit phase, to award phase and throughout project construction. He was responsible for working with the design team and contractor to develop, implement and construct based on project design criteria. Charlie performed all structures estimating for the projects he was involved with including foundation work, superstructure construction, shoring, falsework and bridge construction phasing. Successful projects pursuits include the following: The I-5 Everett Design-Build (2005 to 2008) which was $221 million project to add 10 miles of HOV lanes and required a complete reconstruction of the freeway, bridge replacements, paving, noise and retaining walls, etc. The I-5/SR 16 Interchange (2009-2010) which was a $155 million complete interchange reconstruction with associated highway work, the I405 Bellevue Braids which was a $108 million reconstruction of I-405 off and on ramps and associated freeway and structure work, The SR 167 Puyallup River Bridge (2013-2015) which was a $23 million replacement of the existing structure over the Puyallup River, and the SR 99 Puyallup River Bridge (2017-2019) which was a $31 million bridge replacement over the Puyallup River at the intersection of Highway 99. All of these projects are complex, heavy civil Washington State DOT projects which must follow very strict environmental constraints working in and around rivers, lakes and Puget Sound.

Firm employed by: Krebs Corporation			
Name	Jason Kmezich	Years of relevant experience with this employer	4
Title	Discipline Estimator – Civil, Utilities, Traffic and Construction Phasing, MOT, Lead Estimator Assistant	Years of relevant experience with other employer(s)	15

Degree(s) / Years / Specialization	B.S. Construction Management, Colorado State University, 2010
Active registration number / state / expiration date	
Year registered / Discipline	
Contract role(s) / brief description of responsibilities	Mr. Kmezich will be a discipline estimator preparing quantity takeoffs and estimating for civil, utility, traffic and construction phasing, MOT and will assist the Lead Estimator (Jay Bays) with report preparation, cost estimate comparisons, ICE submittal packets, internal QC of all submittal packages and other items as required by the DOTD. Jason will assist in risk identification and reviews, constructability reviews, schedule reviews, value engineering and cost estimating related tasks. He will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.

Experience dates	Experience and qualifications relevant to the proposed contract
03/2021 – Ongoing	**Louisiana DOTD I-10 Reconstruction Project, Baton Rouge, LA** This $1.1 billion CMAR project for the Louisianan DOTD involves multiple stages or work packages for the reconstruction and widening of Interstate 10 through the heart of Baton Rouge. Jason is providing cost estimating support on a variety of scope items including civil, access, construction phasing, traffic phasing and MOT and other items as needed by the project team. Jason has been supporting the Lead Estimator, Jay Bays, on estimate package submittals, preparation of estimate comparisons and other items as required by the DOTD. He participates in quantity reviews/reconciliations, cost reviews, risk reviews and attends weekly project meetings. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, retaining walls, significant traffic phasing and MOT, limited right-of-way and multiple stakeholders to work with.
10/2019 – Ongoing	**California High Speed Rail Authority, California High Speed Rail Contract Package 1, Fresno, CA** This $1.5 billion project is a 32 mile section of the California High-Speed Rail between Avenue 19 in Madera County to East American Avenue in Fresno County. In includes 11 miles of new roadway, 12 grade separations, 2 viaducts, 1 tunnel and a major river crossing over the San Joaquin River. Jason is providing independent cost estimating services on several large change orders. The services include quantity takeoffs, comparisons to previous change submittals, cost estimating, review with project teams, reviews with contractors and any other support requested by the Authority
10/2019 – 03/2020	**Valley Metro, South Central Extension LRT Project, Phoenix, AZ** This $650 million CMAR project for Valley Metro involves two stages or work packages for the extension of light rail from downtown Phoenix and extending 8 miles to the south. The project includes significant utility work – storm sewer, sewer, and waterlines, roadway reconstruction, flatwork, rail construction, stations, OCS and systems installation, retaining walls and bridge upgrades. Jason led the earthwork, aggregates, flatwork and paving estimating for Krebs and participated in quantity reconciliations and cost/negotiation reviews with the contractor and Valley Metro. Project is located in a tight, congested corridor and is a highly visible project with several stakeholders involved**.**
12/2018 – 10/2019	**Modern Communications Systems, Littleton, CO, Project Manager** Jason was a project manager for MCS and estimated and managed several communication projects including the $40 million Gilbert Road Extension for Valley Metro in Phoenix and the $20 million Larkspur to Windsor extension for SMART in Sonoma County, CA. Jason was responsible to lead the estimates and then manage the projects as the project manager. All facets of communication infrastructure was required including conduit installation, fiber installation, systems integration and testing.
03/2018 – 12/2018	**SANDAG Rose Creek Bikeway, San Diego, CA**

	Jason was the lead estimator and then project manager for the $80 million CMGC project for SANDAG. Project was located in a highly used pedestrian corridor and had to overcome major hurdles caused by public utility relocations. Project required tricky pedestrian detours, complex retaining walls, drainage, paving and utility items.
01/2016 – 03/2018	**SANDAG Mid Coast LRT, San Diego, CA** Jason was the Civil Lead Estimator (earthwork/roadways) for the entire 11-mile project, as well as Reach 5 Manager – a 2.6 mile section of the project that consisted of mass earthwork ex/embankment, lightweight cellular fill, geofoam fill, MSE/CIP walls, slope paving, new drainage structures, drainage extensions, ductbank, joint trench, trackbed construction, track construction, roadway widening, two park & ride facilities, 3 LRT stations, traffic signals, traffic lighting and MBGR. Collaborated with SANDAG to achieve cost-effective solution to the abundance of contaminated soil. This CMGC project valued at $990 million.
05/2011 – 12//2015	**TriMet Portland-Milwaukie Transit Project - East Segment, Portland, OR** This project is a $300 million CMGC. Project includes relocation of storm sewer trunk line with depths reaching 40 ft, drainage, full roadway widenings, track construction adjacent to UPRR mainlines, 8 stations, 12 TPSS/System buildings, 8 stations and 9 aerial structures two of which interface UPRR mainlines. Jason' role was to provide cost estimating support on the for the project, and then provide field support during construction. Jason worked hand in hand with TriMet, the City of Portland, Bureau of Environmental Services, Oregon Department of Transportation and the Union Pacific Railroad to orchestrate, then supervise, the reconstruction of 12 intersections (full-depth, curb-to-curb, including at-grade LRT & freight crossings) in 8 months. Three of these intersections took place simultaneously during a 3-week period, 24 hours per day.
05/2010 – 04/2011	**Stacy Witbeck, Portland, OR, Jr. Estimator** Jason provided estimating support on a variety of projects for the Portland estimating office for Stacy Witbeck. He completed quantity takeoffs, earthwork modeling, estimating and any other support functions as required by the estimating staff. He assisted on CMGC, design-build and design-bid-build projects.

Firm employed by: Krebs Corporation			
Name	Steve Schantzen	Years of relevant experience with this employer	5
Title	Discipline Estimator – Structures, Structural Concrete, Retaining Walls, Access	Years of relevant experience with other employer(s)	16
Degree(s) / Years / Specialization		B.S. Construction Engineering, North Dakota State University, 2005	
Active registration number / state / expiration date			
Year registered	Discipline		
Contract role(s) / brief description of responsibilities		Mr. Schantzen will be a discipline estimator preparing quantity takeoffs and estimating for structures, structural concrete, construction access and retaining walls and miscellaneous concrete items as needed. He will assist in risk identification and reviews, constructability reviews, schedule reviews and cost estimating related tasks. Steve will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
03/2021 – Ongoing	**Louisiana DOTD I-10 Reconstruction Project, Baton Rouge, LA** This $1.1 billion CMAR project for the Louisianan DOTD involves multiple stages or work packages for the reconstruction and widening of Interstate 10 through the heart of Baton Rouge. Steve is providing cost estimating for structural concrete items, noise walls, retaining walls, construction access, bridge demolition, concrete barrier as well as assisting in preparation of ICE estimate packages to be submitted to the DOTD. He participates in quantity reviews/reconciliations, cost reviews, risk reviews, schedule reviews and attends weekly project meetings. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, retaining walls, significant traffic phasing and MOT, limited right-of-way and multiple stakeholders to work with.
10/2018 – Ongoing	**Caltrans SB-101 Widening Project, Santa Barbara, CA** This $500 million CMGC project for Caltrans involves six stages or work packages for the widening of Highway 101 in Santa Barbara, CA. Steve is responsible for all structure estimating for bridge replacements and widenings, drainage channels, retaining and noise walls. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, concrete batching and paving and traffic control. Project is located in a tight, congested corridor and there are numerous environmental constraints working within the coastal region. Project located in a highly visible area with several stakeholders involved.
06/2019 – 11/2022	**Minnesota DOT Twin Ports Interchange Project, Duluth, MN** This $375 million CMGC project for MnDOT involves the reconstruction of the I-35-I-535/TH-53 connector in Duluth, MN. The project is broken into several work packages and Steve is responsible to complete quantity takeoffs and prepare cost estimates for the retaining walls and box culvert work for the EE team. Steve also participates in quantity and cost review meetings with the CMGC contractor, ICE and MnDOT. The project entails major interchange and roadway reconstruction, drainage improvements, excavation, city street improvements, traffic control and phasing and box culvert construction. Project challenges include contaminated materials, poor subsoil conditions, working adjacent to freight railroad and working in a high tourist area with constant public scrutiny.
06/2013 – 07/2018	**HNTB Construction Group, Minneapolis, MN** Project controls manager for a construction focused group out of HNTB's Great Lakes Division in Minneapolis, MN. Role includes building and leading a group of more than 16 professional staff with former contractor experience providing project control services within the U.S., including cost estimating, scheduling, constructability, document control, risk management, and value engineering. Specialized in providing transportation agencies with contractor style cost estimating, construction scheduling and oversight, web based project management systems, constructability reviews, risk mitigation, and value engineering.

01/2012 – 06/2013	**TriMet Portland to Milwaukie LRT, Portland, OR** Steve was a structures superintendent for Stacy Witbeck on this CMGC project helping to manage construction of 7 bridges, 2 widenings, 2 pedestrian structures, and precast box structure replacement. Bridge superstructures vary from steel through girders, twin trapezoidal steel tubs, C.I.P. Box structure, and precast girders. Successfully managed replacement of a precast box structure under Union Pacific Rail Road, with limited shutdowns, and shoring next to active track.
10/2010 – 01/2012	**Washington State DOT SR 520 Eastside Transit and HOV Project, Bellevue, WA** This project is a $400 million Design-Build project for WSDOT in Bellevue, WA. Steve was the design-build coordinator for Granite Construction and focused on the bridge and foundation designs to be used for pricing the project. Steve assisted with the estimate preparation and Granite was awarded the project. Structures included massive lid precast girders and cast-in-place box girder bridges. Foundation work had to account for very poor soil conditions and high water tables. Traffic staging required several traffic switches and temporary pavement to maintain the current number of existing traffic lanes.
06/2008 – 10/2010	**Oregon DOT US-20 Pioneer Mountain to Eddyville, Eddyville, OR** Steve was the Lead Field Engineer on the $176 million Design-Build project which was 6.5 miles of new road alignment on Highway US-20 in central Oregon. New alignment includes 8 bridges, over 4 million cubic yards of earthwork which included common excavation, drill and shoot, and rip rock. The new highway alignment cuts through an extremely environmentally sensitive area in the Oregon Coastal Range. Project responsibilities included the management of a bridge subcontractor during design and construction, maintaining the project schedule (P3), along with overseeing overall project field coordination with Construction Manager and superintendents.

Firm employed by: Krebs Corporation			
Name	Mike Radack	Years of relevant experience with this employer	3
Title	Discipline Estimator – Civil, Drainage, Utilities, Track, Walls	Years of relevant experience with other employer(s)	22
Degree(s) / Years / Specialization		Computer Aided Drafting Technology, ITT Technical Institute 1996	
Active registration number / state / expiration date			
Year registered		Discipline	
Contract role(s) / brief description of responsibilities		Mr. Radack will be a discipline estimator preparing earthwork modeling, quantity takeoffs and estimating for earthwork related items including structure excavation, excavation and embankment, shoring, haul trucking haul times and other items. Mike is an expert when modeling earthwork and cut layback areas utilizing AGTEK and CADD software. Mike will assist in risk identification and reviews, constructability reviews, value engineering and cost estimating related tasks. He will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
10/2021 – Ongoing	**Louisiana DOTD I-10 Reconstruction Project, Baton Rouge, LA** This $1.1 billion CMAR project for the Louisianan DOTD involves multiple stages or work packages for the reconstruction and widening of Interstate 10 through the heart of Baton Rouge. Mike is performing all civil earthwork related cost estimating which entails earthwork modeling used to determine cut/fill volumes, earthwork flows, trucking haul cycles, structure excavation quantities, retaining wall backfill quantities, shoring areas, access volumes and any other item requiring the use of modeling software. Mike utilizes AGTEK and CADD software to perform his modeling and many time the CMAR contractor has agreed to use Mike's results since he is extremely thorough. Mike participates in quantity reviews/reconciliations, cost reviews, risk reviews and attends weekly project meetings. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, retaining walls, significant traffic phasing and MOT, limited right-of-way and multiple stakeholders to work with.
11/2021 – Ongoing	**Caltrans SR 46 Corridor Improvements, San Luis Obispo, CA** The SR 46 project is a $372M Caltrans CM/GC three phase project (Cholame Segment, Wye Segment, and Antelope Grade) which is located on Route 46, East of the town of Shandon from San Luis Obispo County to Kern County. These projects encompass both Caltrans Districts 5 and 6 and propose to convert approximately 13 miles of existing 2-lane conventional highway to 4-lane divided expressway including constructing a trumpet style separation at the intersection of SR 46 and SR41, six bridges, continuously reinforced concrete pavement and nearly 4 million cy of excavation and embankment. Mike has been responsible for earthwork modeling, quantity reconciliation and cost estimating for earthwork, surcharge, structural excavation and shoring related items for the project. These items are significant Mike has provided very thorough, detailed and complete modeling for the project which benefits the project during quantity and cost reconciliations with the contractor and Caltrans. Mike also participates risk reviews with the project team.
02/2015 – 02/2016	**California High Speed Rail Authority, California High Speed Rail Contract Package 1, Fresno, CA** This $1.5 billion project is 32 miles section of the California High-Speed Rail between Avenue 19 in Madera County to East American Avenue in Fresno County. In includes 11 miles of new roadway, 12 grade separations, 2 viaducts, 1 tunnel and a major river crossing over the San Joaquin River. Mike assisted the estimating efforts for one of the bidders, Skanska, on this pursuit. Skanska was not selected for the project.
08/2015 – 10/2021	**Skanska USA Civil, Various Projects, Riverside, CA**

	Mike was a senior estimator for Skanska based out of their office in Riverside, CA. He estimated several projects in the Southern California and other regions for numerous public agencies and private owners. He performed contractor cost estimates, led estimating teams and ultimately prepared estimates and submitted bids and/or proposals on behalf of Skanska. Mike specialized in earthwork modeling and CADD reviews which gave the contractor very detailed and useful estimating information. Some of the projects are listed below: ▪ Brightline - Desert Xpress West Project Victorville, CA to Las Vegas, NV .Mike was responsible for all earthwork modeling, earthwork flows and balancing for the entire 174 mile corridor. The project is a long, complex project located in the remote desert region of California and Nevada. Escalation and forward pricing is a big part of the negotiations with the owner. ▪ Sound Transit – L300 GC/CM – Lynnwood WA, 4 miles of light rail construction in the Seattle area $860 million ▪ LAWA, Automated People Mover – LAX - This $2 billion dollar project is a light rail system to move Air travelers from the central terminal area to parking and a rental car facility. It has over 2 miles of elevated guide way and an absorbent amount of utility relocations. It also has a civil package for the rebuilding and new city streets. It is a keystone in the LAMP project for LAWA. ▪ UPRR, LATC – Los Angeles Ca. - This project was a hard bid for the reconstruction of the LATC Intermodal Facility in LA. This $120 million project was a very heavily phased project as the contractor could not disrupt UPRR operations during construction. ▪
06/2007 – 08/2015	**Sundt Construction, Various Projects, Phoenix, AZ** Mike was a cost estimator for Sundt based out of their office in Phoenix, AZ. He estimated several projects in the greater Phoenix area. Performed quantity takeoffs for large projects ranging from $10-$100 million in value. Worked directly with project designers and team members to establish value-engineering solutions on Design Build and CMAR projects. Modeled projects from simple design concepts with little to no engineering to establish budget costs for Owners. Created project visualizations to aid in project proposals and interviews. Developed cost estimates and project abstracts. ▪ Member of Sundt's Safety Task Force to aid in project safety walks and ensure safety guidelines are being met. ▪ Integral role in the development of new technologies to more accurately and rapidly quantify complex portions of project designs.

Firm employed by: Krebs Corporation			
Name	Thomas Mehas	Years of relevant experience with this employer	5
Title	Discipline Estimator – Civil, Earthwork, Aggregates, Paving	Years of relevant experience with other employer(s)	37
Degree(s) / Years / Specialization		Thomas worked his way up through the ranks, equipment operator to foreman to superintendent to estimator/project manager to senior estimator.	
Active registration number / state / expiration date			
Year registered		Discipline	
Contract role(s) / brief description of responsibilities		Mr. Mehas will be a discipline estimator preparing quantity takeoffs and estimating for civil and roadway related items such as earthwork, aggregate placement, aggregate processing, concrete and asphalt paving as needed. Tom will assist in risk identification and reviews, constructability reviews, value engineering and cost estimating related tasks. He will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
03/2021 – Ongoing	**Louisiana DOTD I-10 Reconstruction Project, Baton Rouge, LA** This $1.1 billion CMAR project for the Louisianan DOTD involves multiple stages or work packages for the reconstruction and widening of Interstate 10 through the heart of Baton Rouge The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, retaining walls, significant traffic phasing and MOT, limited right-of-way and has multiple stakeholders to coordinate with. Tom is providing cost estimating for aggregates, paving and concrete flatwork related items. Tom participates in quantity reviews/reconciliations, cost reviews and risk reviews.
07/2021 – Ongoing	**Caltrans Fresno SR 99 Reconstruction Project, Fresno, CA** This $250 million CMGC project is for the widening and rehabilitation of SR 99 through Fresno. It includes major highway rehabilitation, roadway reconstruction, drainage improvements, bridge replacement and widening, earthwork, concrete and asphalt paving, retaining and sound walls, ITS/Communications and all other facets required in highway construction. Thomas is leading the earthwork, concrete and asphalt paving, aggregate and trucking portions of the ICE estimate and assists in negotiations for GMP pricing. He is instrumental in locating material sources and has used his past bidding experience and knowledge from the High Speed Rail CP1 project. Thomas performs detailed bottom-up, contractor style estimates and participates in quantity reconciliations, cost reviews and risk reviews with the CMGC contractor. Cost estimates are being performed at 30%, 60%, 90% and 100%.
06/2019 – Ongoing	**Caltrans SB-101 Widening Project, Santa Barbara, CA** This $500 million CMGC project for Caltrans involves five stages or work packages for the widening of Highway 101 in Santa Barbara, CA. Tom is responsible for all roadway estimating including earthwork, concrete and asphalt paving, concrete batching, drainage and other civil items. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, concrete batching and paving and traffic control. Project is located in a tight, congested corridor and there are numerous environmental constraints working within the coastal region. Project located in a highly visible area with several stakeholders involved.
08/2018 – 12/2022	**SANDAG Mid Coast Light Rail Projects, San Diego, CA** There are four CMGC projects for SANDAG with a combined construction value of nearly $2.0 billion. Tom's role is to provide independent cost estimating support for the project and lead the cost reviews and negotiations as the ICE on several change orders for added scope and betterments. The project is located in tight corridor adjacent to I-5 in San Diego and is partially on the University of California San Diego college campus. All major civil construction work types required of this project**.**

04/2007 – 10/2018	**Skanska USA Civil, Various Projects, Riverside, CA** Tom was a senior estimator for Skanska and is experienced in estimating projects and leading pursuits from negotiated work, public works, CMGC to design build projects with a range from $1 million to over $1.5 billion. Able to negotiate contracts with vendors, subcontractors and clients. Proficient at serving as liaison to clients, engineers, architects, and government officials. Highly familiar with scheduling of crews and equipment for the work, job costing, advance planning and safety of public and crews. Adept at directing multiple projects simultaneously. Proven ability to complete projects on time and within budget. Knowledgeable in asphalt paving, concrete work, mass grading, finish grading and underground work. Ability to read and interpret blue prints and other technical documentation. Outstanding communication skills.
03/2018 – 08/2018	**Caltrans, Route 15 / 76 Highway Widening Project – Bonsall, CA, Senior Cost Estimator - Skanska** The $85 million project included widening the existing two lane highway to a 4 lane highway. It included a large erosion control package as we were bidding the project that was adjacent to the San Luis Rey River. The work also included moving 1.2 million cubic yards of roadway excavation, 47,000 cubic yards of rock excavation (controlled blasting), 93,000 cubic yards of import borrow, cast in place concrete bridges, cast in place wild animal crossings, 148,000 tons of asphalt paving, a large landscaping package and assorted utility packages.
02/2017 – 12/2017	**Florida Department of Transportation, I-4 Ultimate PPP – Orlando, FL, Senior Cost Estimator - Skanska** This is a $2.3 billion PPP that consists of 21.4 miles of Interstate 4 widening and reconstruction. This project runs through the middle of downtown Orlando and crosses 156 interchanges which requires it to be a very complex phased project. It has 8 million cy of earthwork,145 pre cast bridges, 400 MSE walls, 550,000 sf concrete paving, 1.1 million tons asphalt paving and 620,000 cy of concrete

Firm employed by: Krebs Corporation			
Name	Terry Wampler	Years of relevant experience with this employer	7
Title	Discipline Estimator – Civil, Earthwork, Phasing, MOT	Years of relevant experience with other employer(s)	20
Degree(s) / Years / Specialization		B.S. Construction Engineering Technology, Montana State University, 1995	
Active registration number / state / expiration date			
Year registered	Discipline		
Contract role(s) / brief description of responsibilities		Mr. Wampler will be a discipline estimator preparing quantity takeoffs and estimating for civil related items and earthwork as needed. He will assist in risk identification and reviews, constructability reviews and cost estimating related tasks. Terry will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
06/2019 – Ongoing	**Caltrans SB-101 Widening Project, Santa Barbara, CA** This $500 million CMGC project is for the widening and rehabilitation of the travel lanes on Highway 101 from Carpinteria to Santa Barbara, CA. The project is broken into multiple phases all requiring separate estimates and negotiations with the CMGC contractor. Project includes substantial traffic phasing, soundwall installation, grading and civil works, concrete and asphalt paving, bridge construction, storm drainage and other miscellaneous items. Terry is the Task Order Manager/Senior cost estimator and is leading is leading the ICE estimating and scheduling for the project. He is performing cost estimating for civil related items and indirect costs. He is intimately involved with cost reviews, schedule reviews, preparation of cost comparisons and day-to-day coordination with Caltrans and the CMGC contractor. He is also involved in risk analysis and risk reviews.
03/2019 – 06/2023	**Minnesota DOT Twin Ports Interchange Project, Duluth, MN** This $375 million CMGC project for MnDOT involves the reconstruction of the I-35-I-535/TH-53 connector in Duluth, MN. The project is broken into several work packages and Terry lead the EE efforts on the civil related items. Terry was responsible to complete and submit the EE using MnDOT bid structure and participated in quantity and cost reviews with the CMGC contractor, MnDOT and the ICE. The project entails major interchange and roadway reconstruction, drainage improvements, excavation, city street improvements, traffic control and phasing and box culvert construction. Project challenges include contaminated materials, poor subsoil conditions, working adjacent to freight railroad and working in a high tourist area with constant public scrutiny.
08/2018 – 11/2019	**Caltrans SM-101 Managed Lanes Project, San Mateo, CA** The $330 million CMGC project will construct an express lane in both directions on Highway 101 in San Mateo County. The express lanes will connect with existing carpool lanes at Whipple Avenue which would be converted into express lanes themselves, creating new continuous express lanes that extend from I-380 in San Bruno to San Antonio Road in Mountain View. Terry was a senior estimator for the ICE team on the project and responsible for providing quantity takeoffs and estimating various civil related items such as drainage, soundwalls, earthwork, paving, ITS infrastructure (ductbanks) and others. Terry was intimately involved throughout the CMGC process from initial quantity takeoffs and reconciliations to estimating and price reviews. Terry prepared cost comparisons for Caltrans that were used during the cost review process. Terry was also involved with risk analysis and constructability reviews. Services began in 2018 and were completed in 2019 after a successful GMP was reached between Caltrans and the CMGC contractor, Kiewit.
07/2020 - Ongoing	**Alaska DOT Sterling Highway Project, Cooper Landing, AK** The Sterling Highway project is a 10-mile new alignment project to improve safety and sight distance and bypass the small town of Cooper Landing, Alaska. The area is popular tourist destination and is heavily used during the summer months. The $375 million CMGC project entails 2.3 million cy earthwork, 1.2 million cy rock excavation (drill and shoot), 1.4 million tons material processing, roadway construction, construction of a new steel arch bridge across a deep canyon, wildlife crossings, drainage improvements and significant clearing and grubbing. The onsite material is of very poor quality and the use of it for embankments is very risky. The project is located in a remote area of Alaska and work seasons are limited due to weather factors. Access is restricted and there are significant environmental constraints and restrictions to adhere to. This project is the largest CMGC project

	undertaken by the Alaska DOT. Terry is leading the civil work estimating and is responsible to oversee the earthwork items, estimate the civil, drainage and mobilization items. Terry is intimately involved in weekly design and Geotech meetings as well as quantity reconciliations and cost estimate reviews with the contractor and ADOT.
03/2017 – 11/2019	**Sound Transit Lynnwood Link L200 L300 Projects, Lynnwood, WA** These two complex GCCM projects are located in Lynnwood, Washington. Terry's role was to provide ICE and negotiation support for civil and earthwork related items. Terry also prepared and submitted several early work and bid packages based on Sound Transit GCCM contracting requirements. The $1.8 billion light rail projects are located in very tight corridors adjacent to Interstate 5.
04/2014 – 10/2016	**Caltrans Kramer Junction, Borax, California** Terry lead the cost estimating, constructability and contractor negotiation support functions for Caltrans. The $180 million CMGC project is mainly a highway widening and structure project with significant earthwork operations and interchange improvements. Terry was responsible for cost estimating for all earthwork related items. He participated in quantity reviews/reconciliations, cost estimating and cost reviews and risk reviews.
06/2000 – 06/2014	**Ames Construction, Western Region Various Projects, Salt Lake City, UT** Terry was the Chief Estimator/Estimator for Ames Construction's Western Region office in Salt Lake City and estimated numerous projects over the 14-year span, some of which are listed below. He was responsible to assure quantity takeoffs were complete, cost estimates were prepared and reviewed, subcontractor and material quotes were received, indirect cost were estimated, risk reviews complete and anything else required to fully evaluate, prepare cost estimates and submit bids to various agencies and owners. ▪ Red Rock Hydroelectric Plant - $247 million power plant and powerhouse upgrade for Western Minnesota Power Agency. ▪ SR-93 Extension - $32 million CMGC project fr the Utah DOT for reconstruction of a 2-mile section of SR 93. ▪ I-15 CORE - $1.2 billion Design-Build project for Utah DOT. This project was the complete reconstruction of 26 miles of I-15 in Utah County and included 10 interchange reconstructions, project was massive and all facets of heavy civil highway construction. ▪ 11400 South to Bangerter - $138 million design-build project for the Utah DOT project to construct 3.5 miles of new highway alignment with the addition of major interchange connections at I-15 and at Bangerter highway. ▪ Legacy Parkway Segments 1 and 2 - $196 million Design-build and CMGC project for the Utah DOT. Project constructed 12 miles of new freeway alignment.

Firm employed by: Krebs Corporation				
Name	Jimmy Vegh		Years of relevant experience with this employer	7
Title	Discipline Estimator – Civil, Drainage, Utilities		Years of relevant experience with other employer(s)	16
Degree(s) / Years / Specialization			Salt Lake Christian Academy	
Active registration number / state / expiration date				
Year registered		Discipline		
Contract role(s) / brief description of responsibilities			Mr. Vegh will be a discipline estimator preparing quantity takeoffs and estimating for civil related items and utility work as needed. He will assist in risk identification and reviews, constructability reviews and cost estimating related tasks. Jimmy will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
02/2021 - Ongoing	**Caltrans Fresno SR 99 Reconstruction Project, Fresno, CA** This $250 million CMGC project is for the widening and rehabilitation of SR 99 through Fresno. It includes major highway rehabilitation, roadway reconstruction, drainage improvements, bridge replacement and widening, earthwork concrete and asphalt paving, retaining and sound walls and all other facets required in highway construction. The project is estimated to cost approximately $250 million and requires significant escalation and future pricing analysis as the project is several years from commencing construction. Jimmy is responsible for leading most of the civil estimating for the Krebs team and is performing quantity takeoffs for several of the civil and utility related items. Jimmy participates in quantity reconciliations, cost reviews and risk reviews. Cost estimates are being performed at 30%, 60%, 90% and 100%.
03/2017 – Ongoing	**Sound Transit Lynnwood Link LRT Projects (L200 and L300), Lynnwood, WA** Jimmy was responsible for all utility cost estimating for the ICE team on this 8 mile, $1.8 billion GCCM light rail project entails two separate GCCM contracts for Sound Transit. Jimmy prepared cost estimates and participated in cost reviews with the contractor at the 60%, 90%, 100% and IFC design phases. Throughout the GCCM process, Krebs provided scope identification and cost estimating, risk identification and mitigation strategies, constructability issues and ways to improve on them, design review and comments, value engineering analysis, what-if scenarios and other cost related items as requested by Sound Transit. Many of the items Jimmy was responsible for were actually bid out in subcontractor packages so his estimates were compared to actual market bids. After successful MACC negotiations, Jimmy has been assisting on change orders including an added aerial station with value of $100M+.
11/2020 - Ongoing	**Caltrans American River Bridge Project, Sacramento, CA** Jimmy is providing cost estimating support and coordination on this $200 million CMGC project in Sacramento, CA. The project is very complex in that it is bridge rehabilitation and new structure construction located in and over the American River. There are several constraints and regulations to adhere to namely the Corps of Engineers and Fish and Game. The project requires in-water work as well as working within flood plain. Jimmy is responsible for estimating the utility and civil items on the project and overall coordination with Caltrans and the CMGC contractor. Jimmy performs constructability reviews, scope reviews, value engineering reviews, risk reviews and the normal cost estimating process required of CMGC projects. The project has reached a successful GMP and Jimmy assists with change order reviews when requested by Caltrans.
03/2015 – 01/2022	**SANDAG Mid Coast LRT, San Diego, CA** There are three CMGC projects for SANDAG including the SAN Diego River Bridge, Elvira to Morena Double Track and the Mid Coast LRT. Combined construction value of the projects approximately $1.3 billion. The projects are all located in heavily congested urban areas with very strict environmental requirements and restrictions. The Mid Coast LRT project is an 11 mile extension of the light rail in San Diego to the UCSD campus. There are several stakeholders to work with including Caltrans, UCSD, San Diego County and various cities and local municipalities. Jimmy assisted throughout the estimating process on this series of projects and focused mainly on utility work items and scope. This include all wet utilities – storm sewer, waterline, sanitary sewer as well as all dry utilities – electrical, gas, communication, power, etc. Jimmy also was responsible for the

	systems infrastructure estimating for the communication and systems system. This included ductbank installation with associated vaults, manholes, handholes and junction/pullboxes. Jimmy performed quantity takeoffs and cost estimating. He was involved in all quantity reconciliations, cost reviews and risk reviews which were performed at 30%,60%, 90% and 100% design deliverables. Jimmy continued estimating support for change orders during construction after an agreed GMP price was negotiated.
06/2014 – 09/2015	**UPRR Brazos Yard, Hearne, Texas** This project is a $700 million CMGC project for a 700 acre, major switch yard facility in Texas for Union Pacific Railroad. Project entails major earthwork, drainage, 130 miles of track construction using over 300 turnouts and associated support building and treatment plant. Jimmy's role was to performing utility cost estimating and contractor negotiation support for UPRR.
04/2008 – 12/2014	**Utah Transit Agency Frontlines 2015 Program, Salt Lake City, UT** This $1.2 billion, 70 mile rail expansion program included 5 projects, 3 CMGC and 2 Design-Build. Jimmy's role was to provide cost estimating for utility related items – storm sewer, sanitary sewer, waterlines, electrical, gas, communications, ductbanks and others. For the CMGC projects, quantity takeoffs and cost estimating was performed at the 30%, 60%, 90% and 100% design deliverables. For the Design-build projects, quantity takeoffs and estimating provided at the 30% design concepts. Once agreed pricing was successfully negotiated on all projects, Jimmy performed change order cost estimating and contractor negotiation functions on behalf of UTA. Project included substantial coordination to maintain freight and passenger rail service while project under construction.

Firm employed by: Krebs Corporation			
Name	Adam Johnson	Years of relevant experience with this employer	1
Title	Discipline Estimator – Electrical/Systems/ITS	Years of relevant experience with other employer(s)	15
Degree(s) / Years / Specialization		B.S. Construction Management, Western Illinois University 2007	
Active registration number / state / expiration date			
Year registered		Discipline	
Contract role(s) / brief description of responsibilities		Mr. Johnson will be a discipline estimator preparing quantity takeoffs and estimating for electrical, systems and ITS related items as needed. He will assist in risk identification and reviews, constructability reviews and cost estimating related tasks. Adam will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
03/2022 - Ongoing	**Washington State DOT SR 509 and SR 167 Programs, Seattle, WA Area** These programs consist of a series of major highway/interstate projects in the Puget Sound area for the Washington State Department of Transportation. The value of all programs is approximately $3.6 billion. The projects entail all types of highway construction including grading, roadway reconstruction, drainage, utilities, structures, retaining walls, complicated phasing and traffic control, strict environmental regulations and others. In addition, the projects all have complicated tolling and communication elements requiring specific electrical and systems expertise. Krebs has been providing cost estimating to WSDOT for them to set and/or validate project budgets and establish update values for Design-Build procurements. Adam is the senior electrical/systems estimator for Krebs and prepares cost estimates for all signal and systems elements. These elements include fiber infrastructure installation, fiber installation and testing, electrical installation and testing, street lighting, tolling infrastructure and others. He is involved with cost reviews with owners and contractors and has very good relationships with electrical and communication equipment suppliers to obtain current and accurate costs as well as accurate delivery lead times.
03/2022 – Ongoing	**Caltrans Fresno SR 99 Reconstruction Project, Fresno, CA** This $250 million CMGC project is for the widening and rehabilitation of SR 99 through Fresno. It includes major highway rehabilitation, roadway reconstruction, drainage improvements, bridge replacement and widening, earthwork concrete and asphalt paving, retaining and sound walls, ITS/Communications and all other facets required in highway construction. The project is estimated to cost approximately $250 million and requires significant escalation and future pricing analysis as the project is several years from commencing construction. Adam is the electrical, systems and ITS estimator responsible for quantity takeoffs and cost estimating for electrical and communication related items. Items include fiber and communications systems for early warning sign boards, traffic signals at intersections, pedestrian crossings, crossing at railroads, street lighting and infrastructure for all fiber and electrical conductor. Adam performs detailed bottom-up, contractor style estimates and participates in quantity reconciliations, cost reviews and risk reviews with the CMGC contractor. Cost estimates are being performed at 30%, 60%, 90% and 100%. Adam has worked closely with the Caltrans ITS department to establish a realistic budget based on the current volatile market conditions.
04/2023 - Ongoing	**Caltrans Middle Mile Broadband Network Projects Various Locations throughout the State of California** There are several Broadband projects throughout Caltrans Districts 1, 2 4, 5 and 6 and entail several hundred miles of broadband installation to provide broadband to underserved communities in the state. All of the projects are CMGC projects with several different contractors and project values range from $20 million to over $60 million. All projects are located in remote locations and entail installation of conduit, fiber and internet hub improvements. Conduits are being installed adjacent to existing highways and some located in high traffic areas (Hwy 101) and others located in rural area where the roadway footprint is very narrow All projects have challenges whether it be directional drilling through rock, excavation in rock, bridge crossings, working in wetland and/or environmental sensitive areas and nearly all involve substantial traffic control and phasing. All projects are on very tight schedules to adhere to the Governor's expectation that all broadband will be installed by the end of 2024. Adam is providing cost estimating for the electrical and systems scope on these projects including conduit installation, fiber installation, splicing and testing and upgrades to hub locations throughout the projects. Adam performs detailed bottom-up, contractor style estimates and participates in quantity reconciliations, cost reviews and risk reviews with the CMGC contractors. Cost estimates are being performed at 60%, 90% and 100% design.

03/2019 – 03/2022	**Modern Railway Systems, Various Projects, Littleton, CO** Adam was a Systems Estimator for Modern Railway Systems office in Littleton, Colorado and estimated numerous projects over the 3-year span, some of which are listed below. He was responsible to assure quantity takeoffs were complete, cost estimates were prepared and reviewed, subcontractor and material quotes were received, indirect cost were estimated, risk reviews complete and anything else required to fully evaluate, prepare cost estimates and submit bids to various agencies and owners. The project focus was on systems related transit projects which includes systems – train control, communications, fiber installation and testing, overhead contact systems, traction power, general electrical services for all facets, street lighting, traffic signals, train crossings, station electrical and communications and others. Adam's responsibilities and projects (bid and awarded) are listed below: ▪ TriMet Redline Systems - $35 million ▪ LA Metro Orange Line BRT Crossings - $1.5 million ▪ Sound Transit Redmond Link Systems - $100 million ▪ CMTY Lakeline to Leander Double Track - $10 million ▪ Detailed quantity takeoffs and estimating for systems, communications, OCS, traction power. Utilized HCSS estimating software. ▪ Contact, solicit and receive quotes from material suppliers and subcontractors. ▪ Participate in bid reviews, cost reviews and negotiations with potential clients.
06/2013 – 03/2019	**Balfour Beatty Rail Division, Various Projects, Englewood, CO** Adam was a Systems Estimator for Balfour Beatty office in Englewood, Colorado and estimated numerous projects over the 3-year span. He was responsible to assure quantity takeoffs were complete, cost estimates were prepared and reviewed, subcontractor and material quotes were received, indirect cost were estimated, risk reviews complete and anything else required to fully evaluate, prepare cost estimates and submit bids to various agencies and owners. The project focus was on systems related transit projects which includes systems – train control, communications (ITS), fiber installation and testing, overhead contact systems, traction power, general electrical services for all facets, street lighting, traffic signals, train crossings, station electrical and communications and others. Adam's responsibilities and projects (bid and awarded) are listed below: ▪ Green Line Extension Systems - $300 million (Adam was part of large estimating team) ▪ LAWA Automated People Mover - $400 million (Adam was part of large estimating team) ▪ SFMTA UCSF Track Improvement - $34 million ▪ VTA OCS Rehabilitation Phase 2- $4.5 million ▪ Detailed quantity takeoffs and estimating for systems, communications, OCS, traction power. ▪ Contact, solicit and receive quotes from material suppliers and subcontractors. ▪ Participate in bid reviews, cost reviews and negotiations with potential clients.
09/2009 – 03/2016	**Aldridge Electrical Various Projects, Libertyville, IL** Adam was an electrical estimator/project manager for Aldridge Electric and worked on numerous projects in and adjacent to the state of Illinois. He was responsible for bidding and managing electric and communications related projects He was responsible to assure quantity takeoffs were complete, cost estimates were prepared and reviewed, subcontractor and material quotes were received, indirect cost were estimated, risk reviews complete and anything else required to fully evaluate, prepare cost estimates and submit bids to various agencies and owners. On successful bids, Adam then managed the projects during construction. Below are a partial list of projects and work type Adam worked on. ▪ Office building electrical and fiber build out. ▪ Transmission Line installation includes drilling and pouring foundations. ▪ Transit projects streetcar, light rail and systems upgrades. ▪ Fiber installation and connections for communications, traffic signaling and pre-warning systems. ▪ Office and maintenance facilities – complete electrical and communications installation and testing.

Firm employed by: Krebs Corporation				
Name	Joe Johnson		Years of relevant experience with this employer	6
Title	Discipline Estimator – Civil, Utilities, CADD, MOT		Years of relevant experience with other employer(s)	20
Degree(s) / Years / Specialization			Computer Aided Drafting Technology, ITT Technical Institute 1995	
Active registration number / state / expiration date				
Year registered		Discipline		
Contract role(s) / brief description of responsibilities			Mr. Johnson will be a discipline estimator preparing quantity takeoffs and estimating for civil and utility related items as needed. Joe will assist in risk identification and reviews, constructability reviews, value engineering and cost estimating related tasks. He will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
10/2021 - Ongoing	**Louisiana DOTD I-10 Reconstruction Project, Baton Rouge, LA** This $1.1 billion CMAR project for the Louisianan DOTD involves multiple stages or work packages for the reconstruction and widening of Interstate 10 through the heart of Baton Rouge. Joe is providing cost estimating support for miscellaneous civil items, MOT items and utility items as needed by the project team. Joe participates in quantity reviews/reconciliations, cost reviews, risk reviews and attends weekly project meetings. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, retaining walls, significant traffic phasing and MOT, limited right-of-way and multiple stakeholders to work with.
07/2019 – Ongoing	**Caltrans SB-101 Widening Project, Santa Barbara, CA** Joe is providing quantity takeoff and estimating support on this $500 million CMGC project for Caltrans which involves six stages or work packages for the widening of Highway 101 in Santa Barbara, CA. The project entails major roadway reconstruction, bridge replacement and widenings, drainage improvements, sound wall construction, concrete batching and paving and traffic control. Project is located in a tight, congested corridor and there are numerous environmental constraints working within the coastal region.
03/2019 – 06/2023	**Minnesota DOT Twin Ports Interchange Project, Duluth, MN** Joe provided takeoff and estimating support on this $375 million CMGC project for MnDOT in Duluth, MN. The project is broken into several work packages and entails major interchange and roadway reconstruction, drainage improvements, excavation, city street improvements, traffic control and phasing and box culvert construction.
09/2019 – 03/2020	**Valley Metro, South Central Extension LRT Project, Phoenix, AZ** Joe provided quantity takeoffs and estimating support for this $650 million CMAR project for Valley Metro. The project involves two stages or work packages for the extension of light rail from downtown Phoenix and extending 8 miles to the south. The project includes significant utility work – storm sewer, sewer, and waterlines, roadway reconstruction, flatwork, rail construction, stations, OCS and systems installation, retaining walls and bridge upgrades.
08/2016 – Ongoing	**Sound Transit E130, E335, L200 and L300 Projects, Seattle, WA** These four complex GCCM projects are located in Seattle and Bellevue. Joe has and is providing quantity takeoff and estimating support for these projects. The $2.9 billion light rail projects are located in very tight corridors and interfaces with a tunnel project and over an existing floating bridge. All projects have reached successful MACC's (or GMP's) and Joe helps as needed on change order items.
09/2008 – 07/2016	**Utah Transit Authority Frontlines 2015 Projects, Salt Lake City, Utah** This program entailed 5 projects with overall construction value of $1.3 billion. Two projects were design-build and the other three were CMGC. Joe's role was to perform all third party utility coordination to assure third party utility issues did not impact the progress of construction. Joe had to

	coordinate utility design with the numerous third party utilities, coordinate ROW and easement requirements with UTA legal and ROW departments, estimate and review third party utility estimates and work through differences, oversee field progress and review and approve utility company relocation invoices. The overall utility coordination on the program was very complex, demanding and was performed without any claims or delays to construction progress.
10/2014 – 04/2016	**Ina Road and SR 179 Claim, Arizona** The INA Road project is $100 million CMGC project in Tucson for the Arizona DOT. Joe provided utility cost estimating support on this project. The SR 179 project is a claim review and support for the Arizona DOT on a project near Sedona. Basis of claim lies in third party utility relocations.
06/1995 – 08/2008	**Utility Company Design/Estimates – Questar Gas** Joe worked on numerous projects and programs in the intermountain west market for Questar Gas. Joe designed and estimated costs on low volume and high pressure natural gas systems for both new services and relocations required by various transportation projects. Joe became proficient in CADD design and worked with ROW, legal and construction departments to assure work was designed and constructed in accordance with all regulations and requirements.

Firm employed by: Krebs Corporation				
Name	Blake Eckles		Years of relevant experience with this employer	<1
Title	Discipline Estimator – Electrical/Systems/ITS		Years of relevant experience with other employer(s)	16
Degree(s) / Years / Specialization			B.S. Construction Management, Western Illinois University 2007	
Active registration number / state / expiration date				
Year registered		Discipline		
Contract role(s) / brief description of responsibilities			Mr. Eckles will be a discipline estimator preparing quantity takeoffs and estimating for electrical, systems and ITS related items as needed. He will assist in risk identification and reviews, constructability reviews and cost estimating related tasks. Blake will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
06/2023 - Ongoing	**Caltrans Middle Mile Broadband Network Projects Various Locations throughout the State of California** There are several Broadband projects throughout Caltrans Districts 1, 2 4, 5 and 6 and entail several hundred miles of broadband installation to provide broadband to underserved communities in the state. All of the projects are CMGC projects with several different contractors and project values range from $20 million to over $60 million. All projects are located in remote locations and entail installation of conduit, fiber and internet hub improvements. Conduits are being installed adjacent to existing highways and some located in high traffic areas (Hwy 101) and others located in rural area where the roadway footprint is very narrow All projects have challenges whether it be directional drilling through rock, excavation in rock, bridge crossings, working in wetland and/or environmental sensitive areas and nearly all involve substantial traffic control and phasing. All projects are on very tight schedules to adhere to the Governor's expectation that all broadband will be installed by the end of 2024. Blake is providing cost estimating for the electrical and systems scope on these projects including conduit installation, fiber installation, splicing and testing and upgrades to hub locations throughout the projects. Blake performs detailed bottom-up, contractor style estimates and participates in quantity reconciliations, cost reviews and risk reviews with the CMGC contractors. Cost estimates are being performed at 60%, 90% and 100% design.
03/2019 – 05/2023	**L.K. Comstock National Transit LLC Various Projects, Atlanta, GA** Blake was the Lead Systems Estimator for L.K. Comstock out of their Atlanta office. He specializes in systems/electrical/communications cost estimating and has estimated projects across the United States including numerous projects in California. He was responsible for every element of estimate development and progression through each phase of pursuit as well as the following: ▪ Lead team of 4-6 Estimators, Schedulers, and Engineers to bid systems packages ranging from $5m-$750m ▪ Review and QC all take-off quantities before Hard Dollar entry ▪ Determine overall bid strategy based on intimate knowledge of competitors strengths and weaknesses. ▪ Identify potential efficiencies/inefficiencies and adjust labor units accordingly ▪ Develop WBS structure in Hard Dollar that can easily be integrated with Primavera P6 ▪ Assist in development of construction schedules for various pursuits ▪ Draft detailed scope letters and matrices for all subcontract opportunities ▪ Monitor BLS economic indices to assist in projecting and applying appropriate escalation contingencies ▪ Develop project execution plans that identify key staging and laydown areas, optimize Project logistics, and highlight ideal installation methodology ▪ Complete detailed risk analysis and populate project risk register ▪ stablish crew types, quantities, and labor rates ▪ Produce detailed cost breakdown reports and summaries. ▪ Collaborate with partners on design-build pursuits to ensure our team has sufficient design detail to establish solid bid basis ▪ Assist in contract/subcontract negotiation and project buyout. A partial list of Blake's projects (bid and awarded) are listed below ▪ LACMTA – LAX/Crenshaw extension

	▪ LACMTA – Westside purple line ▪ Miami Dade People Mover Rehabilitation ▪ MTA Purple line Extension ▪ LACMTA – Tunnel Intrusion Detection Systems B&D Lines ▪ LACMTA – AMC Systems ▪ Metrolinx – USRC Signaling System
06/2013 – 03/2019	**L.K. Comstock National Transit LLC Various Projects, Atlanta, GA** Blake was a systems/electrical/communications estimator for L.K. Comstock out of their Atlanta office. He held this role for just under 6 years prior to being promoted to Lead Estimator. He estimating and bid projects throughout the United States and his responsibilities included: ▪ Performed Quantity Take-off for OCS, Traction Power, Signals and Communications Systems. ▪ Input take-off data in HD complete with cost codes and tags for export into JD Edwards and Primavera P6 ▪ Draft and publish RFP's to all suppliers and subcontractors. ▪ Produce detailed subcontractor cost comparisons and summaries. ▪ Utilize Procore software for document control ▪ Created libraries of material and labor cost activities during Hard Dollar implementation ▪ Completed detailed reviews of subcontractor proposals and scopes of work A partial list of Blake's projects (pursuits, bid and some awards) are listed below ▪ CAHSR – Track and Systems ▪ Brightline West HSR – Track and Systems ▪ MET Council - SW LRT Extension ▪ BART – CBTC Upgrade ▪ MBTA – Green Line Extension ▪ LACMTA – Expo 2 ▪ CTA – Blue Line Rehab
01/2012 – 06/2013	**H.A. Sack Company, Inc. Electrical Division Various Projects, Atlanta, GA** Blake was a project manager for HA Sack Company and worked under a senior Construction Manager on electrical/communications projects throughout the Southeast. His responsibilities included: ▪ Managed commercial/industrial electrical installations ranging from $750K - $5M. ▪ Complete construction take-off for final buy out. ▪ Manage subcontractors and their work through all phases of construction. ▪ Price and submit change orders. ▪ Ensure compliance of all corporate HSE regulations. ▪ Reviewed, transmitted, and tracked RFI's, shop drawings, and material submitted. ▪ Keep updated logs of rental equipment, material, labor production, submittals, and RFI's ▪ Develop manpower completion charts, and communicate schedules to our superintendents and foremen ▪ Make regular site visits to ensure crews

Firm employed by: Krebs Corporation			
Name	CJ Kilian	Years of relevant experience with this employer	6
Title	Discipline Estimator – Civil, Earthwork, Agtek Modeling	Years of relevant experience with other employer(s)	11
Degree(s) / Years / Specialization		B.S. Construction Management Technology, Weber State University, 2006	
Active registration number / state / expiration date			
Year registered		Discipline	
Contract role(s) / brief description of responsibilities		Mr. Kilian will be a discipline estimator preparing quantity takeoffs and estimating for civil and earthwork items as needed. CJ will also perform complex earthwork modeling using Agtek software as needed on a project to project basis. He will assist in risk identification and reviews, constructability reviews and cost estimating related tasks. CJ will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
02/2018 - Ongoing	**Caltrans SB-101 Widening Project, Santa Barbara, CA** This $500 million CMGC project for Caltrans involves six stages or work packages for the widening of Highway 101 in Santa Barbara, CA. CJ's role is to provide independent cost estimating support and Agtek modeling for civil and earthwork related items for the project. The project is located in a tight, congested corridor and there are numerous environmental constraints working within the coastal region.
05/2017 – Ongoing	**California High Speed Rail Authority, California High Speed Rail Contract Package 1, Fresno, CA** This $1.5 billion project is a 32 mile section of the California High-Speed Rail between Avenue 19 in Madera County to East American Avenue in Fresno County. In includes 11 miles of new roadway, 12 grade separations, 2 viaducts, 1 tunnel and a major river crossing over the San Joaquin River. CJ's role is to provide independent cost estimating, cost negotiations, contractor cost analysis on change orders. There are several change orders as a result of utility relocation and right-of-way impacts and CJ is part of the Krebs team assisting the Authority to work through the change order process.
10/2019 – 03/2020	**Valley Metro, South Central Extension LRT Project, Phoenix, AZ** This $650 million CMAR project for Valley Metro involves two stages or work packages for the extension of light rail from downtown Phoenix and extending 8 miles to the south. The project includes significant utility work – storm sewer, sewer, and waterlines, roadway reconstruction, flatwork, rail construction, stations, OCS and systems installation, retaining walls and bridge upgrades. CJ provided estimating support for civil related items including drainage, retaining wall construction, traffic phasing and others. CJ participated in quantity reconciliations and cost/negotiation reviews with the contractor and Valley Metro. Estimates and cost reviews were completed at the 60% and 100% design submittals. Project is located in a tight, congested corridor and is a highly visible project with several stakeholders involved.
07/2020 – Ongoing	**Alaska DOT Sterling Highway Project, Cooper Landing, AK** The Sterling Highway project is a 10 mile new alignment project to improve safety and sight distance and bypass the small town of Cooper Landing, Alaska. The area is popular tourist destination and is heavily used during the summer months. The $375 million CMGC project entails 2.3 million cy earthwork, 1.2 million cy rock excavation (drill and shoot), 1.4 million tons material processing, roadway construction, construction of a new steel arch bridge across a deep canyon, wildlife crossings, drainage improvements and significant clearing and grubbing. The onsite material is of very poor quality and the use of it for embankments is very risky. The project is located in a remote area of Alaska and work seasons are limited due to weather factors. Access is restricted and there are significant environmental constraints and restrictions to adhere to. This project is the largest CMGC project undertaken by the Alaska DOT. CJ is providing cost estimating assistance on the earthwork items and has been responsible to perform independent earthwork modeling using Agtek software. CJ is also preparing equipment usage reports and comparing hourly equipment rates with the contractor to ensure the rates are fair and reasonable.
04/2017 – Ongoing	**Sound Transit Lynnwood Link L200 L300 Projects, Lynnwood, WA**

	These two complex GCCM projects are located in Lynnwood, Washington north of Seattle. CJ's role is to provide independent cost estimating support for civil related and MSE wall items for the project on behalf of Sound Transit. The $1.8 billion light rail projects are located in very tight corridors. Both projects have reached successful MACC's (or GMP's) and Joe helps as needed on change order items.
09/2019 – 12/2019	**Metro I-5 HOV and Widening Project, Los Angeles, CA** C.J. provided independent cost estimating for the retaining walls on this complex $575 million project for Metro and Caltrans in the Los Angeles area. CJ provided all Agtek modeling for earthwork flows, retaining wall excavation and shoring requirements on this complex staging project. Krebs provided a bottom-up, contractor style estimate for Metro to be used to set the project budget.
06/2006 – 06/2016	**Ames Construction, Western Region Various Projects, Salt Lake City, UT** CJ was a cost Estimator for Ames Construction's Western Region office in Salt Lake City and estimated numerous projects over the 11-year span, some of which are listed below. He was responsible to assure quantity takeoffs were complete, cost estimates were prepared and reviewed, subcontractor and material quotes were received ,indirect cost were estimated, risk reviews complete and anything else required to fully evaluate, prepare cost estimates and submit bids to various agencies and owners. ▪ US-189 Passing Lane - $12 million UDOT project to widen busy section of US 189. ▪ SR-193 Extension - $32 million CMGC project f0r the Utah DOT for reconstruction of a 2-mile section of SR 93. ▪ I-15 CORE - $1.2 billion Design-Build project for Utah DOT. This project was the complete reconstruction of 26 miles of I-15 in Utah County and included 10 interchange reconstructions, project was massive and all facets of heavy civil highway construction. ▪ 11400 South to Bangerter - $138 million design-build project for the Utah DOT project to construct 3.5 miles of new highway alignment with the addition of major interchange connections at I-15 and at Bangerter highway. ▪ USA Parkway - $75 million design-build project for Nevada DOT in Reno. 2.5 million cy earthwork including 1.5 million cy drill and shoot. Project widened 13 miles of freeway and included all facets of highway reconstruction.

Firm employed by: Krebs Corporation				
Name	Ely Villaflores		Years of relevant experience with this employer	1
Title	Discipline Estimator – Civil, Utilities, Track		Years of relevant experience with other employer(s)	45
Degree(s) / Years / Specialization			B.S. Civil Engineering, University of San Jose Recoletos, 1074	
Active registration number / state / expiration date				
Year registered		Discipline		
Contract role(s) / brief description of responsibilities			Mr. Villaflores will be a discipline estimator preparing quantity takeoffs and estimating for civil, utility and track related items as needed. He will assist in risk identification and reviews, constructability reviews and cost estimating related tasks. Ely will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
08/2022 - Ongoing	**VTA, BART Silicon Valley Phase II Extension, San Jose, CA** This project is a complex $4+ billion, 10 mile rail extension for VTA in San Jose. Project is broken into 6 distinct projects depending on scope of work. Krebs is providing cost estimating support for the project at the early design phase to establish and verify project budgets. Our team is involved with estimate revisions to incorporate VE ideas, work with the design and project management team and ultimately consolidate and prepare cost estimates and detail reports for the project team. Ely is responsible for quantity takeoffs and cost estimating for various items including yard utilities, yard buildings and yard civil items. He participates in quantity reconciliations, cost reviews and risk reviews.
07/2022 – Ongoing	**Caltrans Fresno SR 99 Reconstruction Project, Fresno, CA** This $250 million CMGC project is for the widening and rehabilitation of SR 99 through Fresno. It includes major highway rehabilitation, roadway reconstruction, drainage improvements, bridge replacement and widening, earthwork concrete and asphalt paving, retaining and sound walls and all other facets required in highway construction. Ely is responsible for quantity takeoffs and cost estimating for various civil items including drainage, ductbanks and all utilities. He participates in quantity reconciliations, cost reviews and risk reviews.
09/2022 - Ongoing	**Washington State DOT SR 509 and SR 167 Programs, Seattle, WA Area** These programs consist of a series of major highway/interstate projects in the Puget Sound area for the Washington State Department of Transportation. The value of all programs is approximately $3.6 billion. The projects entail all types of highway construction including grading, roadway reconstruction, drainage, utilities, structures, retaining walls, complicated phasing and traffic control, strict environmental regulations and others. In addition, the projects all have complicated tolling and communication elements requiring specific electrical and systems expertise. Krebs has been providing cost estimating to WSDOT for them to set and/or validate project budgets and establish update values for Design-Build procurements. Ely has provided cost estimating support on complex utility items including drainage, sanitary sewer, waterline, electrical and gas lines and directional boring.
09/1991 – 02/2018	**Kiewit Infrastructure West, Various Projects, Various Locations** Ely was a Senior Estimating Manager overseeing hard bids and alternative project pursuits such as Design/Build and CM/GC with KIEWIT before retirement in 2018. Ely has significant experience in heavy civil, highway and track work, including roles as senior estimating manager and project engineer. His responsibilities as senior estimating manager included supervising the overall estimates on projects. Duties included coordinating estimates up to the final closeout while also supervising other estimators. Other duties included coordinating with owners' representatives, subcontractors, and suppliers, as well as evaluating what projects to estimate. He has used Hard Dollar Estimating Program, Primavera Scheduling, HCSS, Blue Beam, Microsoft Excel, Word and Power Point as tools to aid in the proposal or bidding process. A small list of the projects Ely has worked on are listed below. ▪ Sound Transit Eastlink E-130 Project, Seattle WA. 2016, Kiewit was successful in its proposal for the construction the 13-mile double track project that links downtown Seattle and Bellevue over the existing floating bridge on Lake Washington.

	▪ Dulles Corridor Metro Rail Project Phase2, Northern Virginia. In 2012, Kiewit and joint venture partner Clark Construction was successful in bidding the $700M, 11.4 miles of double track project for WMATA and Washington Airports Authority. This contract includes construction of the elevated guideway, installation of the train tracks and passenger stations. ▪ Honolulu Guideway Phase I & 2, Oahu, HI. 2009.This contract includes construction of the elevated guideway, installation of 10.4 miles of double train tracks, maintenance yard, passenger stations and restoration of the road surface along the route. ▪ West Valley Trax, Utah Transit Authority, Salt Lake City, UT. 2008. This $190 million CM/GC joint venture with Stacy and Witbeck involves five miles of mixed urban and suburban double track ballasted construction, with sections of embedded track and direct fixed track construction. The project includes 5 bridges, 4 stations, and the incorporation of an innovative geo-foam construction to minimize the construction schedule and lengthy settlement durations. ▪ Pinto Creek Diversion Channel, Globe, AZ. In 2009, This project for Quadra Mining, Ltd., consist of constructing a diversion channel and protecting & mitigating highly sensitive wetland and waterway. ▪ Denver Union Station, Denver, CO. In February 2009, a Kiewit-led design-build team was selected under a $336 million budget to develop the historic Denver Union Station as a multi-modal transportation hub. ▪ Sunrise to Folsom LRT, Sacramento, CA 2003. Seven miles of ballasted and half double track adjacent was constructed next to live BNSF Railroad Line.
08/1985 – 09/1991	**Chicago Bridge and Iron, Various Projects, Various Locations** Ely was a Project Engineer/Cost Estimator/Contract Supervisor for Chicago Bridge and Iron on projects throughout the US. A few as noted below: ▪ Project Engineer, Refinery Turnaround Projects, 1989-1991, Casper Wyoming and Carson CA. Duties included planning, scheduling, estimating, supervising field engineers, progress billing and cost control for the refinery turnaround work. ▪ Contract Supervisor, Steel Tank Reservoir Projects all around Western United States, 1988-1989. Duties included planning, scheduling, and managing work crews for steel tank constructions including coating and painting work. ▪ Project Engineer, Agua de Lejos Water Treatment Plant, Upland, CA. 1986-1988. Duties included planning, scheduling estimating, supervising field engineers, progress billing and extra work order preparation for water treatment plant construction.

Firm employed by: Krebs Corporation			
Name	Dan Allum	Years of relevant experience with this employer	3
Title	Discipline Estimator – Structures, Retaining Walls, Structural Concrete	Years of relevant experience with other employer(s)	39

Degree(s) / Years / Specialization	J.D., Lewis and Clark Law School, 1995 B.S. Business Management, Concordia University, 1991
Active registration number / state / expiration date	
Year registered / Discipline	
Contract role(s) / brief description of responsibilities	Mr. Allum will be a discipline estimator preparing quantity takeoffs and estimating for structures (bridges) and structural related items including foundation improvements, retaining wall, cast-in-place concrete and any other items as needed. He will assist in risk identification and reviews, constructability reviews and cost estimating related tasks. Dan will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.

Experience dates	Experience and qualifications relevant to the proposed contract
10/2021 - Ongoing	**Los Angeles World Airports (LAWA), Los Angeles, CA** Dan is providing cost estimating support for change orders and claims analysis for the $2+ billion people mover and consolidated rental car facility for LAWA at the LAX airport. The cost estimates are detailed, production based estimates requiring plan reviews, quantity takeoffs, cost estimating, risk reviews and constructability reviews. Change order work has included roadway reconstruction, utility installation, modification of traffic control layouts and others. The claims analysis has focused on time related overhead extensions due to third party and permit delays. Utility delay analysis requires preparation of independent cost estimates to base a comparison to what the contractor is requesting. The utility work includes conduit/ductbank installation, fiber installation and associated gear, power installation, gas line relocations and others. All utility work requires the systems to be tested and integrated. The project has extremely limited construction work zones and hour restrictions and overall is a very challenging project.
01/2021 – Ongoing	**California High Speed Rail Authority, California High Speed Rail Contract Package 1, Fresno, CA** Dan is providing change order support on this $1.5 billion design-build project in Fresno, CA. The project is very complex and has serious issues with third party utility and right-of-way delays. There are also several dynamic change orders that have been difficult to finalize scope. Dan has been leading all structure related change order efforts on several change orders with values of $10K to over $80M. Those efforts include coordination with both the Authority and DB contractor, quantity takeoffs, cost estimating, constructability reviews and negotiation support on behalf of the High Speed Rail Authority.
05/2008 – 12/2020	**Las Vegas Paving Corp., Various Projects, Las Vegas, NV** Dan progressed into a Project Manager/Lead Estimator for Las Vegas Paving out of their las Vegas office and prepared and ran projects within the greater Las Vegas area and surrounding states. His achievements and responsibilities included the following:. ▪ Highly competitive structures estimates based on Laborer-Pilebuck-Project Manager experience. ▪ Created many scenario-based estimates for selection of bridge types. ▪ Lead structure cost estimator for three $260-$600 million pursuits that resulted in two awards. ▪ One $96 million HCSS structure estimate was deciding factor in Owner's award determination. ▪ Following award, managed that structure cost estimate (18 box girder bridges, 7 steel bridges, and 40 MSE, CIP, soil nail, and soldier pile walls) and a 200-person team thru design & construction with sole responsibility for revenue and cost. It became the most successful structures project in company history. ▪ Achieved 8% buyout savings procuring 21 bid packages for more than twenty subcontractors and major suppliers for bridges, walls, landscape, and aesthetic work. ▪ Reduced falsework design time 80% and cost 50% by embedding falsework design with superstructure design.

	▪ Saved $6 million cost of shoofly and replacement bridge by creating top-down construction method that kept train traffic on existing railroad bridge while adding spans at each end. ▪ Organized Nevada's first accelerated bridge construction method using self-propelled modular vehicles.
02/7007 – 05/2008	**Boyd Gaming Corp., Echelon Casino, Las Vegas, NV** Dan was the project manager for the Echelon Casino and Entertainment Company designing and building an 87-acre, $5 billion project with multi-prime contractors. Project had four hotels, 5,300 rooms, casinos, 25 restaurants and bars, and shopping and convention facilities. Dan's responsibilities and type of work listed as follows: ▪ Managed $500 million package of structural and civil work. ▪ Large/deep caisson-supported mat foundations and heavy structural steel. ▪ Electric transmission facilities and large diameter high-pressure gas lines. ▪ Fiber optic cable networks and water, storm, and wastewater systems. ▪ Streets, traffic signals, pedestrian bridges, escalators, and elevators. ▪ Provided direction and technical leadership to multi-discipline design and construction teams. ▪ Retained specialty design consultants. ▪ Provided independent cost estimates and negotiated change orders $10,000 to $3 million. ▪ Prepared proposals, presentations and briefings for senior management. ▪ Gained thorough understanding of the permitting process of local building authority and county/state regulatory processes.
01/2003 – 02/2007	**Frehner Construction Company/Aggregates Industries, Various projects, Las Vegas, NV** Dan was the In-house Legal Counsel and provided general legal advice on best practices for compliance, input on business decisions and contract negotiations, and legal strategies for litigation and other legal activities. ▪ Provided representation for credit department involving extra work claims, breach of contract, and mechanics liens. ▪ Advised on high-value construction, engineering, and design-build projects. ▪ Prepared documents and witnesses for third party claims, supported outside counsel in negotiation.

Firm employed by: Krebs Corporation				
Name	Michael Weaver		Years of relevant experience with this employer	4
Title	Discipline Estimator – Civil, Utilities		Years of relevant experience with other employer(s)	30
Degree(s) / Years / Specialization			A.S. Civil Engineering, Stark Technical College, 1989	
Active registration number / state / expiration date				
Year registered		Discipline		
Contract role(s) / brief description of responsibilities			Mr. Weaver will be a discipline estimator preparing quantity takeoffs and estimating for civil and utility related items as needed. He will assist in risk identification and reviews, constructability reviews and cost estimating related tasks. Michael will also participate in internal estimate reviews as well as quantity and cost reviews with the contractor.	

Experience dates	Experience and qualifications relevant to the proposed contract
04/2019 - Ongoing	**Sound Transit Lynnwood Link LRT Projects (L200 and L300), Lynnwood, WA** Mike is providing independent cost estimating on behalf of Sound Transit during construction. He manages, prepares, submits and negotiates change orders for the L200 and L300 light rail projects in the Seattle area. Change order values range from less than $10,000 to several million. Mike works directly with Sound Transit staff and the contractor teams for both projects. Change orders are related to all scopes of work including rail, stations, electrical, roadways, utilities, paving, retaining walls, concrete work, etc. At times, Mike has additional support from the Krebs staff depending on expertise needed and/or work load to maintain pace with project needs. Mike fully understands the Sound Transit change order process and submittal requirements.
03/2016 – 04/2019	**Sound Transit Eastlink LRT Projects (L200 and L300), Bellevue, WA** Mike provided change order support for the four LRT projects that make up the Eastlink program. Mike was a subconsultant to HDR managing all change orders and submissions on behalf of the project management team. He prepared, submitted and negotiated change orders for the E335, E320, E340 and E360 Eastlink LRT projects located in the Bellevue area. Change order values range from less than $10,000 to several million. Mike worked directly with Sound Transit staff and the contractor teams for all projects. Change orders are related to all scopes of work including rail, stations, electrical, roadways, utilities, paving, retaining walls, concrete work, etc.
02/2012 – 03/2016	**Belarde Company, Various Projects, Seattle, WA** This company performs hardscape and concrete paving work primarily as a subcontractor. Mike's primary duties included developing pursuit plans then pursuing the opportunities selected by the company management team. The work pursued was mainly concrete related including small structures and hardscape.
06/2006 – 01/2012	**Atkinson Construction, Puget Sound Region, Washington State** Mike's responsibilities included working in the estimating department bidding various project ranging in size from $2 million to $360 million. Work on a variety of large, heavy highway project. Both hard bid and design build procurements. Mike was the Project Engineer, Traffic Control Manager , and Nighttime Supt on the South Bellevue Design Build, a $124 million project at the intersection of I405 & I90.

Firm employed by: Tricertus, LLC (sub to Krebs)				
Name	Ricardo Rodriguez		Years of relevant experience with this employer	5
Title	Scheduler		Years of relevant experience with other employer(s)	7
Degree(s) / Years / Specialization			B.S. Civil Engineering, University of Southern California. 2011	
Active registration number / state / expiration date				
Year registered		Discipline		
Contract role(s) / brief description of responsibilities			Mr. Rodriguez will provide independent scheduling for the project as well as performing reviews of contractor provided schedules. He will participate in scheduling meetings, internal estimate reviews and risk reviews with the project team.	

Experience dates	Experience and qualifications relevant to the proposed contract
02/2019 - Ongoing	**Caltrans SB-101 Widening Project, Santa Barbara, CA** Mr. Rodriguez is assisting as the Project Scheduler on this $500 million CM/GC project. Mr. Rodriguez is working with the Highway 101 corridor team including Caltrans, Santa Barbara County Association of Governments, the design and corridor support team on this Project. Mr. Rodriguez is a member of the ICE Team and is responsible for preparing Project schedules based on estimated quantities to determine the completion of the Project and Phases, attending Risk Register and negotiation meetings with all parties, and working with the ICE and Caltrans team to ensure the proposed schedule meets the requirements set by the Caltrans' Specifications. The final product will allow the ICE team to negotiate the duration of the Project and be used as a main source for the Baseline Schedule.
07/2020 – 07/2021	**Caltrans Ventura Seawall Project, Ventura, CA** This project is a $50 million CMGC project for Caltrans to construct two secant walls at post mile (PM) 4.0 and PM 4.2 on Pacific Coast Highway (State Route 1) in Ventura County to serve as a permanent stabilization of the slope and corresponding roadway from wave induced slope erosion. Mr. Rodriguez assisted as the Project Scheduler on this CM/GC delivery method project as a member of the Independent Cost Estimate (ICE) Team. He was responsible for preparing Project schedules based on estimated quantities to determine completion of the Project and Phases. His responsibilities included attending Risk Register and negotiation meeting with all parties involved including Caltrans, the Contractor, and the ICE team. He was also responsible of working with the ICE and Caltrans team to ensure the proposed schedule meet the requirements set by the Caltrans' Specifications. The CPM schedules prepared allowed the ICE team to negotiate the duration of the Project and be used as a main source for the Baseline Schedule.
06/2021 - Ongoing	**Contra Costa Transportation Authority, Bollinger Canyon Road Bike and Pedestrian Overcrossing, Contra Costa, CA** The Contra Costa Transportation Authority will construct the first of two bridge projects that will improve bicycle and pedestrian access and safety along the Iron Horse Trail. Mr. Rodriguez is assisting as the Project Scheduler on this $18 million CM/GC project as a member of the Independent Cost Estimating (ICE) Team. His responsibilities included a general review of the PSE documents to understand the project scope for the purposes of developing a baseline schedule. He is responsible for reviewing schedules submitted by the Contractor to ensure it complies with the specification requirements, the construction phasing and quantities found by the ICE Team. His responsibilities include attending Risk Register and negotiation meetings with all parties involved including Caltrans, the Contractor, and the ICE team. The final product will allow the ICE team to negotiate the duration of the Project and be used as a main source for the Baseline Schedule.
10/2018 – 07/2021	**LAX International Airport, Midfield Satellite Concourse, Los Angeles, CA** The Midfield Satellite Concourse is a $1.7 billion Design/Build Project creating a new remote satellite concourse for the international terminal at Los Angeles International Airport (LAX). The new 750,000 sq. ft concourse featuring up to 15 gates and a taxiway is connected to the Tom Bradley International terminal through two tunnels. Mr. Rodriguez assisted the contractor team as a project scheduler. He assisted the team to prepare and maintain a resource-loaded schedule per contract specifications. His responsibilities included collecting updates from the superintendents to prepare

	monthly schedule updates, track delays preventing the start of activities, and providing the status of activities for the Master Schedule. Mr. Rodriguez was also responsible for attending meetings with the Owner's team to provide updates on the status of the Project.
04/2018 – 06/2021	**Metropolitan Water District (MWD), LA-30 Connection (Venice) Project, Los Angeles, CA** This challenging $13 million project through multiple busy intersections in Los Angeles, encompassed street, signal, and sidewalk improvements along with utility relocations. The heavily transported and congested intersections were split up into 8 Work Areas to be completed in 5 stages while maintaining traffic in the area with 18 separate traffic handling detours. The project included coordination with multiple local agencies. Mr. Rodriguez assisted the contractor as the Project Scheduler. Mr. Rodriguez maintained and updated the schedule per contract specifications. The monthly updates consisted of loading the cost information, tracking progress of activities, and retaining the logic. He also assisted with the preparation of time-impact analyses used to request time extensions.
03/2016 – 09/2018	**Church of Scientology (CSI), Various Locations, Los Angeles Area** Mr. Rodriguez assisted CSI on with project management/project scheduling services on multiple building projects in the Los Angeles area. Mr. Rodriguez worked with the general contractor and owner to ensure the completion of the project to meet the Owner's deadlines. Mr. Rodriguez's duties as the Assistant Project Manager/Lead Project Scheduler included preparing and analyzing Project Schedules, Submittals, Change Orders, Request for Information, commissioning schedule and other project correspondences. Mr. Rodriguez worked closely with the contractor to ensure the schedule and updates met the contractor requirements. Mr. Rodriguez was responsible of ensuring the completion of the project was per specifications and items on the punch list were completed. Additionally, his duties included updating records of the change orders and request for information, analyzing the completion of the construction to the information provided in schedules, preparing a punch list to review with the contractor, determining and preventing potential delays and impacts, preparing and submitting permits to the city for approval, and preparing a weekly status report for the owner. Overall value of project was $22 million.
09/2012 – 10/2014	**LA County MTA, I-405 Sepulveda Pass Improvements, Los Angeles, CA** This complex highway project widening the Sepulveda Pass on the I-405 aimed at easing congestion and enhancing mobility along one of the busiest corridors in Southern California. This project involved widening the freeway, constructing additional carpool lanes, and upgrading key interchanges to greatly improve traffic flow and reduce travel times for commuters in the region. Mr. Rodriguez assisted as a scheduler for part of the contractor's team preparing monthly CPM schedule updates per the contract specifications, monitoring and tracking progress and risk, and identifying any changes or delays.

17. <u>Firm Experience:</u>

Identify the team's project experience **<u>most relevant</u>** 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.

See projects on the following pages

Firm name	Krebs Corporation		Past Performance Evaluation Discipline(s)*		Other – Independent Cost Estimating & Scheduling
Project name	**Interstate 10: LA 415 to Essen Lane on I-10 and I-12**		Firm responsibility (prime or sub?)		Prime
Project number	H.004100.5	Owner's name	Louisiana DOTD		
Project location	Baton Rouge, LA		Owner's Project Manager	Nicholas Olivier	
Owner's address, phone, email	1201 Capital Access Road, Baton Rouge, LA, 70802, (225) 379-1133, nicholas.olivier@la.gov				
Services commenced by this firm	03/2021	Total consultant contract cost ($1,000's)		$4,400	
Services completed by this firm	Ongoing	Cost of consultant services provided by this firm ($1,000's)		$2,648	

Project Facts: This is a $1.1 billion, multi-work package project to reconstruct I-10 in the heart of Baton Rouge. The project is a CMAR project to replace the existing structures and add an additional lane in each direction and requires significant structure demolition and replacement, complex and challenging construction and traffic phasing, complete drainage replacement, utility conflicts to be mitigated, roadway reconstruction, sound wall replacement, ITS system installation and upgrades, retaining walls, earthwork and all other items required in large freeway reconstruction projects. Material delivery is challenging as most precast products and aggregate materials must be barged in and staged at intermediate locations. The project has extremely limited right-of-way, is located in an historic borough, has high ground water and poor soils so settlement is an issue, as well as having several stakeholders to work with. The project is also multi-phased due to funding constraints. This is the largest alternative delivery project for the DOTD.

Services Provided: Beginning in early 2021 Krebs has been providing independent cost estimating and scheduling services for the project. Krebs is working with the DOTD, the CMAR contractor (Kiewit-Boh) and the design team (Huval) to provide independent cost estimating services for the various work packages on the project. Krebs performs quantity takeoffs and reconciliations, estimate preparation and cost reviews, attends and participates in project meetings, risk reviews, risk workshops, constructability reviews, potential project saving (VE) discussions and others. Krebs provides the DOTD advice from a contractor point of view as well as preparing cost comparisons, provides negotiation support and advice regarding costs and markups, negotiates on behalf of the DOTD during cost discussions with the CMAR, prepares final estimate and cost submittal packages and continues to support the project during construction. Basically the Krebs team is a check and balance for cost related items and is working to help the DOTD receive a fair, reasonable price from the contractor while helping to reduce and mitigate risks.

Members Involved: Rick Krebs, Jay Bays, Travis Galvin, Jason Kmezich, Steve Schantzen, Mike Radack, Tom Mehas, and Joe Johnson

% of Work Performed in Louisiana: 100%

Project Relevancy:

- CMAR Project Delivery – estimates at 30%, 60%, 90%, 100%
- Complex, multi phased project
- Very tight right-of-way, project footprint and access for construction.
- Challenging and complex phasing and traffic control
- All facets of highway construction
- Project Scheduling
- Public scrutiny and pressure, many stakeholders and outside influence to work through

Firm name	Krebs Corporation		Past Performance Evaluation Discipline(s)*		Other – Independent Cost Estimating & Scheduling
Project name	**SB-101 Reconstruction**		Firm responsibility (prime or sub?)		Prime
Project number	0500000225	Owner's name	Caltrans		
Project location	Santa Barbara, CA		Owner's Project Manager	Joe Erwin	
Owner's address, phone, email	50 Higuera St., San Luis Obispo, CA, 93401, (805) 458-1829, joe.erwin@dot.ca.gov				
Services commenced by this firm	03/2019	Total consultant contract cost ($1,000's)		$4,000	
Services completed by this firm	Ongoing	Cost of consultant services provided by this firm ($1,000's)		$3,303	

Project Facts: Krebs is working directly with Caltrans and the CMGC (Granite) to provide the ICE and scheduling for this multi-phased $400 million CMGC reconstruction project in Santa Barbara, California. The project has been broken into multiple phases to correspond to funding availability and to deal with environmental and coastal permit constraints. The project is in a highly traveled, tight corridor on Highway 101 and will add two lanes in each direction. The widening requires significant traffic staging as two lanes in each direction must be maintained. The roadway grades change drastically which makes it very challenging for the three bridge replacements and revised superelevations for the roadway paving. The project has significant drainage and wetland mitigation, bridge replacements and widenings, concrete and asphalt paving, retaining walls, noise walls and other miscellaneous items required in highway construction. The project is highly visible to the local communities and stakeholder participation has been crucial for the project.

Services Provided: Krebs is preparing the ICE and working through the CMGC process with Phase 4 recently being awarded, Phases 1-3 have been awarded and are under construction. Krebs has helped reduce the project cost by leveraging our cost knowledge and history on other Caltrans projects during our cost negotiations with the contractor. Krebs performs quantity takeoffs and reconciliations, estimate preparation, leads the cost reviews, prepares independent schedules attends and participates in risk reviews, risk workshops, constructability reviews and potential project saving (VE) discussions. Krebs provides Caltrans advice from a contractor point of view as well as preparing cost comparisons, potential areas to save additional costs, etc. Basically the Krebs team is providing ICE services to help Caltrans receive a fair, reasonable price from the contractor while helping to reduce and mitigate risks.

Members Involved: Rick Krebs, Terry Wampler, Tom Mehas, Steve Schantzen, CJ Kilian and Joe Johnson

% of Work Performed in Louisiana: 0%

Project Relevancy:

- CMGC Project Delivery – estimates at 35%, 65%, 90% and 100%
- Complex, multi phased project
- All facets of highway construction, project scheduling

Firm name	Krebs Corporation		Past Performance Evaluation Discipline(s)*		Other – Independent Cost Estimating & Scheduling
Project name	**South Central LRT Extension**		Firm responsibility (prime or sub?)		Sub to Hill
Project number	16016-PMCM	Owner's name	Valley Metro		
Project location	Phoenix, AZ		Owner's Project Manager	Kyle Strickland	
Owner's address, phone, email	101 N 1st St., Phoenix, AZ 85003, (602) 495-8260, kstrickland@valleymetro.org				
Services commenced by this firm	09/2018	Total consultant contract cost ($1,000's)			$473
Services completed by this firm	03/2020	Cost of consultant services provided by this firm ($1,000's)			$473

Project Facts: Krebs worked with Valley Metro and the CMAR (Kiewit) on this $650 million CMAR project to provide ICE services on this rail extension project in Phoenix, AZ. The project extends approximately 8 miles of light rail commencing in downtown Phoenix and extending south approximately 8 miles. The project has significant utility improvements (water, storm, sewer, electrical) and runs through downtown near several sporting event venues. Work hour constraints are challenging as well as challenging rail tie-ins to maintain current, active rail services. Major roadway reconstruction and bridge crossing are required to widen the existing roadway footprint to make room for the new light rail line.

Services Provided: Krebs prepared the ICE and provided Valley Metro advice and negotiation strategies to work towards an acceptable GMP price with the CMAR contractor. Krebs performed quantity takeoffs and reconciliations, estimate preparation and lead the 100% cost reviews. Krebs analyzed and provided feedback to Valley Metro regarding the risk register and risk items. They also discussed potential negotiation strategies, commodity pricing trends as well as preparing cost comparisons/variance reports and any other items requested by Valley Metro. Krebs assisted Metro in reducing the CMAR contractor GM price from $720 million to just over $650 million.

Members Involved: Rick Krebs, Jay Bays, Steve Schantzen, Jason Kmezich, Travis Galvin, Terry Wampler, Jimmy Vegh, CJ Kilian and Joe Johnson

% of Work Performed in Louisiana: 0%

Project Relevancy:

- CMAR Project Delivery – estimates at 60% and 100%
- Significant utility work – water, storm, sewer
- Challenging and complex systems tie-ins for rail construction
- Significant construction constraints working downtown Phoenix

Firm name	Krebs Corporation		Past Performance Evaluation Discipline(s)*		Other – Independent Cost Estimating & Scheduling
Project name	**I-35-I-535/TH-53 Twin Ports Interchange**		Firm responsibility (prime or sub?)		Prime
Project number	6982-322	Owner's name	Minnesota Department of Transportation		
Project location	Phoenix, AZ		Owner's Project Manager	Nancy Sannes	
Owner's address, phone, email	395 John Ireland Blvd., Saint Paul, MN 55155, (651) 366-4639, Nancy.Sannes@state.mn.us				
Services commenced by this firm	01/2019	Total consultant contract cost ($1,000's)		$1,179	
Services completed by this firm	07/2022	Cost of consultant services provided by this firm ($1,000's)		$1,179	

Project Facts: The $375 million CMGC project includes a complex interchange reconstruction of the I-25, I-535 and highway 53 connector. Associated with the bridge work is earthwork, drainage, complex box culvert work, city street utility installation and reconstruction, traffic phasing and other typical highway items. The project has challenges to overcome which include contaminated soils, poor subsurface soils, high groundwater and working adjacent to an existing, active freight rail line. The project has multiple work packages and was over budget and all teams successfully worked together to mitigate the risk items and find ways to reduce costs for the project to move forward.

Services Provided: Beginning in early 2019 Krebs has worked with MnDOT and the CMGC (Ames-Kramer) providing the EE for each design phase for two separate work packages for this CMGC project. The new interchange will improve safety by eliminating blind merges, replace aging infrastructure and improve freight mobility. Krebs performs quantity takeoffs and reconciliations, estimate preparation and cost reviews, attends and participates in risk reviews, risk workshops, constructability reviews and potential project saving (VE) discussions. Krebs provided MnDOT advice from a contractor point of view as well as preparing cost comparisons, potential areas to save additional costs, etc. Basically the Krebs team is worked to help MnDOT receive a fair, reasonable price from the contractor while helping to reduce and mitigate risks.

Members Involved: Rick Krebs, Terry Wampler, Steve Schantzen, Joe Johnson

% of Work Performed in Louisiana: 0%

Project Relevancy:

- CMGC Project Delivery – estimates at 30%, 60%, 90%
- Complex, multi phased project
- Contaminated soils and poor subsurface conditions
- Dewatering challenges
- All facets of highway construction
- Project Scheduling

Firm name	Krebs Corporation		Past Performance Evaluation Discipline(s)*		Other – Independent Cost Estimating & Scheduling
Project name	**Mid Coast LRT**		Firm responsibility (prime or sub?)		Sub to TYLIN
Project number	5007815	Owner's name	SANDAG		
Project location	San Diego, CA		Owner's Project Manager	Greg Gastelum (former Director)	
Owner's address, phone, email	401 B Street, Suite 800, San Diego, CA 92101, (619) 772-0724, gastelumg@metro.net				
Services commenced by this firm	03/2014	Total consultant contract cost ($1,000's)		$832	
Services completed by this firm	12/2022	Cost of consultant services provided by this firm ($1,000's)		$832	

Project Facts: Krebs worked with SANDAG and the CMGC (Stacy Witbeck-Herzog-Skanska) on this series of four CMGC light rail projects worth approx. $2 billion in San Diego near UCSD. SANDAG is a consortium of municipalities in the San Diego area. The project runs from downtown San Diego north approximately 11 miles and terminates at the University of California San Diego. The project runs along an existing rail corridor and eventually crosses over I-5 twice and involves significant stakeholder involvement and interaction with existing LRT, Commuter and freight rail services, Caltrans and the University of California San Diego. Project includes all facets of civil and rail construction including: 15,000 lf utility work - storm sewer, waterline and sanitary sewer, dewatering for high water tables; 220,000 cy excavation, 110,000 cy embankment, demolition of existing buildings, removal of roadway items, clearing and grubbing, 5,000 cy lightweight concrete fill, cement soil ground improvements, roadway reconstruction on major city streets – aggregate base, concrete or asphalt paving, major viaducts, bridges, extensive retaining walls – 162,000 sf CIP, 11,500 sf gravity, 141,000 sf MSE, 3,000 sf geofoam, 40,000 sf soil nail, 65,000 sf soldier pile; traction power, OCS, traffic control, utilities and others. The contractor must adhere to strict environmental constraints as well as working with UCSD to maintain access to all campus facilities for the students and staff. Project phasing, significant traffic control and public information is critical for the success of the project.

Services Provided: Krebs prepared the ICE and worked through the CMGC process to get to an acceptable GMP price between SANDAG and the CMGC contractor. Krebs performed quantity takeoffs and reconciliations, estimate preparation, lead the cost reviews, attended and participated in risk reviews, risk workshops, constructability reviews and potential project saving (VE) discussions. Krebs provided SANDAG advice from a contractor point of view as well as preparing cost comparisons/variance reports, Basis of Estimate reports and any other items requested by SANDAG. Since the GMP, Krebs has been provided cost support throughout the construction phase of the projects

Members Involved: Rick Krebs, Jimmy Vegh, Jay Bays, Terry Wampler, Tom Mehas, Steve Schantzen, CJ Kilian and Joe Johnson

% of Work Performed in Louisiana: 0%

Project Relevancy:

- CMGC Project Delivery – estimates at 30, 60%, 90% and IFC, continue through construction
- Complex, multi phased project
- All facets of heavy civil and light rail construction

Firm name	Tricertus, LLC		Past Performance Evaluation Discipline(s)*	Other – Scheduling	
Project name	**Iron Horse Trail – Bollinger Canyon Road Bicycle and Pedestrian Overcrossing**		Firm responsibility (prime or sub?)	Prime	
Project number	120025	Owner's name	Contra Costa Transportation Authority		
Project location	San Ramon, CA		Owner's Project Manager	Ivan Ramirez	
Owner's address, phone, email	2999 Oak Road, Suite 100 Walnut Creek, CA 94597; 925-256-4737; iramirez@ccta.net				
Services commenced by this firm	06/2021	Total consultant contract cost ($1,000's)		$260	
Services completed by this firm	11/2022	Cost of consultant services provided by this firm ($1,000's)		$235	

Project Facts: The $16 million dollar complex overcrossing was designed to provide cyclists and pedestrians with a safe and convenient bridge between key areas including City Center and the iron Horse Trail (IHT). The project includes a 200 foot-long cable stayed bridge with a single support in the median of Bollinger Canyon Road. Approaches include a combination of a concrete bridge with edge girders and mechanically stabilized earth abutments. Some of the challenges of the project included working on a heavily traveled street with limited closure opportunities and fabrication of long lead items.

Services Provided: Beginning mid-2021 Tricertus worked with CCTA and Myers and Sons (GC) on this CMGC delivery method project to provide the EE for each design phase for separate work packages. The new pedestrian overcrossing provided daily users with improved access for bicycle and pedestrian along the Iron Horse Trail. Tricertus performed quantity takeoffs, reconciliations, estimate preparations, participated in risk reviews, schedule and risk workshops, constructability reviews and value engineering discussions.

Members Involved: Ricardo Rodriguez

% of Work Performed in Louisiana: 0%

Project Relevancy:

- CMGC Project Delivery – estimates at 65%, 90%, 100%
- Complex, multi-phased project
- Long Lead Fabrication/Delivery of Material.
- Contaminated soils and poor subsurface conditions
- Project Scheduling

Firm name	Tricertus, LLC		Past Performance Evaluation Discipline(s)*	Other – Scheduling	
Project name	**I-80 Westbound CCVEF Project - Truck Scales**		Firm responsibility (prime or sub?)	Sub to Krebs	
Project number	0421000155	Owner's name	Caltrans		
Project location	Fairfield, CA		Owner's Project Manager	Sindu Kurup	
Owner's address, phone, email	111 Grand Avenue #300, Oakland, CA 94612; 510-286-4444; sindhu.kurup@dot.ca.gov				
Services commenced by this firm	07/2022	Total consultant contract cost ($1,000's)		$975	
Services completed by this firm	Ongoing	Cost of consultant services provided by this firm ($1,000's)		Ongoing	

Project Facts: On this $200 million CMGC Project, Caltrans' District 4 proposed to replace the existing Westbound I-80 Cordelia Commercial Vehicle Enforcement Facility (CCVEF) in Solano County. The new facility will be relocated 0.7 miles east from its current location and will provide new braided on and off-ramp connections to/from westbound I-80. Direct access to the facility will also be provided from westbound State Route 12.

Services Provided: Starting in July 2022, Tricertus worked as a subconsultant with Krebs providing scheduling services on this CMGC delivery method project. The new facility was designed to replace the existing outdated facility which was causing delays on the I-80 due to its inefficiencies. Tricertus assisted with the preparation of an independent schedule used to estimate the duration of the project, longest path, potential conflicts and challenges, risk management, resource allocation and comparison to the contractor's schedule. The services also included participating in estimate preparations, risk reviews, schedule and risk workshops, constructability reviews and value engineering discussions.

Members Involved: Ricardo Rodriguez

% of Work Performed in Louisiana: 0%

Project Relevancy:

- CMGC Project Delivery – estimates at 35%, 65%, 95% , 100%
- Complex, multi-phased project
- All Facets of Highway Construction
- Ongoing use by CHP
- Contaminated soils and poor subsurface conditions
- Project Scheduling

Firm name	Tricertus, LLC		Past Performance Evaluation Discipline(s)*		Other – Scheduling
Project name	**I-680/SR4 Interchange Improvements – Phase 3**			Firm responsibility (prime or sub?)	Sub
Project number	0414000130	Owner's name	Contra Costa Transportation Authority		
Project location	Contra Costa County, CA		Owner's Project Manager	Ivan Ramirez	
Owner's address, phone, email	2999 Oak Road, Suite 100 Walnut Creek, CA 94597; 925-256-4737; iramirez@ccta.net				
Services commenced by this firm		09/2018	Total consultant contract cost ($1,000's)		$650
Services completed by this firm		Ongoing	Cost of consultant services provided by this firm ($1,000's)		Ongoing

Project Facts: This $86 million project proposes to widen 4 miles of State Route 4 (SR-4) in both directions to provide an additional lane in each direction including a managed lane facility in the eastbound direction. The proposed improvements include freeway to freeway ramp modifications; new auxiliary lanes; widening of 5 bridge crossings; and replacement of 1 bridge crossing; retaining walls; utility relocations; drainage facilities; overhead sign structures; and, safety lighting and TOS upgrades. Extensive environmental permitting and mitigation requirements are needed for two creek crossings from US Army Corps of Engineers, Department Fish and Wildlife, and Regional Water Quality Control Board. Right-of-way requirements are needed from 3 parcels and one parcel requires an eminent domain process. This is a priority project for CCTA to expedite congestion relief on this critical segment of SR-4.

Services Provided: Tricertus is assisting as the Owner's Project Scheduler for this $86M project widening I-680 and SR 4 Highways. Tricertus is assisting the Owner and Construction Management team in the review and analysis of the Project Schedules submitted by the Contractor. The schedule submittals analyzed by our team include Baseline, Monthly Schedule Updates, and time-impact analyses. Tricertus is responsible for ensuring the submissions meet the Contract requirements as set by Caltrans' Specifications. Tricertus is also providing claims support services to determine time extension and claims submitted have merit..

Members Involved: Ricardo Rodriguez

% of Work Performed in Louisiana: 0%

Project Relevancy:

- Complex, multi-phased highway project
- Long Lead Fabrication/Delivery of Material.
- Contaminated soils and poor subsurface conditions
- Unforeseen Conditions
- Project Scheduling

Prime Consultant: Krebs Corporation

Approach and Methodology:

Provide a description of how the work will be performed and provide the proposed project schedule. Include any additional information or description of unique resources that are planned to be used to produce the deliverables. Include any proprietary technologies, methods or approaches that will be used on this project to improve quality or efficiency. If the proposal is for an IDIQ contract, the consultant should review the scope of services in Attachment A to the advertisement to obtain a general understanding of what a typical task order would entail. Based upon that understanding, the consultant should provide a sample schedule that identifies the major milestones, deliverables, tasks, etc., to demonstrate sufficient understanding of a typical task order. The duration of the task order is not required. This section shall be limited to four pages. **If more than four pages are included, all pages after the fourth page will not be evaluated**.

If the consultant has information it believes is proprietary, label it accordingly.

Please see pages below:

Krebs Qualifications and Company Bio

Krebs Corporation (Krebs), specializes in Transit and Heavy Highway independent cost estimating (ICE), risk assessment, scope identification, value engineering, conceptual or budget estimating, scheduling and constructability reviews. Krebs has performed direct ICE estimating services for numerous large, complex CMGC, design-build and design-bid-build projects**.** Krebs has provided ICE services on over 80 Alternative delivery projects including 42 CMGC, 4 GCCM, 43 CMAR, 4 PDB and 30 Design-Build projects. Krebs has been performing ICE services since 2007 for transit agencies, transportation departments, private companies, local agencies and engineering firms in Utah, Washington, Oregon, Arizona, Alaska, Minnesota, Montana, Georgia, Texas, Massachusetts, Louisiana and California. Our strength in estimating, risk reviews and assessments, project management, price negotiations and scheduling is distinctive from many firms in that it is based on many years of past experience as employees of large general contractors. Our professional team of seventeen individuals all have experience providing consulting services to transit agencies and DOT's and possess an in-depth understanding of all aspects of heavy civil projects. Krebs is located in Utah.

Krebs works solely with owners and owner's representatives and does not perform cost related functions for contractors or non-owner entities. We believe this is very important in maintaining fairness, independence and eliminating any potential conflict of interest on our projects. Maintaining a truly independent point of view is a critical part of our business philosophy and plan.

Krebs cost or budgetary estimates are prepared using the same methods general contractors use. Our direct knowledge of construction operations and understanding of how construction costs are developed allow us to prepare estimates comparable and compatible to contractor's estimates. Krebs has leveraged its construction experience in order to give owners a stronger position when negotiating GMP pricing, contracts and change orders. This methodology is also used in the early stages of project development to review and assess risks, establish early project budgets and establish realistic schedules. It is also used in claims and claims avoidance. Krebs utilizes HCSS (HeavyBid) estimating software when preparing cost estimates and Primavera P6 for schedules.

Understanding of the CMAR Delivery Method

Krebs Corporation (Krebs) performs construction cost estimating related services and prepares contractor style, bottom-up production-based cost estimates and project schedules. Our team has had decades of training and experience working for large contractors as well as extensive experience with CMGC projects, understanding the process of beginning at the conceptual level and progressing into estimate preparation at the 30%, 60%, 90% and final design phases.

We understand cost estimates and schedules will be prepared independently by the ICE and CMAR contractor at all the design phases listed above. Constant and consistent communication between the ICE, CMAR, design team and DOTD is expected to ensure current information is shared so that all teams are up to-date on project specifics as they progress. We also know that each team acts independently when performing quantity takeoffs and cost estimates. The cost estimates generally have three sections – direct costs, indirect costs and markups. During each design phase, the CMAR, designer and DOTD will work closely to design the project as best they can with the most current information. The ICE will provide input on constructability issues, risk items, potential early work packages or whatever makes sense for the project to progress in an economical and efficient manner. It is imperative the teams work in a collaborative, team environment such that the DOTD receives a good, quality project at a reasonable price. Once each design phase is complete, all estimating teams independently perform quantity takeoffs before reconciling quantities with all entities. This leads to the establishment of the project scope and the independent preparation of cost estimates which are then shared and discussed with DOTD. The ICE team will provide feedback to DOTD on the reasonableness of cost and schedule and provide advice as necessary to further support DOTD throughout the process. This support includes preparing comparison and variance reports, Basis of Estimate reports, estimate reconciliation support and whatever else is requested of the DOTD. Krebs is currently working with the DOTD on the I-10 CMAR Reconstruction project in Baton Rouge so we understand the process of working with the DOTD and FHWA.

Construction Cost Estimating and Scheduling Work Plan/Approach

The development of realistic, accurate cost estimates and schedules begins with a thorough understanding of the project. It is important the ICE is included in early project discussions so they are up to speed on the most current information. Thorough knowledge of the plans and specifications is critical and we feel a site visit is important to get a true feel of site conditions, access issues and others. The site visit is often overlooked and is a very important piece of becoming familiar with the project. Our team will work together with the project team to provide input into schedules and time frames of preparing estimates and schedules that meet the design phase milestones.

The project review (beginning of estimating/schedule process) typically begins with a site visit of the project location. Our experience has shown it is of utmost importance to understand the environment where the project takes place including the current traffic flow and how the community lives and works around the project. Touring the site allows us to consider potential means and methods to be considered, site access, environmental issues, and any other potential constraints or opportunities that might affect production rates. The site visit also allows our team to participate in insightful means and methods discussions when meeting with the CMAR, designer and DOTD.

The CMAR process is methodical in that the various steps of estimating are repeated at each design phase. Generally, there is an initial kickoff meeting to introduce the projects teams and discuss estimate submission schedules, establish bid item structure which can be whatever structure the DOTD wants but generally will be similar to previous bid lettings. The CMAR and ICE must use the exact same bid structure as it is critical for efficient cost reviews and comparisons. Labor rates, equipment rates, material and subcontractor “plugs” and any other items are also discussed between the teams. All pertinent information should be shared with all teams.

The Project Scheduler will develop a construction schedule using the latest version of Primavera P6 software. The schedule will include activities pertaining to design, permitting, mobilization, major submittals and material procurement, temporary and permanent access, maintenance of traffic (MOT), bridge and roadway construction, finish work, punch list and demobilization. The construction schedule is instrumental in determining time periods that will be considered to estimate costs associated with shared construction resources such as cranes and formwork as well as determining project overhead costs.

For each design phase, the estimating teams will independently perform quantity takeoffs and then meet to reconcile the quantities. This step is very important since it establishes the scope of the project all estimating teams use. Once the quantities are reconciled, the estimating teams independently estimate the cost of the work and each individual on the team will be responsible for their respective items (as described earlier). The estimates include the following cost breakdowns: direct costs which are the costs for the crews to build the actual work and our team utilizes its past experience and knowledge to establish crew makeup, equipment selection and production rates. Indirect (or overhead) costs which are costs to manage and support the direct cost items specific to this project and include such things as supervision, temporary facilities, insurance and others. Indirect costs are duration driven and the schedule establishes the project duration. The final cost breakdown includes markups and risk. The markup is the amount a contractor wants to receive on the job and Krebs has good, current knowledge of what is reasonable in the current market. Establishing a risk number is more difficult as quantifying risk is more subjective. Our team is experienced with identifying, assessing and pricing risk and typically utilize a "risk register" or "risk analysis" spreadsheet that is used to assign a value and probability of the event occurring. Risks that are identified for a project will be brought forth and discussed amongst the project team during risk management workshops throughout the design phases. All estimating parties should agree with the risks to be carried within the direct or indirect Bid Items. The bids will be submitted in the agreed to WBS format for bid items which is agreed upon at the project kickoff meeting. This allows the DOTD a bid structure that allows for cost comparisons to other projects.

Once the estimates are complete, the results are given to DOTD and a cost comparison is prepared. The estimating teams then meet and review the costs and this is similar to an estimate review where the teams get into the cost details and grind through the differences. It is usually best to focus on large cost item differences. The approach is to identity the large cost differences at a higher level and then dive into the items to see where the differences lie. This process is fairly simple and once the differences are isolated, then discussion begins on means and methods, crew makeup, equipment selection, production rates, material and consumable costs and subcontractor costs. After the initial cost review, each team will make adjustments to their respective estimates to reflect a post-review estimate. It is important the teams get into the details of costs at each design phase as it may expose opportunities for better means and methods, expose risks that may detrimentally impact the project, or designs that can be improved on. Each design phase estimate iteration should be an opportunity for the project teams to mitigate risks and/or find better, more cost effective and efficient ways to build the project.

At each estimate review, the teams will also meet and openly discuss constructability issues, perform risk workshops, discuss current market costs and trends and whatever else may affect the cost of the estimates. It is important for the ICE to be able to receive and review actual material and subcontractor quotes received by the CMAR contractor. The final de-plugging from material and sub plugs normally happens at the final design estimate when quotes are actually received. Throughout each design estimate submission, the ICE will constantly work with and provide support and advice to the DOTD based on what is learned at each step of the process.

Sample Task Order

The following items should be included in a sample task order for Independent cost estimating services and this list reflects a methodical estimating process for any level of design. The process also can be used for change orders and other cost related items and procurement methods.

1. Estimating Kickoff Meeting and Project Site Tour
    a. Each project will have an initial kickoff meeting in which the teams will meet and discuss the project and participate in a project site tour to look at the project, understand access constraints, traffic flows, etc. The kickoff meeting will allow the teams to set estimating basics as described in subsequent sections of this document. Verify local labor rates and availability.
2. Attend and participate in Project Meeting and potential site visits as necessary.
3. Establishing the Basic Estimating Rates used throughout the CMAR Estimating Process which include labor rates, material and subcontractor plugs, and define the WBS (work breakdown schedule) or bid item list.
4. Quantity Takeoffs and Reconciliation Process
    a. The quantity reconciliation process is very important as the result of the reconciliation establishes the basis of scope for each estimate. The CMAR and ICE teams will independently prepare quantity takeoffs and then reconcile the quantities prior to commencing estimating. Quantity takeoffs will be prepared using takeoff software such as Bluebeam, CADD, AGTEK and other methods.
5. Cost Estimate and Schedule Process
    a. Cost estimates and schedules will be independently prepared at each design phase – 30%, 60%, 90% and final and any other iteration the DOTD wants to perform. The estimates will be construction style, bottom-up, production based estimates utilizing HCSS estimating software.
    b. Once the estimates are complete, the ICE will prepare a comparison sheet to be used during the cost reviews with the CMAR contractor. The first estimate is commonly referred as Read 1.
    c. Project schedules will be developed with each estimate iteration and will utilize Primavera P6 scheduling software. These schedules will determine the critical path (CPM). The ICE will independently prepare a schedule as well as reviewing the CMAR contractor schedule.

6. Cost Reviews - The comparison and cost review meeting typically occurs at the DOTD project office. The ICE, CMAR contractor, Design team and DOTD attend in person.
    a. The ICE will lead the open-book reviews and discuss cost and production differences with the CMAR. The ICE to question everything in an effort to expose risk items, conservative production rates and approaches, assumptions, etc.
    b. Many items to be discussed and further effort may be needed to follow-up on – these include the assumption list, constructability reviews, means and methods selection, construction phasing, traffic phasing, access, subcontractor and material supplier plugs and/or bid packages, market conditions, resource availability, potential value-engineering ideas, etc.
    c. Markups will be discussed at the end of the cost review process and just prior to the risk discussions.
7. Post Cost Reviews – both the ICE and contractor will update their respective estimates based on findings and discussions during the cost review. These revised estimates will be submitted to the DOTD and the ICE will prepare another cost comparison. This is commonly referred as Read 2 of an estimate.
8. Risk Reviews
    a. Each estimate iteration will include a risk workshop to discuss project risks, material availability, long lead items and any other risk the project may have. A risk register will be prepared by the CMAR contractor and potentially by the ICE. The ICE will review the CMAR contractor risk register and question items as necessary.
9. Deliverables and Reports – the following reports and information to be submitted to the DOTD for each estimate deliverable.
    a. Cost Estimate in HCSS Format – backup summaries will be included in the Basis of Estimate Report
    b. Basis of Estimate Report – includes the following:
        i. Project Narrative
        ii. List of Assumptions
        iii. Any project notes
        iv. Quantity takeoff information – BlueBeam Files, On-Screen Takeoff Files, or other takeoff notes.
        v. Detailed estimate print outs – Krebs utilizes HCSS estimating software.
        vi. Detailed estimate summary sheets
        vii. Notes from estimate reviews
        viii. Cost Comparisons with CMAR Contractor
        ix. Cost Progression Summaries – Typically showing 30% to 60%, etc.
        x. Identification of Long Lead Items
        xi. Markup Details
        xii. Material and subcontractor quotes
    c. Estimate Variance Report
        i. Will show summary of all estimates from the Design Team, CMAR and ICE.
        ii. Summary will include a narrative on cost differences and any major changes between each estimate iteration.

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)	Past Performance Evaluation Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
Krebs Corporation	Other – Independent Cost Estimating	Contract No. 4400019582, State Project Number H.004100.5	Independent Cost Estimating (ICE) Services, I-10: LA 415 to Essen Lane on I10 and I-12	$1,089,933
Tricertus, LLC	Other - Scheduling	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.

Note: Krebs is performing cost estimating services under the previous ICE On-Call contract and the remaining balance is the portion of the Krebs contract value (or budget) remaining.

19. <u>Certifications/Licenses:</u>
If the advertisement requires submission of licenses and/or certificates, include them here. **Otherwise, leave this section blank**.

None Required

20. 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**.

QA/QC Plan not required at this point

21. 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**
Tricertus, LLC	440 E Route 66, Glendora, CA 91740	Ricardo Rodriguez, ricardorodriguez@tricertus.com	(209) 380-9444

(Add rows as needed)

Please note Tricertus has not performed work in Louisiana and if selected as part of our team, they will register with the Secretary of State

22. 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**.