

DOTD FORM: 24-102

(Revised January 1, 2023)

PROPOSAL TO PROVIDE CONSULTANT SERVICES

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

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

1. Contract Name as shown in the advertisement	IDIQ CONTRACTS FOR INDEPENDENT COST ESTIMATING STATEWIDE
2. Contract Number(s) as shown in the advertisement	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)	Innovative Contracting and Engineering Professional Limited Liability Company
5. Prime consultant license number (as registered with the Louisiana Professional Engineering and Land Surveying Board (LAPELS) if registration is required under Louisiana law)	
6. Prime consultant mailing address	Innovative Contracting & Engineering 5513 W 11000 N Highland, UT 84003
7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria)	Innovative Contracting & Engineering 5513 W 11000 N Highland, UT 84003
8. Name, title, phone number, and email address of prime consultant's contract point of contact	Daniel Bender President 702-523-2354 danbender@iceteams.com
9. Name, title, phone number, and email address of the official with signing authority for this proposal	Daniel Bender President 702-523-2354 danbender@iceteams.com

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

<p>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.</p>	<p><i>Daniel W Bender</i></p> <p>Signature above shall be the same person listed in Section 9:</p> <hr/> <p>11/28/2023</p> <p>Date:</p>				
<p>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.</p>	<table border="0"> <tr> <td style="width: 50%;"><u>Firm(s):</u></td> <td style="width: 50%;"><u>Firm(s)' %:</u></td> </tr> <tr> <td>Goal not set for this advertisement</td> <td></td> </tr> </table>	<u>Firm(s):</u>	<u>Firm(s)' %:</u>	Goal not set for this advertisement	
<u>Firm(s):</u>	<u>Firm(s)' %:</u>				
Goal not set for this advertisement					

12. Past Performance Evaluation Discipline Table:

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	Innovative Contracting & Engineering	Garver	Each Discipline must total to 100%
Other (ICE, Construction Scheduling & Risk Management)	100%	95%	5%	100%
Identify the percentage of work for the overall contract to be performed by the prime consultant and each sub-consultant.				
Percent of Contract	100%	95%	5%	100%

13. Firm Size:

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

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

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

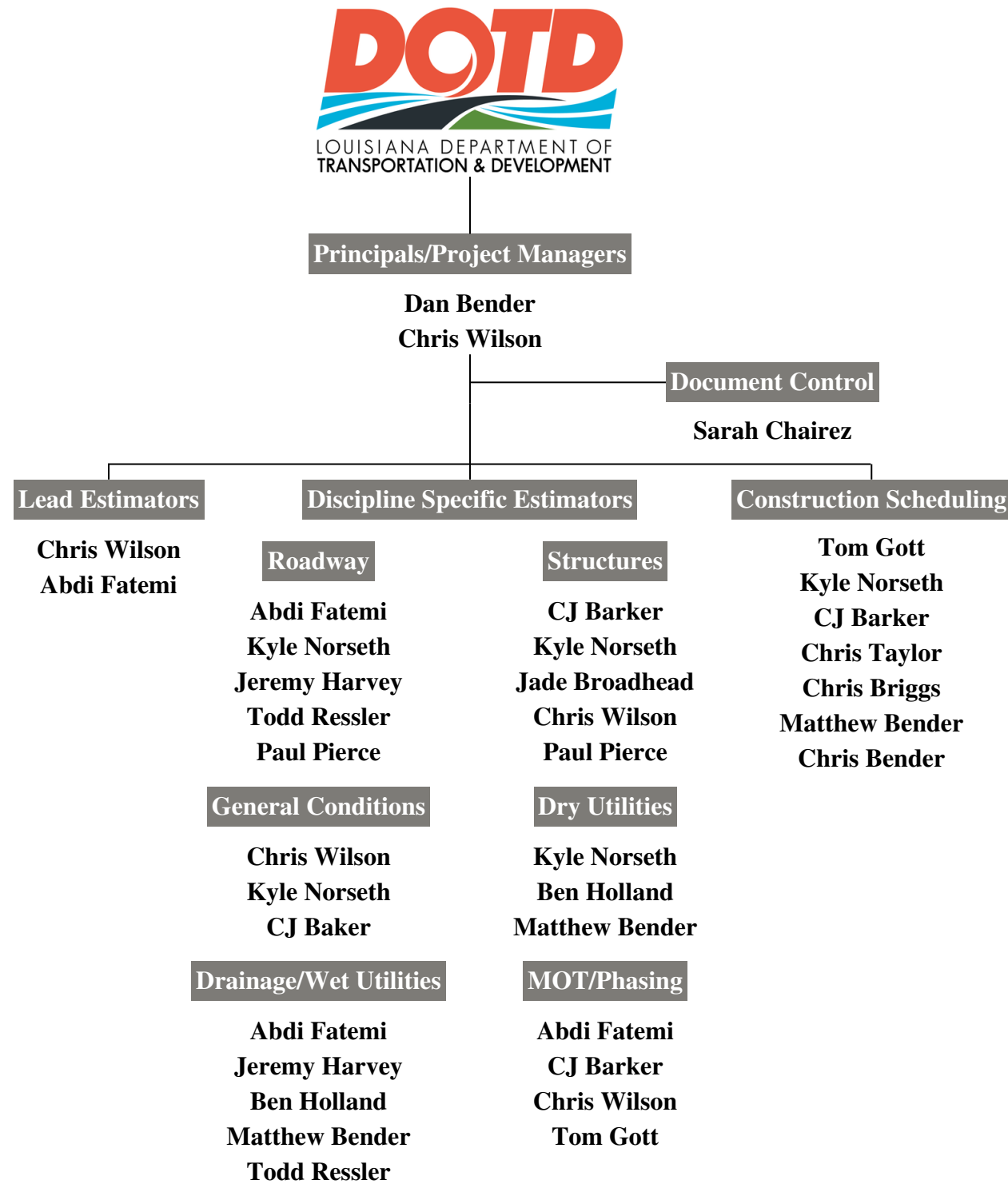
Firm name	DOTD Job Classification	Number of personnel committed to this contract	Total number of personnel available in this DOTD Job Classification (if needed)
Innovative Contracting & Engineering	Principal	2	2
	Administrative	3	3
	Technician	9	9
Garver	Technician	2	7

(Add rows as needed)

14. Organizational Chart:

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

Organizational Chart



Dan Bender
Principal & Project Manager
Professional Civil Engineer with over 30 years of industry experience. Has dedicated the last 10+ years to leading Independent Cost Estimating teams. Leads the risk management team.



Abdi Fatemi
Lead Estimator
Former contractor with over 40 years of cost estimating experience. Responsible for our production-based cost estimates and coordinates with Lead Scheduler to develop an optimized project schedule.



Chris Wilson
Principal & Project Manager
Former contractor with 20 years of estimating and scheduling experience. Earned an MBA with emphasis in risk management. Leads our team of estimators and schedulers.



Tom Gott
Lead Scheduler
Former contractor with over 40 years of scheduling and estimating experience. Leads our team in development of our independent approach to construction and development of our construction schedule.



Kyle Norseth
Cost Estimator
Former contractor with 15 years of experience cost estimating and scheduling. Leads Price Reconciliation (negotiation) meetings with contractors. Provides structures, drainage, earthwork cost estimating expertise.



Jeremy Harvey
Cost Estimator
Over 14 years of experience in cost estimating, project management, field engineering and scheduling for alternative delivery projects. Supports Price Reconciliation meetings with contractors.



CJ Barker
Cost Estimator
Senior cost estimator that has produced thousands of estimates across 30+ years of experience. Especially skilled in constructability reviews and risk mitigation. Supports structures, MOT, and general conditions teams.



Todd Ressler
Cost Estimator
Senior Estimator with over 20 years of experience and ASPE certification. Offers broad-based expertise in developing accurate labor and material estimates. Supports the roadway and wet utilities teams.



Paul Pierce
Cost Estimator
Structures estimator with 15 years of estimating for large civil projects. Prepares accurate, detailed estimate pricing including labor, materials, and subcontract items. Supports the structures and roadway teams.



Jade Broadhead
Cost Estimator
Cost estimator and scheduler with 14 years of experience. Compares estimates with project actuals and finds ways to add project value. Provides structures, drainage, earthwork cost estimating expertise.



Ben Holland
Cost Estimator
Structures estimator with 10 years of bridge construction estimating. He is skilled at bridge design and construction, and he is meticulous when performing quantity take-offs. Supports the structures estimating team.



Matt Bender
Cost Estimator
Cost estimator with over five years of estimating and scheduling experience for underground utilities, storm drains, earthwork, and pavement projects. Supports dry utilities, wet utilities, and scheduling teams.

15. Minimum Personnel Requirements:

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

MPR No. Do not insert wording from ad	Personnel being used to meet the MPR (Individual(s) may not satisfy more than one MPR unless specifically allowed by Attachment B of the advertisement)	Firm employed by	Type of license and discipline meeting MPR/ certification & number (Ex: PE # - Civil)	State of license	License / certification expiration date
1, 2	Daniel Bender, PE Principal, Project Manager	Innovative Contracting & Engineering	PE #190095-2202 Civil	UT	Exp. 03/31/2025
1, 2, 3, 4	Chris Wilson Principal, Project Manager, Lead Estimator, Structures, General Conditions, MOT	Innovative Contracting & Engineering	Contractor: 12044667-5507	UT	Exp. 11/30/2025
3, 4	Abdi Fatemi Lead Estimator	Innovative Contracting & Engineering	N/A	N/A	N/A
4, 5	Kyle Norseth Drainage & Grading	Innovative Contracting & Engineering	Primavera P6	N/A	N/A
4, 5	Jeremy Harvey Roadway & Earthwork	Innovative Contracting & Engineering	OSHA 30 Primavera P6 Bid2Win	N/A	N/A
3, 4, 5	CJ Barker Estimator, Scheduler	Innovative Contracting & Engineering	N/A	N/A	N/A
4	Paul Pierce Estimator, Scheduler	Innovative Contracting & Engineering	N/A	N/A	N/A
4	Todd Ressler, CPE Estimator	Innovative Contracting & Engineering	ASPE Certified Professional Estimator: 1.4-000007-0319	N/A	Exp. 12/31/2023
4	Jade Broadhead Estimator	Innovative Contracting & Engineering	N/A	N/A	N/A
4	Ben Holland Estimator	Innovative Contracting & Engineering	N/A	N/A	N/A
5	Matt Bender Scheduler	Innovative Contracting & Engineering	Primavera P6	N/A	N/A

5	Christopher Bender, PE Scheduler	Innovative Contracting & Engineering	PE #11866337-2202 Civil	UT	Exp. 03/31/2025
5	Tom Gott Scheduler	Innovative Contracting & Engineering	Primavera: - PM: Basic Course - PM: Advanced - Primavera P6 - Unifier Essentials	N/A	N/A
5	Chris Taylor, PE Scheduler	Garver	PE #138983	TX	Exp. 06/30/2024
5	Chris Briggs Scheduler	Garver	N/A	N/A	N/A

(Add rows as needed)

16. Staff Experience:

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

Firm employed by		Innovative Contracting & Engineering	
Name	Daniel Bender	Years of relevant experience with this employer	7
Title	Principal, Project Manager	Years of relevant experience with other employer(s)	24
Degree(s) / Years / Specialization		B.S. / 1992 / Civil Engineering	
Active registration number / state / expiration date		PE 190095-2202 / Utah / 03/31/2025	
Year registered	2017	Discipline	Civil
Contract role(s) / brief description of responsibilities		Daniel Bender will serve as a principal and project manager. He fulfills Minimum Personnel Requirement Numbers 1 and 2. Dan will be our team's primary point of contact, he will oversee our team resources, manage deadlines, fulfil contract requirements, and responsible for quality.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
10/16 – Present	<p>President and Senior Project Manager at Innovative Contracting & Engineering:</p> <p>In 2016, Dan co-founded Innovative Contracting & Engineering. As a new owner of a small business, Dan leaned on the leadership and project management skills he developed at VTN and at Stanley Consultants to successfully start this company. With this new focus on alternative delivery methods, Dan was able to further develop and expand best practices for alternative delivery method projects. He worked with members of FHWA to develop and present best practices for ICE services at conventions and even at individual “lunch and learn” meetings at DOTs and AGCs across the nation. Dan’s team developed standardized tools to aid in the successful implementation of alternative delivery projects and put them on their website for anyone to use; those tools include a Quantity Reconciliation Form, a Cost Reconciliation Spreadsheet, an Innovations Tracking Log, and a Risk Register spreadsheet. Innovative Contracting & Engineering seeks to improve the use of alternative delivery methods, even if that means providing good tools for our competition to use.</p> <p>In 2018, Dan’s team began to expand their ICE services into Progressive Design-Build (PD-B) projects. That year, we won the ICE services contract on UDOT’s first PD-B project, and we have since worked on 10 more PD-B projects including, the first PD-B projects in Arkansas, Kansas, and Washington state. These projects included the \$340 US-89 “Oak Hills Freeway” (UDOT), the \$150 Million Coastal 29 Fish Passage project (WSDOT), \$78 Million West Memphis Interchange (ARDOT), and \$76 Million De Soto 103rd Street. Given the newness of PD-B delivery method, Innovative Contracting & Engineering has been actively involved in the development of industry practices using this delivery method. In February 2023, Innovative Contracting & Engineering presented the West Memphis Interchange project with ARDOT at the DBIA Conference.</p> <p>Dan has managed our ICE Team on several projects in Louisiana, including I-12 Widening (LA12 to US 190), I-20 (Pines Road to I-220), the Comite River Diversion project, I-49 S: AMB Caffery/US-90 Interchange, and US-167 Interchange at Willow Street. In total, Dan has managed IC&E on over 100 CMAR projects nationwide, and 11 PD-B projects.</p>		

	<p>***While employed at Innovative Contracting & Engineering, Dan managed ICE services teams on over 100 CMAR/CMGC projects, 11 P-DB projects, and 6 Design-Build projects.</p>
09/08 – 10/16	<p>Vice President and Senior Project Manager at Stanley Consultants: Dan started working at Stanley Consultants as an Operations Manager, then Office Manager, then Regional Manager, and finally a National Transportation Sales Lead. He continued to develop his leadership and project management skills in these positions. During his eight years at Stanley Consultants, Dan led his team through multiple successful projects that used alternative delivery methods. In 2009, Dan managed a team of independent cost estimators on the first CMAR project in Nevada. From there, he went on to help Nevada DOT develop their CMAR program and oversaw the development of consultant production-based cost estimating for the State of Utah. UDOT hired Dan’s team of estimators to provide independent cost estimates for every project they put out to bid. While working at Stanley Consultants, Dan developed a business unit that focused on alternative delivery projects. That team developed “best practices” for the implementation of CMAR/CM-GC delivery methods. While that team primarily provided ICE service expertise, they also led risk management workshops, managed the progression of risk registers, provided constructability reviews, and developed independent construction schedules. While Dan was evolving his team and developing these best practices, he realized he had a passion for alternative delivery projects and decided to dedicate the rest of his career to focusing on improving the use of alternative delivery methods. In 2016, Dan left Stanley Consultants to start a firm that focused exclusively on providing independent cost estimating services for alternative delivery projects. While working at Stanley Consultants, Dan managed independent cost estimating teams on 11 CMAR/CM-GC projects. *** While employed at Stanley Consultants, Dan managed ICE services teams on 18 CMAR/CMGC projects, and 4 Design-Build projects.</p>
03/93 – 09/08	<p>Vice President and Project Manager at VTN Nevada: Dan started as a Design Engineer for VTN and managed his first project during his first year of employment. This early experience taught Dan the value of managing budgets, managing resources, communicating with clients, and the importance of quality control. During his 16 years of experience at VTN, Dan gained design and management experience. His responsibilities continually increased as his project management expertise increased over the years. Many of the projects in his charge included segments of the I-215 Beltway around the City Las Vegas, flood control projects and large diameter transmission water and sanitary sewer projects. Dan worked on several design-build projects during this timeframe. Between the years 2000 and 2008, Dan was invited to be a Vice President and partner at VTN, giving him experience as a principal over the last 8 years he worked for VTN. The experience he gained managing projects and developing skills needed to lead teams to deliver successful projects laid a solid foundation for his career managing heavy civil infrastructure projects. ***While employed at VTN Nevada, Dan managed 3 Design-Build projects.</p>

Firm employed by		Innovative Contracting & Engineering	
Name	Chris Wilson	Years of relevant experience with this employer	7
Title	Principal, Project Manager	Years of relevant experience with other employer(s)	22
Degree(s) / Years / Specialization		B.S. / 2006 / Construction Management MBA / 2014 / Risk and Strategy Management	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Chris Wilson will serve as a principal, project manager, and discipline specific estimator. He fulfills Minimum Personnel Requirement Numbers 1, 2, 3, and 4. Chris will provide cost estimating for structures and utilities, and he will help with risk management and CMAR expertise.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
12/22 – 04/23	US-167 Interchange @ Willow Street, LADOTD – Chris was our Lead Cost Estimator for this independent cost estimating project. He oversaw the development and provided quality reviews for the cost estimate and schedule. The project will replace the existing concrete on US-167 from Donahue Ferry Road to US-165 to lengthen the service life of the roadway. Phase 1 of the project began in March 2023.		
03/22 – 04/22	I-49S: Ambassador Caffery/US-90, LADOTD – Chris was our Lead Cost Estimator for this independent cost estimating project, for which he coordinated with the client and performed QA/QC for the cost estimates and schedule. The project includes new two-lane frontage roads and construction of mainline interchange structures at the intersection of US-90 and Ambassador Caffery Blvd and US-90 and Albertson Parkway.		
11/20 – 08/22	Comite River Diversion Project, LADOTD – Chris was our Lead Cost Estimator on this CMAR project. He oversaw development of our cost estimates in HCSS, and estimated highway and earthwork bid items. The project consisted of a 12-mile-long diversion channel from the Comite River to the Mississippi River, three five-span highway structures, and a railroad bridge that will relieve thousands of residents from potential flood threats that have been exacerbated by the flood of 2016.		
11/18 – 02/23	I-25 North Express Lanes, Segments 5&6, CDOT – Colorado DOT is using the CMAR delivery method to design and build the I-25 North Express Lanes, Segments 5 and 6. This project includes freeway widening to provide bus express lanes and HOV lanes for almost 10 miles of I-25 north of Denver, Colorado. The project includes 4 interchanges, 14 bridge structures, utility relocations, drainage, grading, retaining walls, park ‘n ride lots and pedestrian underpasses, lighting, signage and striping, median barrier upgrades and ITS facilities. Chris Wilson was the structural cost estimator on this project.		
04/18 - 02/20	I-20 (Pines Rd to I-220), LADOTD - The scope of this project includes full-depth pavement replacement along I-20 from west of the LA 3 interchange to the Industrial Drive interchange. Concrete patching work from Pines Road to LA 3 and from Industrial Drive to I-220. The project also includes replacement of the existing median barrier with a new concrete 54” barrier, replacement of approach slabs, new roadway lighting system, and upgrades to the on/off ramps at the LA 3/US 71, Old Minden Road, LA 3105 (Airline Drive), and Industrial Drive interchanges. Chris provided cost estimating and risk management services on this project.		
03/18 – 03/20	Highway 10, Pleasant Ridge Rd. to Pleasant Valley Dr., ARDOT – This CMAR project constructed a complicated interchange with an at-grade intersection converted to a grade separated DDI in Little Rock, Arkansas. Widening Highway 10 from the existing 5-lane undivided section to a proposed 6-lane divided section with raised median. Includes reconfiguration of ramps to tie into I-430 to accommodate new interchange configuration. Included difficult rock excavation, utility relocations, retaining walls, 6 bridges and complicated phasing to accommodate commercial/residential developments. Chris Wilson provided cost estimating for the bridges, walls, and utilities, and he participated in risk management.		

01/17 – 02/20	I-12 Widening (LA 21 TO US 190), LADOTD – Due to Chris Wilson’s structural cost estimating experience and the scope of this project, Chris was our Lead Cost Estimator for the I-12 Widening project. This project widened I-12 to the inside, including widening the bridges over the Tchefuncte River and the LA 21 bridges. The widening was accomplished by extending the existing bridge superstructure and modifying its substructure. The project is also installing new barrier rail, ramp modifications, new signage and striping. Chris developed independent cost estimates for 3 different alternative scheduling scenarios.
02/15 – 07/16	LADOTD Construction Management at Risk (CMAR) Manual – Chris was part of the team who wrote the LADOTD CMAR Manual. Chris’ role on that team was to lend his expertise to the overall CMAR processes. He wrote the “Role of the Independent Cost Estimator” section and parts of the Introduction chapter. His participation in this project highlights his CMAR expertise. He is a recognized industry expert who regularly speaks at the Transportation Estimator’s Association (TEA) conferences. Chris will use his CMAR expertise to help LADOTD expand and improve on their CMAR program, especially as it relates to independent cost estimating.
06/14 – 01/17	TH-43 Winona Bridge, MnDOT – Chris served as the cost estimating lead and lead structures estimator on this bridge construction and restoration project over the Mississippi River. Work package 4 constructed new piers and a new 2,200’ segmental box bridge adjacent to the existing historical bridge. Work package 5 consisted of structural steel strengthening, lead paint removal and repainting, along with sequential bridge deck removal and replacement on the existing, historical bridge. The remaining work on work package 6 completes the remaining historical spans and finishes the civil work to create smooth transitions for the surface streets to the new and rehabilitated bridges.
04/09 – 08/16	UDOT Cost Estimating Support – Chris Wilson was a cost estimator on the UDOT Independent Cost Estimating support team. While working on this project, Chris estimated between 180 and 200 projects each year. That is over 1,000 cost estimates in 6 years! All his estimates were performed using contractor-style cost estimating software. Chris’ team dramatically improved the Efficiency of funds (use of funds) from 72% up to 98.4%. UDOT had a goal for project cost estimates to be within 10% of actual bids 50% of the time. More than 60% of the time Chris’ estimates were within 10%, substantially beating UDOT’s goal. The services provided by his team provided cost savings that averaged \$8.5 million annually over 6 years, adding over \$50,000,000 to the Department’s budget over that timeframe.
2014 – 2016 2018 – 2019 2019 – 2020 2017 – 2018 2017 – 2019 2016 – 2018 2013 – 2015	Chris’ other experience cost estimating on CMAR projects includes: <ul style="list-style-type: none"> • I-80 Verdi Bridge Rehab and Scour Protection (NDOT) – Lead Estimator • Val Vista Drive (Town of Gilbert, AZ) – Structures Cost Estimator • I-95 Wilmington Viaduct (DelDOT) – Structures Cost Estimator • Scioto River Pedestrian Bridge (City of Dublin, Ohio) – Lead Estimator • Virginia Street RAPID Extension (Washoe County RTC) – Structures Estimator • SR-28 FLAP (NDOT) – Structures Cost Estimator • Main Street Phases 1&2 (City of Las Vegas) – Lead Estimator

Firm employed by		Innovative Contracting & Engineering	
Name	Tom Gott	Years of relevant experience with this employer	7
Title	Lead Scheduler	Years of relevant experience with other employer(s)	40
Degree(s) / Years / Specialization		B.A. / 1971 / Business	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Tom Gott will serve as the lead scheduler on our team. He fulfills Minimum Personnel Requirement Number 5. Tom will create and/or review construction schedules using Primavera P6 scheduling software, and he will assist the team with Phasing, Traffic Control and Constructability Reviews.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
02/23 – Present	I-10 Mobile River Bridge & Bayways, ALDOT – Tom is our lead scheduler for this independent cost estimating project. The project includes construction of a new six-lane bridge with 215 feet of Air Draft Clearance across the Mobile River and widening the existing I-10 bridges across Mobile Bay from four to eight lanes. The proposed project will improve the traffic level of service and safety in this corridor, provide a direct interstate route for hazardous materials transport, and minimize adverse impacts to the maritime industry.		
12/22 – 04/23	US-167 Interchange @ Willow Street, LADOTD – Tom was our Lead Scheduler for this independent cost estimating project. The project will replace the existing concrete on US-167 from Donahue Ferry Road to US-165 to lengthen the service life of the roadway. Phase 1 of the project began in March 2023.		
03/22 – 04/22	I-49S: Ambassador Caffery/US-90, LADOTD – Tom was our Lead Scheduler for this independent cost estimating project. The project includes new two-lane frontage roads and construction of mainline interchange structures at the intersection of US-90 and Ambassador Caffery Blvd and US-90 and Albertson Parkway.		
11/20 – 08/22	Comite River Diversion Project, LADOTD – Tom was our Lead Scheduler on this CMAR project. The project consisted of a 12-mile-long diversion channel from the Comite River to the Mississippi River, three five-span highway structures, and a railroad bridge that will relieve thousands of residents from potential flood threats that have been exacerbated by the flood of 2016.		
02/19 – 02/20	I-30 Arkansas River Crossing, ARDOT – Tom was our Lead scheduler for this Design-Build project. This project included construction of a new bridge structure for eastbound traffic and reconstruction of the existing bridge for westbound traffic. The project also included major approach construction on I-30 both north and south of the Arkansas River crossing. In addition, there are new flyovers and interchange improvements at I-30 / I-630 Interchange, I-30 / I-40 Interchange, and the I-40 / Hwy 67 Interchange. There are several intersection improvements, including access to Markham Street in Downtown Little Rock.		
04/18 - 02/20	I-20 (Pines Rd to I-220), LADOTD – Tom was the Scheduler for our ICE team on the I-20 project. The scope of this project includes full-depth pavement replacement along I-20 from west of the LA 3 interchange to the Industrial Drive interchange. Concrete patching work from Pines Road to LA 3 and from Industrial Drive to I-220. The project also includes replacement of the existing median barrier with a new concrete 54” barrier, replacement of approach slabs, new roadway lighting system, and upgrades to the on/off ramps at the LA 3/US 71, Old Minden Road, LA 3105 (Airline Drive), and Industrial Drive interchanges. Our team provided cost estimating and risk management services on this project.		
03/18 – 03/20	Highway 10, Pleasant Ridge Rd. to Pleasant Valley Dr., ARDOT – Tom was the Scheduler of our ICE team on this CMAR project which converted an at grade intersection to a grade separated DDI in Little Rock, Arkansas. The project also widened Highway 10 from the existing 5-lane undivided section to a proposed 6-lane divided section with raised median. It includes reconfiguration of ramps to tie		

	into I-430 to accommodate new interchange configuration. Included difficult rock excavation, utility relocations, retaining walls, 6 bridges and complicated phasing to accommodate commercial/residential developments.
01/17 – 02/20	I-12 WIDENING (LA 21 TO US 190), LADOTD – Tom was Scheduler for independent cost estimating team on the I-12 Widening project. This project widened I-12 to the inside, including widening the bridges over the Tchefuncte River and the LA 21 bridges. The widening was accomplished by extending the existing bridge superstructure and modifying its substructure. The project is also installing new barrier rail, ramp modifications, new signage and striping. Our team developed estimates and schedules for 3 different alternative scenarios.
02/16 – 08/17	SR-28 FLAP Project, NDOT – Tom Gott was Lead Scheduler on our Constructability Review and cost estimating team. This CMAR project installed safety improvements along SR-28 and constructed 3-miles of 12-wide shared use path/trail. Due to the steep terrain, the trail project included retaining walls along most of the corridor, and multiple bridges.
11/15 – 04/20	Project Neon, NDOT – Mr. Gott served as the scheduling team leader on Project Neon, NDOT’s largest project to date. This \$900 million project provided a direct HOV connection between HOV lanes on US 95 and the I-15. It also converted the I-15 express lanes to a single HOV lane and a general-purpose lane. The project provides ramp braiding to reduce merge and weave traffic on I-15. It also reconstructed the I-15/Charleston Boulevard interchange, realigned the MLK Boulevard flyover, and reconstructed segments of Grand Central Parkway, Western Avenue, and Industrial Road. Tom provided project controls services, construction scheduling and he helped write a project record to document construction progress.
10/14 – 02/16	Southeast Connector, Phase II, Washoe County – Tom was the Scheduler on our ICE team for this CMAR project. This project included the new alignment of roadway including volumetric mitigation, hazardous material mitigation, roadway cross section, utility relocations, drainage improvements and 5 bridge structures. At the initial GMP bid, the Contractor’s bid was \$172 million, ICE was \$148 million, and the engineer was \$143 million. Our team recommended that the RTC require an audit of the contractor’s bid. Our estimators audited the contractor’s bid and found duplications, errors, and inefficiencies. The audit resulted in a final GMP of \$152 million...saving the project over \$20 million!
10/14 – 12/15	USACE LaGrange Lock Major Rehabilitation, on the Illinois River at Versailles, USACE – Tom Gott provided pre-construction planning, to include constructability studies, and developing a construction schedule with multiple options to determine the most efficient method to construct repairs and rehabilitation improvements on the LaGrange Lock.
02/13 – 11/14	I-80 Carlin Tunnels, NDOT – Tom served as the Scheduler on the I-80 Carlin Tunnels CMAR project. This project included the seismic retrofit of 8 bridge structures, replacement of the deck and rails, rehabilitation of the pavement on approximately 12 lane miles of pavement on I-80, and upgrades to the eastbound and westbound tunnels.
2019 – 2020 2019 – 2020 2018 – 2019 2017 – 2018 2017 – 2019 2014 – 2016 2012 – 2013 2009 – 2012	Tom’s other experience scheduling construction projects includes: <ul style="list-style-type: none"> • Johnson Lane DDI (MDT) – Senior Scheduler • I-95 Wilmington Viaduct (DelDOT) - Senior Scheduler • Val Vista Drive (Town of Gilbert, AZ) – Senior Scheduler • Scioto River Pedestrian Bridge (City of Dublin, Ohio) – Senior Scheduler • Virginia Street RAPID Extension (Washoe County RTC) – Senior Scheduler • I-80 Verdi Bridge Rehab and Scour Protection (NDOT) – Senior Scheduler • Moana Lane Diverging Diamond Interchange (NDOT) – Senior Scheduler • Gulf Intercoastal Waterway, West Closure Complex (New Orleans) – Scheduler

Firm employed by		Innovative Contracting & Engineering	
Name	Abdi Fatemi	Years of relevant experience with this employer	7
Title	Lead Estimator	Years of relevant experience with other employer(s)	40
Degree(s) / Years / Specialization		B.S. / 1979 / Civil Engineering	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Abdi Fatemi will serve as Lead Estimator. He fulfills Minimum Personnel Requirement Numbers 3 and 4. He has a degree in Civil Engineering, and he fulfills Minimum Personnel Requirement Number 3. Abdi will provide cost estimating and he will lead our team of Discipline Specific Estimators.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
02/23 – Present	I-10 Mobile River Bridge & Bayways, ALDOT – Abdi is our Senior Cost Estimator for this independent cost estimating project. The project includes construction of a new six-lane bridge with 215 feet of Air Draft Clearance across the Mobile River and widening the existing I-10 bridges across Mobile Bay from four to eight lanes. The proposed project will improve the traffic level of service and safety in this corridor, provide a direct interstate route for hazardous materials transport, and minimize adverse impacts to the maritime industry.		
12/22 – 04/23	US-167 Interchange @ Willow Street, LADOTD – Abdi was our Senior Cost Estimator for this independent cost estimating project. He oversaw the development and provided quality reviews for the cost estimate and schedule. The project will replace the existing concrete on US-167 from Donahue Ferry Road to US-165 to lengthen the service life of the roadway. Phase 1 of the project began in March 2023.		
03/22 – 04/22	I-49S: Ambassador Caffery/US-90, LADOTD – Abdi was our Senior Cost Estimator for this independent cost estimating project, for which, he oversaw and reviewed the cost estimates and schedule. The project includes new two-lane frontage roads and construction of mainline interchange structures at the intersection of US-90 and Ambassador Caffery Blvd and US-90 and Albertson Parkway.		
11/20 – 08/22	Comite River Diversion Project, LADOTD – Abdi was our Senior Cost Estimator on this CMAR project. He oversaw development of our cost estimates in HCSS, and estimated highway and earthwork bid items. The project consisted of a 12-mile-long diversion channel from the Comite River to the Mississippi River, three five-span highway structures, and a railroad bridge that will relieve thousands of residents from potential flood threats that have been exacerbated by the flood of 2016.		
02/19 – 02/20	I-30 Arkansas River Crossing, ARDOT – Abdi was our Senior Cost Estimator for this Design-Build project. This project included construction of a new bridge structure for eastbound traffic and reconstruction of the existing bridge for westbound traffic. The project also included major approach construction on I-30 both north and south of the Arkansas River crossing. In addition, there are new flyovers and interchange improvements at I-30 / I-630 Interchange, I-30 / I-40 Interchange, and the I-40 / Hwy 67 Interchange. There are several intersection improvements, including access to Markham Street in Downtown Little Rock.		
01/17 – 02/20	I-12 Widening (LA-21 To US-190), LADOTD – Abdi was our Cost Estimator for the highway and earthwork items on the I-12 Widening project. This project widened I-12 to the inside, including widening the bridges over the Tchefuncte River and the LA 21 bridges. The widening was accomplished by extending the existing bridge superstructure and modifying its substructure. The project is also installing new barrier rail, ramp modifications, new signage and striping. Abdi developed independent cost estimates for 3 different alternative scheduling scenarios.		
04/18 – 02/20	I-20 (Pines Rd to I-220), LADOTD – The scope of this project includes full-depth pavement replacement along I-20 from west of the LA 3 interchange to the Industrial Drive interchange. Concrete patching work from Pines Road to LA 3 and from Industrial Drive to I-220. The project also includes replacement of the existing median barrier with a new concrete 54” barrier, replacement of approach slabs,		

	new roadway lighting system, and upgrades to the on/off ramps at the LA 3/US 71, Old Minden Road, LA 3105 (Airline Drive), and Industrial Drive interchanges. Chris provided cost estimating and risk management services on this project.
03/18 – 03/20	Highway 10, Pleasant Ridge Rd. to Pleasant Valley Dr., ARDOT – This CMAR project constructed a complicated interchange with an at-grade intersection converted to a grade separated DDI in Little Rock, Arkansas. Widening Highway 10 from the existing 5-lane undivided section to a proposed 6-lane divided section with raised median. Includes reconfiguration of ramps to tie into I-430 to accommodate new interchange configuration. Included difficult rock excavation, utility relocations, retaining walls, 6 bridges and complicated phasing to accommodate commercial/residential developments. Abdi was the Lead Estimator on this project.
10/14 – 02/16	Southeast Connector, Phase II, Washoe County – Abdi served as the Lead Cost Estimator and constructability review team leader on the Southeast Connector Phase II CMAR project. This project included the new alignment of roadway including volumetric mitigation, hazardous material mitigation, roadway cross section, utility relocations, drainage improvements and 5 bridge structures. At the initial GMP bid, the Contractor’s bid was \$172 million, ICE was \$148 million, and the engineer was \$143 million. Our team recommended that the RTC require an audit of the contractor’s bid. Abdi audited the contractor’s bid and found duplications, errors, and inefficiencies. Abdi’s audit helped RTC negotiate a final GMP of \$152 million, saving the project over \$20 million.
02/13 – 11/14	I-80 Carlin Tunnels, NDOT – Abdi served as the Lead Estimator on the I-80 Carlin Tunnels CMAR project. This project included the seismic retrofit of 8 bridge structures, replacement of the deck and rails, rehabilitation of the pavement on approximately 12 lane miles of pavement on I-80, and upgrades to the eastbound and westbound tunnels. This project was a perfect example of how partnering should work. From the first meeting, the contractor and the ICE worked as a team to solve project problems. The first innovation we came up with was to rubbilize the existing concrete roadway that saved the project several hundred thousand dollars and two months of schedule. The next was the early procurement of the tunnel lighting system. We identified, discussed, negotiated, and resolved traffic maintenance issues that compressed schedule while maintaining a competitive construction cost. These and other innovations that the project team identified and developed through the CMAR process received national recognition from FHWA that the process “shaved a year off the schedule”.
04/09 – 08/16	UDOT Cost Estimating Support – Abdi was the Lead Estimator on the UDOT Independent Cost Estimating support team. While working on this project, Abdi’s team estimated between 180 and 200 projects each year. All their estimates were performed using contractor-style cost estimating software. Abdi’s team dramatically improved the efficiency of funds (use of funds) from 72% up to 98.4%. UDOT had a goal for project cost estimates to be within 10% of actual bids 50% of the time. More than 60% of the time our estimates were within 10%, substantially beating UDOT’s goal. The services provided by his team provided cost savings that averaged \$8.5 million annually over 6 years, adding over \$50,000,000 to the Department’s budget over that timeframe.
2001 – 2005 1999 – 2000 1997 – 1999 1996 – 1997 1995 – 1996 1994 – 1995 1992 – 1993 1991 – 1992 1990 – 1991	Other projects that Abdi provided cost estimating services for include: <ul style="list-style-type: none"> • I-80 Echo Canyon (UDOT) – Cost Estimator and Sr. Project Manager • I-70 Glenwood Canyon/I-70 (UDOT) - Estimator and Sr. Project Manager • State Street/700 East/Redwood Road Reconstruction (UDOT) – Estimator / PM • I-80 Lambs Canyon to Kimball Jct./I-80 & I-15 Bridge (UDOT) - Estimator / PM • I-80 MP 20 to MP 30 Reconstruction (UDOT) – Estimator / Project Manager • I-80 Kimball Jct. to Silver Creek Jct. (UDOT) – Estimator/Project Manager • I-15 from Provo to Spanish Fork Reconstruction (UDOT) - Estimator/Project Manager • I-80 MP 40 to MP 30 Reconstruction (UDOT) - Estimator/Project Manager • I-80 MP 60 to MP 40 Reconstruction (UDOT) - Estimator/Project Manager

Firm employed by		Innovative Contracting & Engineering	
Name	Kyle Norseth	Years of relevant experience with this employer	2
Title	Discipline Specific Estimator	Years of relevant experience with other employer(s)	14
Degree(s) / Years / Specialization		B.S. / 2009 / Construction Management	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Kyle Norseth will serve as a discipline specific estimator. He fulfills Minimum Personnel Requirement Numbers 4 and 5. Kyle will provide cost estimating for roadway and earthwork, and he will help with risk management and constructability.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
02/23 – Present	I-10 Mobile River Bridge & Bayways, ALDOT – Kyle is one of our Senior Cost estimators for this independent cost estimating project. The project includes construction of a new six-lane bridge with 215 feet of Air Draft Clearance across the Mobile River and widening the existing I-10 bridges across Mobile Bay from four to eight lanes. The proposed project will improve the traffic level of service and safety in this corridor, provide a direct interstate route for hazardous materials transport, and minimize adverse impacts to the maritime industry.		
12/22 – 04/23	US-167 Interchange @ Willow Street, LADOTD – Kyle was one of our Senior Cost estimators for this independent cost estimating project. The project will replace the existing concrete on US-167 from Donahue Ferry Road to US-165 to lengthen the service life of the roadway. Phase 1 of the project began in March 2023.		
03/22 – 04/22	I-49S: Ambassador Caffery/US-90, LADOTD – Kyle was one of our Senior Cost estimators for this independent cost estimating project. The project includes new two-lane frontage roads and construction of mainline interchange structures at the intersection of US-90 and Ambassador Caffery Blvd and US-90 and Albertson Parkway.		
11/20 – 08/22	Comite River Diversion Project, LADOTD – Kyle was one of our Senior Cost estimators for this CMAR project. The project consisted of a 12-mile-long diversion channel from the Comite River to the Mississippi River, three five-span highway structures, and a railroad bridge that will relieve thousands of residents from potential flood threats that have been exacerbated by the flood of 2016.		
02/19 – 02/20	I-30 Arkansas River Crossing, ARDOT – Kyle was one of our Senior Cost estimators for this Design-Build project. This project included construction of a new bridge structure for eastbound traffic and reconstruction of the existing bridge for westbound traffic. The project also included major approach construction on I-30 both north and south of the Arkansas River crossing. In addition, there are new flyovers and interchange improvements at I-30 / I-630 Interchange, I-30 / I-40 Interchange, and the I-40 / Hwy 67 Interchange. There are several intersection improvements, including access to Markham Street in Downtown Little Rock.		
07/19 – 11/20	I-95 Wilmington Viaduct, DelDOT – Kyle was a Cost Estimator on this CMGC project. The project included 17 bridges, including a deck replacement for Bridge 1-749, deck patching and replacement of the overlay with a new LMC overlay on 14 bridges, joint replacements including use of ultra-high-performance concrete for the removal of select joints, parapet reconstruction, approach slab replacements, bearing replacements, painting of structural steel, and substructure repairs. Other improvements included median barrier replacement, full depth pavement, signing, striping, and lighting.		
11/18 – 02/23	I-25 North Express Lanes, Segments 5&6, CDOT – Colorado DOT is using the CMGC delivery method to design and build the I-25 North Express Lanes, Segments 5 and 6. This project includes freeway widening to provide bus express lanes and HOV lanes for almost 10 miles of I-25 north of Denver, Colorado. The project includes 4 interchanges, 14 bridge structures, utility relocations, drainage, grading, retaining walls, park ‘n ride lots and pedestrian underpasses, lighting, signage and striping, median barrier upgrades and ITS facilities. Kyle Norseth was a cost estimator on this project.		

06/17 – 10/18	I-15 Technology Corridor, UDOT – I-15 Technology Corridor was a Design-Build project on 5 miles of the largest and busies part of the interstate running through the heart of Salt Lake City. The project required 12 new bridge structures, utilities, widening and re-surfacing of 5 miles of interstate roadway. The project budget for this project was \$415 million. Kyle served as the lead cost estimator on this project.
06/15 – 09/17	I-15/10600 South Interchange, UDOT – 10600 South was a CMGC project to build a safe access off I-15 to the state road adjacent to the South Town Mall. This new roadway required the project to construct and slide a 3-million-pound concrete bridge under 10600 South during and 1 week road closure. Using the Accelerated Bridge Construction (ABC) method developed during the CMGC process allowed the project to have minimal impacts to the traveling public while maintaining a cost effective, safe, and quality structure that will take minimum maintenance over the years. Kyle was the cost estimator on this CMGC project.
04/14 – 08/15	UPP Repowering, Kennecott Copper Mine, Magna, UT – The UPP Repowering project was the first phase of a new gas turbine power plant at Kennecott. This project consisted of 168,000 CY of excavation, 1,800 CY of structural concrete, over 400 anchor bolts/embeds, 200 micropyles, and a mechanically stabilized earth retaining wall. Kyle was a cost estimator and project engineer on this project.
02/13 – 11/14	Asphalt Overlay Program Phase VI, Salt Lake Department of Airports – Asphalt Overlay Program Phase VI project consisted of a 2-inch mill and overly in 5 locations, paving fabric and 2-inch overlay in 2 locations, PCCP reconstruction in 1 location and the addition of 2 new parking lots. The job received the ACPA Award for Concrete Paving. Kyle was a cost estimator and project engineer on this project.
04/12 – 08/13	Cornerstone Flotation Concrete, Phase 2, RTKC, Salt Lake City, UT – Rough Flotation Expansion project concrete consisted of an intricate concrete structure with more than 10,000 CY of concrete. This project demanded detailed 24-hour scheduling with crews larger than 60 members and interfaced with steel, masonry, mechanical and electric contractors. Kyle provided cost estimating and scheduling services on this project.
04/10 – 10/12	De-icing Pad Taxiway L, Salt Lake Department of Airports – This project included 98,260 SY of 16-inch-thick PCCP, 98,400 SY of 7.5-inch-thick Econocrete and 29 inches of engineered fill material. All the construction activity was located within the secured limits of the airport and was subject to rigorous security inspections. Phasing and constructability were significant challenges for the project. The location of this project was the most challenging because it was between two active runways and two active taxiways. Kyle served as a cost estimator and scheduler on this project.
02/09 – 09/10	SR-108 Syracuse Road Northerly, UDOT – SR-108 was a roadway widening project with areas of construction, mill and overlay and added traffic signaling. This ‘Price + Time Project’ finished 14 days ahead of schedule receiving \$140,000 in time incentive bonuses. This project required partnering with UDOT and several cities to negotiate through major utility conflicts.

Firm employed by		Innovative Contracting & Engineering	
Name	Jeremy Harvey	Years of relevant experience with this employer	2
Title	Discipline Specific Estimator	Years of relevant experience with other employer(s)	13
Degree(s) / Years / Specialization		B.S. / 2007 / Construction Management	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Jeremy Harvey will serve as a Discipline Specific Estimator. He fills Minimum Personnel Requirement Number 4. Jeremy will provide cost estimating for roadway and earthwork, and for drainage and wet utilities.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
06/23 – Present	Highway 183 – Pulaski Co. Line, Saline County, AR – Jeremy is the lead cost estimator for the Independent Cost Estimator (ICE) on this Progressive Design-Build (PDB) project with the Arkansas DOT. This project involves reconstructing and widening a roadway that passes through extensive residential and commercial developments. ICE has been active in guiding the Contractor through the initial stages of their first alternative delivery project.		
05/23 – Present	Ocotillo Road – Greenfield to Higley Road, Gilbert, AZ – Jeremy is the lead cost estimator for the On-Call Independent Cost Estimator (ICE) on this Construction Manager at Risk (CMAR) project. ICE has been instrumental in guiding the Owner, Town of Gilbert, through the CMAR alternative delivery process. This project consists of constructing a new aesthetically appealing roadway with multiple structures, considerable earthwork, deep underground utilities, and a substantial electrical and lighting package.		
05/23 – Present	State Route 194 Extension - Blue Oval, TDOT – Jeremy is the lead civil cost estimator on this Construction Manager/General Contractor (CM/GC) project with the Tennessee DOT (TDOT). The Independent Cost Estimator (ICE) has been actively involved in helping TDOT keep the budget at the forefront while focusing on accelerating the project delivery through the CM/GC process. The project consists of roadway construction and improvements surrounding the Ford Blue Oval City development.		
02/23 – Present	I-10 Mobile River Bridge & Bayways, ALDOT – Jeremy is one of our senior cost estimators for this independent cost estimating project. The project includes construction of a new six-lane bridge with 215 feet of Air Draft Clearance across the Mobile River and widening the existing I-10 bridges across Mobile Bay from four to eight lanes. The proposed project will improve the traffic level of service and safety in this corridor, provide a direct interstate route for hazardous materials transport, and minimize adverse impacts to the maritime industry.		
12/22 – 04/23	US-167 Interchange at Willow Street, LADOTD – Jeremy was the lead cost estimator for the Independent Cost Estimator on this project. He oversaw the development and completion of the cost estimate in a timely manner. The project will replace the existing concrete on US-167 from Donahue Ferry Road to US-165 to lengthen the service life of the roadway. Phase 1 of the project began in March 2023.		
03/22 – 04/22	I-49S: Ambassador Caffery/US-90, LADOTD – Jeremy was the lead estimator for the Independent Cost Estimator (ICE) on this project. The project includes new two-lane frontage roads and construction of mainline interchange structures at the intersection of US-90 and Ambassador Caffery Blvd and US-90 and Albertson Parkway.		
2010 – 2013	Mountain View Corridor, UDOT – Jeremy was the cost engineer and contracts manager for the general contractor on Utah’s largest Construction Manager/General Contractor (CM/GC) project. The project consisted of a new 15-mile highway in southwest Salt Lake County. The project included earthwork, nine miles of asphalt and six miles of concrete paving, 10 new bridges, drainage, traffic signals and lighting, reconstruction of local cross streets and an intelligent transportation system. Jeremy’s role played an integral role in this project receiving the 2013 AGC Build America Marvin M. Black Partnering Merit Award, among others.		

2008 – 2010	Riverdale Road Reconstruct Phase II, UDOT – Jeremy was the office manager and document control manager for the general contractor on a multi-phase Construction Manager/General Contractor (CM/GC) project. The project widened and reconstructed Riverdale Road; a busy retail and commercial district that carries over 45,000 vehicles a day. Jeremy’s duties played a critical role in this project receiving the 2011 AGC Urban Highway Project of the Year award.
2021 – 2022 2019 – 2020 2018 – 2019 2017 – 2018 2016 2014	Other relevant projects that Jeremy provided cost estimating services on: <ul style="list-style-type: none"> • I-80; 1300 E to 2300 E & I-215; 3300 S to 4500 S (UDOT) – Cost Estimator/Project Manager • Taxiway K Rehabilitation (SLC Airport) – Lead Cost Estimator/Project Manager • Steeplechase Data Center (Facebook) – Lead Cost Estimator/Project Manager • Atlantic Aviation Ramp Rehabilitation – Lead Cost Estimator/Project Manager • Runway 17-35 Rehabilitation (SLC Airport) – Lead Cost Estimator/Project Manager • I-80 MP 0 to 10 (UDOT) – Lead Cost Estimator/Project Manager

Firm employed by		Innovative Contracting & Engineering	
Name	CJ Barker	Years of relevant experience with this employer	0.5
Title	Discipline Specific Engineer	Years of relevant experience with other employer(s)	28
Degree(s) / Years / Specialization		B.S. / 1995 / Construction Management	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		CJ Barker will serve as a Discipline Specific Estimator. He fills Minimum Personnel Requirement Number 4. CJ will provide cost estimating for structures, MOT/phasing, and general conditions.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
09/21 – Present	State Route 194 Extension - Blue Oval, TDOT – CJ is the lead civil cost estimator on this CM/GC project with the Tennessee DOT (TDOT). IC&E has been actively helping TDOT maintain the budget while focusing on accelerating the project delivery through the CM/GC process. The project consists of roadway construction and improvements surrounding the Ford Blue Oval City development.		
09/21 – Present	Niobrara East & West, NDOT – CJ is the lead cost estimator on this 6.2-mile CM/GC project that includes two segments of the Nebraska Highway 12 (N-12) roadway. The highway experiences flooding and damage due to high water levels associated with the Missouri River with the ultimate configuration being a two-lane roadway elevated approximately 6 to 8 feet higher than the existing to meet the design year flood elevation. IC&E has been actively helping NDOT keep the budget at the forefront while focusing on accelerating the project delivery through the CM/GC process.		
02/19 – 05/20	Brightline West (DesertXpress/XpressWest) High Speed Rail - CJ was the chief estimator on this CMAR project. The XpressWest 180-mile route runs between Victorville, CA and Las Vegas, NV, with most of the route lying within the existing I-15 freeway right-of-way corridor. Notable quantities included 7 major viaducts averaging lengths of 7,000 LF, 80 minor bridges averaging 100 LF and 6M CY of earthwork. CJ was responsible for managing design task work groups (TWG’s), performing constructability reviews, cost estimates, construction schedules, and risk management.		
07/17 – 01/18	LAWA Automated People Mover – Design Build Operate Maintain, Los Angeles World Airports CJ was the chief estimator on this DBOM project. The APM project will connect the existing Central Terminal Area (CTA) with a future Consolidated Rental Car Center (CONRAC), intermodal centers and the LA Metro Light Rail Transit system. Project scope includes design and construction of a 2.25-mile elevated APM system, six stations, vehicle maintenance facility, demolition, utilities, and parking garage replacement in advancement of the 2028 Olympics. CJ was responsible for managing design task work groups (TWG’s), performing constructability reviews, cost estimates, construction schedules, and risk management.		
11/16 – 10/18	Potomac Yard Design Build, WMATA – CJ was the chief estimator on this DB project. The Project is a new Metrorail station on WMATA’s Yellow and Blue lines between the Braddock Road and Ronald Reagan Washington National Airport stations to serve a new residential development situated on the old Potomac Yard. The project included pedestrian, vehicle and temporary bridge structures. CJ was responsible for managing design task work groups (TWG’s), performing constructability reviews, cost estimates, construction schedules, and risk management.		
11/13 – 06/19	North Metro Rail Extension, RTD – CJ was the chief estimator and change manager on this DB project for the Regional Transportation District (RTD). The North Metro Rail Line connects to the existing line for 18.4 miles at Denver Union station running north to 162nd Ave. in Thorton. The project included design, drainage and utilities, bridges (8,500 ft. direct fixation bridge, consisting of 75 spans averaging 130 ft. each), environmental, earthwork, misc. structures, stations, track, signal, substation, overhead contact system and roadway improvements.		

10/15 – 06/19	Southeast Rail Extension, RTD – CJ was the chief estimator and change manager on this DB project for the Regional Transportation District (RTD). The Southeast Rail Line extends the existing line by 2.3 miles and provides increased access to activity centers along I-25, the southeast suburbs, the central business district and Denver International Airport. The project included design, drainage and utilities, bridges, environmental, earthwork, misc. structures, stations, track, signal, substation, overhead contact system and roadway improvements.
06/15 – 01/16	Northgate/East Link Systems, Sound Transit – CJ was the chief estimator on this GC/CM project for Sound Transit. The combined Northgate and Eastlink projects consisted of constructing an 18.3 mile LRT extension including furnishing, installing, testing, and commissioning the traction electrification, signals, SCADA, and communication systems and stray current monitoring.
05/11 – 06/14	West Rail Commuter Line, RTD – CJ was the chief estimator and pricing manager on this CMGC project for the Regional Transportation District (RTD). The West Rail Line project was the first 12.1-mile extension (9 miles double track, 3 miles single track) to the existing 35-mile RTD light rail system. The work included all systems installation, tie-in work to an active rail line, testing, installation and electrification of a 750 V DC system eight months ahead of schedule.
02/17 – 10/17	MBTA Greenline Extension – CJ was the chief estimator on this DB project. The project extends the existing LRT system by 4.5 miles including construction of six new stations, bridges, drainage, retaining walls, noise walls, a 55,000 SF vehicle storage and maintenance facility, train control and communications, three traction power substations, track-work and OCS. The scope also includes a typical testing/commissioning program. CJ was responsible for managing design task work groups (TWG's), performing constructability reviews, cost estimates, construction schedules, and risk management.
02/15 – 02/16	Caltrain Electrification Design Build, Peninsula Corridor Joint Powers Board – CJ was the chief estimator on this DB project. The project scope includes the design and construction of fixed infrastructure to convert 51 miles of the existing operational railroad, from San Jose to San Francisco California, from a diesel power train system to a modern electrified railroad. CJ was responsible for managing design task work groups (TWG's), performing constructability reviews, cost estimates, construction schedules, and risk management.
11/10 – 05/11	FasTracks Design-Build Light Rail Project Design Build Finance Operate Maintain, CDOT – CJ co-managed the proposal process for a \$2.4 Billion design-build project estimate for the growing FasTracks light rail system in Denver. He also served as communication liaison between the proposal and estimate teams. CJ also led cost and constructability estimates for design concepts in addition to his work on the technical proposal.
01/09 – 06/09	I-15 Design-Build Project Design Build; UDOT – CJ led the segment estimate for the \$1.7 Billion design-build I-15 CORE infrastructure project in Utah County. He led cost and constructability estimates for design concepts. The 24-mile-long project widened the freeway by two lanes in each direction and replaced the original asphalt with new 40-year concrete pavement; rebuilt 63 bridges; reconstructed 10 freeway interchanges; and extended the high-occupancy-vehicle lanes from Orem to Spanish Fork, Utah.
08/01 – 06/03	Northwest Parkway Toll Road Design Build, Northwest Parkway Authority – \$200M contract with the Northwest Parkway Authority, Broomfield, CO designing and constructing 9 miles of new toll road including 26 bridge structures. CJ was the Design-build manager & segment manager overseeing the design of new toll road work and responsible for managing design task work groups (TWG's), performing constructability reviews, cost estimates, construction schedules, and risk management.
11/00 – 07/01	Aspen Pitkin County Airport Rehabilitation & Expansion, Aspen Pitkin County Airport Authority – CJ was the lead estimator for this fast-paced project for Aspen Airport that included complete reconstruction of the airport runway and taxiways, and a new runway extension. This high-profile project included extensive LD's and required detailed logistics to meet the required scheduled completion of just four months.

Firm employed by		Innovative Contracting & Engineering	
Name	Paul Pierce	Years of relevant experience with this employer	0.5
Title	Senior Cost Estimator	Years of relevant experience with other employer(s)	11
Degree(s) / Years / Specialization		B.S. / 2009 / Construction Management	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Paul Pierce will serve as a Discipline Specific Estimator. He fills Minimum Personnel Requirement Number 4. Paul will provide cost estimating for roadway and earthwork and for structures.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
08-22 – 11/22	I-35 NC Expressway, Austin TX, TXDOT – Paul served as the director of estimating for the contractor team on this \$606 million project. He led the project pursuit in bidding phases, including 10 estimators and 2 teams of consultants. The project scope included addition of a diverging diamond interchange, pedestrian, and bicycle paths, widening of NB and SB bridge structures, additional frontage roads, exit ramps, and \$55mil of new paving surface. Project is to be constructed over the 2022-2029 period in a busy section of I-35 in downtown Austin. This was the largest Design-bid build project ever awarded in Texas.		
05/21 – 08/21	Taiwan Semiconductor Plant Infrastructure Improvements Project, Peoria AZ – Paul led the pursuit of this CMAR project through bid stages including 30%, 60% 90% and IFC plan stages. Project included 12 miles of new roadway around new \$15bil semiconductor plant. Also included 500,000 CY of earth moving, 20 miles of storm, water and sewer piping, and new ITS, electrical and signal works.		
05/13 – 05/16	I-89 Bridge Replacement over the Lamoille River, Milton, Vermont, VT AOT – Paul led the estimating team in this \$25 million design-build project pursuit, including oversight of design phases and construction phases. This project replaced two bridges over the Lamoille River, northbound and southbound I-89. In-water work included cofferdam construction, rock blasting, steel erection, demolition, structural concrete, traffic control and asphalt paving.		
01/11 – 01/12	Westover Air Reserve Base, Remove and Replace Taxiway F & Runway 33L, Chicopee MA – Paul served as the project manager and site safety officer for this design-build project. The project included a \$14 million phase to remove and replace Taxiway F and \$10 million to remove and replace approaches at Runway 33L.		
01/07 – 01/10	Relocation of Route 72, Connecticut DOT – Paul was the project manager for this \$45 million project that included 500,000 CY of earth excavation, replacement of two bridge structures, 25 miles of new storm, water and sewer lines, 1,200 feet of T-Wall retaining wall ramps, and 100,000 tons of AC paving. This three-year project was completed on time and under budget.		
01/01 – 01/04	Reconstruction of Concourse C and Taxiway S, CT DOT Bureau of Aviation – Paul served as the project manager for this \$21 million project. Paul’s team managed on-site work for three years’ worth of multiple projects at the Bradley Airport in Hartford, CT. The project scope included demolition of 45,000 SY of 19” PCCP, installation of new glycol pumping station and piping, underground storm piping and structures, and slipform paving a new 45,000 SY International Terminal concourse.		

Firm employed by		Innovative Contracting & Engineering	
Name	Todd Ressler, CPE	Years of relevant experience with this employer	0.5
Title	Senior Cost Estimator	Years of relevant experience with other employer(s)	21
Degree(s) / Years / Specialization		M.S. / 2002 / Construction Management	
Active registration number / state / expiration date		1.4-000007-0319 / USA / 12/31/2023	
Year registered	2019	Discipline	Certified Professional Engineer
Contract role(s) / brief description of responsibilities		Todd Ressler will serve as a Discipline Specific Estimator. He fills Minimum Personnel Requirement Number 4. Todd will provide cost estimating for roadway and earthwork, and for drainage and wet utilities.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
6/22 – 7/22	Mile Run Interceptor, New Brunswick, NJ – The Mile Run Interceptor is a major sewer line that runs through the City of New Brunswick and the Townships of Franklin and North Brunswick. Todd served as the cost estimator for this rehabilitation project that included maintenance of traffic, installing 1,500 linear feet of 36-inch PVC open cut gravity sewer, installing precast manhole structures, pressure grouting, cleaning and lining of an existing 36-inch sewer main, and bypass pumping.		
2/21 – 4/21	Bayfront 1 Redevelopment Surcharge Program, Jersey City, NJ – As part of the Bayfront Redevelopment Project, the surcharge program strengthened the underlying soil and prepared the site for construction. The project involved placing 110,000 cubic yards of surcharge material on top of the existing soil to compress it and improve its load-bearing capacity to transform the former brownfield site into a mixed-use development with residential, commercial, and retail spaces. included site stabilization using a surcharge method. Todd’s team prepared cost estimates for the soil erosion, surcharge loading, geotechnical instrumentation, surcharge drainage, MOT and site restoration work for this project.		
10/20 – 12/20	High-Density Development, Berkeley Township – Todd served as the cost estimator for this project, which included drilling 7,400 feet for a new sanitary sewer system, installing precast structures, valves and piping appurtenances, dewatering, tying-in to the nearby pump station, and restoring curbs, sidewalks, and paving.		
06/19 – 08/19	Outfall Replacement, City of Wildwood – This project included the replacement of existing storm drainage and a new outfall structure. It also included open cut storm drainage with structures, a new pump station, ocean outfall on steel piles and concrete collars utilizing steel interlocking sheeting and a trestle system.		
06/18 – 12/18	70th Street, Department of Design and Construction, New York City – This project upgraded the sewer system and infrastructure along 70th Street in Queens, New York. The project replaced the existing combined sewers with new separate sewers, installed new water mains, reconstructed roadways, curbs, and sidewalks, and upgraded public utilities. Todd estimated the cost to replace the combined sewers, install box culverts, install new water mains, perform micro-tunneling, support excavation, perform dewatering, and perform site restoration.		
12/17 – 03/17	High Level System Hydraulic Improvements, City of Baltimore – This project was a comprehensive effort to upgrade the city's wastewater collection system and reduce the risk of sanitary sewer overflows. The project included the rehabilitation of existing sewer pipes, construction of new sewer pipes, and installation of new pumps and equipment. Todd performed cost estimates for the storm drainage replacement, outfall structures, micro-tunneling, liner plate support of excavation, dewatering, and site restoration.		

Firm employed by		Innovative Contracting & Engineering	
Name	Jade Broadhead	Years of relevant experience with this employer	1
Title	Discipline Specific Estimator	Years of relevant experience with other employer(s)	12
Degree(s) / Years / Specialization		B.S. / 2012 / Construction Engineering	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Jade Broadhead will serve as a Discipline Specific Estimator. He fills Minimum Personnel Requirement Number 4. Jade will provide cost estimating for structural concrete and bridges.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
02/23 – Present	I-10 Mobile River Bridge & Bayways, ALDOT – Jade is our structures estimator for this independent cost estimating project. The project includes construction of a new six-lane bridge with 215 feet of Air Draft Clearance across the Mobile River and widening the existing I-10 bridges across Mobile Bay from four to eight lanes. The proposed project will improve the traffic level of service and safety in this corridor, provide a direct interstate route for hazardous materials transport, and minimize adverse impacts to the maritime industry.		
12/22 – 04/23	US-167 Interchange @ Willow Street, LADOTD – Jade served as our structures estimator for this independent cost estimating project. The project will replace the existing concrete on US-167 from Donahue Ferry Road to US-165 to lengthen the service life of the roadway. Phase 1 of the project began in March 2023.		
03/22 – 04/22	I-49S: Ambassador Caffery/US-90, LADOTD – Jade was our structures estimator for this independent cost estimating project. The project includes new two-lane frontage roads and construction of mainline interchange structures at the intersection of US-90 and Ambassador Caffery Blvd and US-90 and Albertson Parkway.		
12/21 – 08/22	100 South Reconstruct, Salt Lake City, UT – Jade was the Project Manager for this \$10 million project that included the full urban reconstruction of the roadway, storm drain, water line, and other dry utilities in a segment of the downtown historic district in Salt Lake City.		
08/19 – 12/21	Bangerter 3 Interchanges, UDOT – Jade was the lead estimator and third-party utility manager for this \$140 million design-build project. The project included the maintenance of traffic and reconstruction for four major urban interchanges to improve freeway traffic configuration.		
06/20 – 12/21	I-80; 1300 E to Parley Canyon / I-215 to Parley Canyon, UDOT – Jade served as the lead estimator and preconstruction manager for this UDOT design-build project consisting of five miles of full width reconstruction along I-80. This \$350 million project also included ABC bridges, utility relocation, and storm drain improvements.		
10/19 – 12/21	US-89: Reconstruct JV Progressive Design Build, UDOT – Jade served as the lead estimator and segment manager for this \$450 million project that included seven miles of full reconstruction and six bridges.		
04/19 – 06/20	I-80 Wildlife Bridge CMGC, UDOT – Jade was the design manager, lead estimator, and deputy project manager for this project that added a truck climbing lane on I-80 and a two-span wildlife crossing bridge over I-80.		

Firm employed by		Innovative Contracting & Engineering	
Name	Ben Holland	Years of relevant experience with this employer	3
Title	Discipline Specific Engineer	Years of relevant experience with other employer(s)	8
Degree(s) / Years / Specialization		B.S. / 2014 / Civil Engineering	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Ben Holland will serve as a Discipline Specific Estimator. He fills Minimum Personnel Requirement Number 4. Ben provides cost estimating services, including quantity take-offs and construction scheduling. He specializes in estimating earthwork and underground utilities.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
02/23 – Present	I-10 Mobile River Bridge & Bayways, ALDOT – Ben is one of our civil cost estimators for this independent cost estimating project. The project includes construction of a new six-lane bridge with 215 feet of Air Draft Clearance across the Mobile River and widening the existing I-10 bridges across Mobile Bay from four to eight lanes. The proposed project will improve the traffic level of service and safety in this corridor, provide a direct interstate route for hazardous materials transport, and minimize adverse impacts to the maritime industry.		
6/22 – 9/22	Bridge Collision Protection, DRBA – Ben was a lead estimator for this project. His roles included design coordination and optimization for four 80’ Dolphins to protect the Delaware memorial bridge. The project team successfully innovated to meet the owner’s budget and award the construction contract.		
5/22 – Present	Blue Oval – G1 Segment, TDOT – Ben is serving as a structures and civil estimator and is responsible for bridge and culvert items and innovations to reduce project cost. This project includes a new highway access loop to Ford’s Blue Oval factory site.		
3/22 – Present	Bridge 3-437 Fenwick Island, DelDOT – Ben is serving as both a structures estimator and lead estimator for this project which includes design coordination and construction access planning, and traffic control and bridge construction sequence planning with the design team and contractor. The project is a major access point to vacation destinations, so the team studied and innovated to mitigate delays to traffic flow and construction seasons. The team also considered and priced alternative bridge types and construction methods.		
3/22 – Present	Bridge 1-684, DelDot – Ben is a structures estimator for this project which consists of roadway improvements in an urban area and includes a bridge replacement. The design addresses utility conflicts and considerations for the public road users. The bridge spans a 72” sewer force main which must be protected and will be rerouted to avoid taking it out of service.		
03/22 – 04/22	I-49S: Ambassador Caffery/US-90, LADOTD – Ben was a structures cost estimator for this independent cost estimating project, for which, he provided quantity takeoffs and estimated drainage and highway bid items. The project includes new two-lane frontage roads and construction of mainline interchange structures at the intersection of US-90 and Ambassador Caffery Blvd and US-90 and Albertson Parkway.		
08/21 – 08/22	I-95/SR-896 Interchange, DelDOT – Ben was the structures estimator for this project. He performed cost estimates and design coordination for multiple structures including interstate bridges, flyovers, box culverts, and others.		
11/20 – 08/22	Comite River Diversion Project, LADOTD – Ben served as a structures cost estimator on this CMAR project. He estimated drainage and earthwork bid items. The project consisted of a 12-mile-long diversion channel from the Comite River to the Mississippi River, three five-span highway structures, and a railroad bridge that will relieve thousands of residents from potential flood threats that have been exacerbated by the flood of 2016.		

Firm employed by		Innovative Contracting & Engineering	
Name	Matthew Bender	Years of relevant experience with this employer	5
Title	Estimator, Scheduler	Years of relevant experience with other employer(s)	0
Degree(s) / Years / Specialization		B.S. / 2018 / Construction Management	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Matthew Bender will serve as an estimator and scheduler. He fulfills Minimum Personnel Requirement Numbers 4 and 5. Matt provides cost estimating services, including quantity take-offs and construction scheduling. He specializes in estimating earthwork and underground utilities.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
02/23 – Present	I-10 Mobile River Bridge & Bayways, ALDOT – Matt is one of our cost estimators for this independent cost estimating project. The project includes construction of a new six-lane bridge with 215 feet of Air Draft Clearance across the Mobile River and widening the existing I-10 bridges across Mobile Bay from four to eight lanes. The proposed project will improve the traffic level of service and safety in this corridor, provide a direct interstate route for hazardous materials transport, and minimize adverse impacts to the maritime industry.		
12/22 – 04/23	US-167 Interchange @ Willow Street, LADOTD – Matt was one of our cost estimators for this independent cost estimating project. The project will replace the existing concrete on US-167 from Donahue Ferry Road to US-165 to lengthen the service life of the roadway. Phase 1 of the project began in March 2023.		
03/22 – 04/22	I-49S: Ambassador Caffery/US-90, LADOTD – Matt was a cost estimator for this independent cost estimating project, for which, he provided quantity takeoffs and estimated drainage and highway bid items. The project includes new two-lane frontage roads and construction of mainline interchange structures at the intersection of US-90 and Ambassador Caffery Blvd and US-90 and Albertson Parkway.		
11/20 – 08/22	Comite River Diversion Project, LADOTD – Matthew served as one of our cost estimators on this CMAR project. He estimated drainage and earthwork bid items. The project consisted of a 12-mile-long diversion channel from the Comite River to the Mississippi River, three five-span highway structures, and a railroad bridge that will relieve thousands of residents from potential flood threats that have been exacerbated by the flood of 2016.		
02/19 – 02/20	I-30 Arkansas River Crossing, ARDOT – Matt was one of our cost estimators for this Design-Build project. This project included construction of a new bridge structure for eastbound traffic and reconstruction of the existing bridge for westbound traffic. The project also included major approach construction on I-30 both north and south of the Arkansas River crossing. In addition, there are new flyovers and interchange improvements at I-30 / I-630 Interchange, I-30 / I-40 Interchange, and the I-40 / Hwy 67 Interchange. There are several intersection improvements, including access to Markham Street in Downtown Little Rock.		
07/19 – 11/20	I-95 Wilmington Viaduct, DelDOT – Matt was a cost estimator for this CMAR project. He provided quantity take-offs, cost estimating, and scheduling services on 17 bridges, including a deck replacement for Bridge 1-749, deck patching and replacement of the overlay with a new LMC overlay on 14 bridges, joint replacements including use of ultra-high-performance concrete for the removal of select joints, parapet reconstruction, approach slab replacements, bearing replacements, painting of structural steel, and substructure repairs. Other improvements included median barrier replacement, full depth pavement, signing, striping, and lighting.		
02/19-05/20	Peaks to Plains Trail, Jefferson County, CO – Matt was a cost estimator on this Progressive Design-Build project. He provided quantity take-offs, cost estimating, and scheduling services. The project included construction of a multi-use trail between the I-70 (west of		

	Denver) and an active river. The project challenges included historical walls that needed to be protected, and construction access was extremely limited. Our team provided independent cost estimating services.
03/18 – 03/20	Highway 10, Pleasant Ridge Rd. to Pleasant Valley Dr., ARDOT – Matt was a cost estimator on this CMAR project which converted an at grade intersection to a grade separated DDI in Little Rock, Arkansas. The project widened Highway 10 from the existing 5-lane undivided section to a proposed 6-lane divided section with raised median. It includes reconfiguration of ramps to tie into I-430 to accommodate new interchange configuration. Included utility relocations, retaining walls, 6 bridges and complicated phasing to accommodate commercial/residential developments.
04/19 – 05/20	Germann Road, Town of Gilbert, AZ – Matt was a cost estimator on this CMAR project. He provided quantity take-offs, cost estimating and construction scheduling. The project included roadway widening, pavement replacement, striping, signing, lighting, traffic signals, curb, gutter and sidewalk, pedestrian safety improvements, and utility relocations. Our firm provided independent cost estimating services on this project.
11/18 – 02/23	I-25 North Express Lanes, Segments 5&6, CDOT – Matt was a cost estimator on this CMAR project. This project is a multi-model highway improvement project including complete systems utility relocation and storm drain improvements bus lanes and stations. It widens I-25 from a 4-lane freeway to a 6-lane freeway plus bus express lanes (north and south). It included 5 bridge structures, full depth pavement replacement, new signals, lighting, striping, signage, drainage, ITS, utilities, and surface street improvements. Our team provided independent cost estimating services on this CMAR project
08/19 – 11/22	Johnson Lane Diverging Diamond Interchange, MTD - Matt was a Cost Estimator on the ICE Team for this CMAR project. The purpose of the project is to reconstruct Johnson Lane Interchange to full build- out configuration in a diverging diamond interchange DDI configuration. This project is located on Interstate 90 at the existing Johnson Lane Interchange, approximately RP 455.32, on the east side of Billings metropolitan area in the unincorporated community of Lockwood in Yellowstone County. Our firm provided independent cost estimating services on this CMAR project.

Firm employed by		Innovative Contracting & Engineering	
Name	Sarah Chairez	Years of relevant experience with this employer	5
Title	Project Assistant	Years of relevant experience with other employer(s)	18
Degree(s) / Years / Specialization		N/A	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Sarah Chairez will provide administrative and project assistant services.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
02/23 – Present	I-10 Mobile River Bridge & Bayways, ALDOT – Sarah is our project assistant for this independent cost estimating project. The project includes construction of a new six-lane bridge with 215 feet of Air Draft Clearance across the Mobile River and widening the existing I-10 bridges across Mobile Bay from four to eight lanes. The proposed project will improve the traffic level of service and safety in this corridor, provide a direct interstate route for hazardous materials transport, and minimize adverse impacts to the maritime industry.		
12/22 – 04/23	US-167 Interchange @ Willow Street, LADOTD – Sarah was our project assistant for this independent cost estimating project. The project will replace the existing concrete on US-167 from Donahue Ferry Road to US-165 to lengthen the service life of the roadway. Phase 1 of the project began in March 2023.		
03/22 – 04/22	I-49S: Ambassador Caffery/US-90, LADOTD – Sarah was our project assistant for this independent cost estimating project. The project includes new two-lane frontage roads and construction of mainline interchange structures at the intersection of US-90 and Ambassador Caffery Blvd and US-90 and Albertson Parkway.		
11/20 – 08/22	Comite River Diversion Project, LADOTD – Sarah was our project assistant for this CMAR project. The project consisted of a 12-mile-long diversion channel from the Comite River to the Mississippi River, three five-span highway structures, and a railroad bridge that will relieve thousands of residents from potential flood threats that have been exacerbated by the flood of 2016.		
02/19 – 02/20	I-30 Arkansas River Crossing, ARDOT – Sarah was our project assistant for this Design-Build project. This project included construction of a new bridge structure for eastbound traffic and reconstruction of the existing bridge for westbound traffic. The project also included major approach construction on I-30 both north and south of the Arkansas River crossing. In addition, there are new flyovers and interchange improvements at I-30 / I-630 Interchange, I-30 / I-40 Interchange, and the I-40 / Hwy 67 Interchange. There are several intersection improvements, including access to Markham Street in Downtown Little Rock.		
08/19 – 11/22	Johnson Lane Diverging Diamond Interchange, MTD – Sarah was our project assistant on the Ice Team for this CMAR project. The purpose of the project is to reconstruct Johnson Lane Interchange to full build- out configuration in a diverging diamond interchange DDI configuration. This project is located on Interstate 90 at the existing Johnson Lane Interchange, approximately RP 455.32, on the east side of Billings metropolitan area in the unincorporated community of Lockwood in Yellowstone County. Our firm provided independent cost estimating services on this CMAR project.		
07/19 – 11/20	I-95 Wilmington Viaduct, DelDOT – Sarah was our project assistant on this CMAR project. The project included 17 bridges, including a deck replacement for Bridge 1-749, deck patching and replacement of the overlay with a new LMC overlay on 14 bridges, joint replacements including use of ultra-high-performance concrete for the removal of select joints, parapet reconstruction, approach slab replacements, bearing replacements, painting of structural steel, and substructure repairs. Other improvements included median barrier replacement, full depth pavement, signing, striping, and lighting.		
04/19 – 05/20	Germann Road, Town of Gilbert, AZ – Sarah was our project assistant on this CMAR project. The project included roadway widening, pavement replacement, striping, signing, lighting, traffic signals, curb, gutter and sidewalk, pedestrian safety improvements, and utility relocations. Our firm provided independent cost estimating services on this project.		

11/18 – 02/23	I-25 North Express Lanes, Segments 5&6, CDOT – Sarah was our project assistant on this CMAR project. This project is a multi-model highway improvement project including complete systems utility relocation and storm drain improvements bus lanes and stations. It widens I-25 from a 4-lane freeway to a 6-lane freeway plus bus express lanes (north and south). It included 5 bridge structures, full depth pavement replacement, new signals, lighting, striping, signage, drainage, ITS, utilities, and surface street improvements. Our team provided independent cost estimating services on this CMAR project.
03/18 – 03/20	Highway 10, Pleasant Ridge Rd. to Pleasant Valley Dr., ARDOT – Sarah was our project assistant on this CMAR project which converted an at grade intersection to a grade separated DDI in Little Rock, Arkansas. The project widened Highway 10 from the existing 5-lane undivided section to a proposed 6-lane divided section with raised median. It includes reconfiguration of ramps to tie into I-430 to accommodate new interchange configuration. Included utility relocations, retaining walls, 6 bridges and complicated phasing to accommodate commercial/residential developments.
02-2018 – 03/20	Ely Downtown Rehabilitation, NDOT – Sarah was our project assistant on this CMAR project. The project included reconstruction of East Aultman and West Great Basin Highway, storm drain improvements, utility relocations, curb, gutter, and sidewalk, signing, striping, and lighting. Our team provided independent cost estimating services.
08/09 – 12/11	Mountain View Corridor, UDOT – UDOT used the CMAR delivery method to design and build the Mountain View Corridor. While working for Granite Construction Company, Harley was a cost estimator on this \$230 Million project. The project built 17 miles of the initial improvements between Redwood Road and 4100 South, which included a four-lane divided highway, at-grade signalized intersections, and biking and walking trails.

Firm employed by		Innovative Contracting & Engineering	
Name	Christopher Bender	Years of relevant experience with this employer	0.5
Title	Contract Manager, Estimator	Years of relevant experience with other employer(s)	7
Degree(s) / Years / Specialization		B.S. / 2016 / Civil Engineering	
Active registration number / state / expiration date		PE #11866337-2202 / Utah / 03/31/2025	
Year registered	2020	Discipline	Civil
Contract role(s) / brief description of responsibilities		Christopher Bender will provide administrative and project assistant services and assist with cost estimating services, including quantity take-offs.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
06/23 – Present	Highway 183 – Pulaski Co. Line, Saline County, AR – Christopher is a cost estimator for IC&E on this PDB project with the Arkansas DOT. This project involves reconstructing and widening a roadway that passes through extensive residential and commercial developments. IC&E has been active in guiding the Contractor through the initial stages of their first alternative delivery project.		
08/23 – Present	Harvard NASDEP Zones 4 & 5 – Christopher is a cost estimator for IC&E on this CMGC project for Harvard University. This project involves installing underground concrete box culvert with associated outfalls, hazardous material remediation, and utility and roadway relocation/replacement. This project requires coordination with, and obtaining approval from, numerous project stakeholders and agencies.		
05/23 – Present	Contract Manager at Innovative Contracting & Engineering: Christopher joined IC&E as a contract manager to assist with proposal and contract drafting and negotiation. He has also begun contributing as a junior cost estimator and scheduler, with assistance from senior estimators and schedulers at IC&E.		
05/16 – 05/23	Senior Engineer at Fehr & Peers: Christopher started as a Transportation Engineer for Fehr & Peers. While there, he managed over sixty transportation analysis or planning projects and coordinated with clients across eleven states. He also successfully led or significantly contributed to over a dozen competitive proposals, and he authored or co-authored nearly 100 technical reports. Christopher advanced his firm’s analysis practice forward by leading three multi-state and one company-wide training courses and developing a suite of spreadsheet analysis tools used in over a hundred projects. Some of the projects Christopher managed or significantly contributed to include the Alta Ski Area Parking Plan, the Farmington (Utah) Station Area Plan, the Salt Lake City Life on State redevelopment, the SR-210 EIS, and the Yellowstone National Park Mobility Analysis.		

Firm employed by		Garver	
Name	Chris Taylor	Years of relevant experience with this employer	3
Title	Scheduler	Years of relevant experience with other employer(s)	6
Degree(s) / Years / Specialization		B.S. / 2010 / Civil Engineering	
Active registration number / state / expiration date		PE# 138983 / TX / 06/30/2024	
Year registered	2020	Discipline	Civil
Contract role(s) / brief description of responsibilities		Chris Taylor will serve as a construction scheduler. He fulfills Minimum Personnel Requirement number 5. Chris will be responsible for preparing, reviewing, and verifying project schedules, including Critical Path Methods (CPM), construction phasing review, risk identification, EWP cost estimate review and validation, estimating and scheduling support during construction, and participation in project meetings.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
11/20 – Present	CPM Scheduling Support Dallas District, Dallas, TX – Scheduling project manager responsible for reviewing the contractor’s initial baseline schedule and making recommendations to the TxDOT PM regarding deficiencies and logic flaws for 10 assigned projects. Additionally, Chris provides detailed review and reporting of the contractor’s monthly schedule updates. This master contract includes reviewing construction project progress schedules and providing recommendations to resolve disputes and claims. One project involved two recovery schedules from the contractor.		
09/20 – Present	KDOT IKE Program, Statewide, KS – Scheduler responsible for establishing the CPM scheduling process for the IKE program, a 10-year program that will address highways, bridges, public transit, aviation, rail, and bike/pedestrian access, totaling more than \$10 billion. Also responsible for developing and administering training to KDOT Staff on how to understand the information being reported, general CPM terminology, and SmartPM. Additional responsibilities included creating CPM schedules, developing and leading risk workshops, implementing project update meetings to report on project status, reviewing and inputting data on the IKE Program Dashboard, and working on cost reports.		
06/20 – Present	CPM Scheduling Statewide Program, Statewide, AR – Scheduler responsible for overseeing and reviewing the development and updating of schedules, reviewing contractor schedules, reporting variances, critical path analysis, advising on change orders and time impacts, and reports for project managers.		
05/20 – 01/23	Connecting Arkansas Program (30 Crossing), Various Counties, AR – Scheduler responsible for overseeing and reviewing the development and updating of schedules, reviewing contractor schedules, reporting variances, critical path analysis, advising on change orders and time impacts, and reports for project managers.		
11/18 – 01/20	ARDOT BB1101 Project, Various Counties, AR – Scheduler responsible for reviewing and maintaining a copy of the contractor’s schedule. Also responsible for updating actual resources and cost accounts in P6. This project was 20 miles of interstate rehabilitation on I-30 in Hempstead, Nevada, and Clark counties and was \$44M in construction cost.		
07/15 – 08/18	ARDOT BB0303 Project, Various Counties, AR – Scheduler and PM responsible for reviewing and maintaining a copy of the contractor’s schedule, tracking cost and resources compared to certified payroll, daily work reports, and contractor pay estimates. This project replaced the I-30 bridge over the Red River in Hempstead and Miller counties in AR.		

Firm employed by		Garver	
Name	Chris Briggs	Years of relevant experience with this employer	1
Title	Scheduler	Years of relevant experience with other employer(s)	30
Degree(s) / Years / Specialization		N/A	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Chris Briggs will serve as a construction scheduler. He fulfills Minimum Personnel Requirement number 5. Chris will be responsible for preparing, reviewing, and verifying project schedules, including Critical Path Methods (CPM), construction phasing review, risk identification, EWP cost estimate review and validation, estimating and scheduling support during construction, and participation in project meetings.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
01/23 – Present	CPM Scheduling Support for the Dallas and San Antonio District, TX – Scheduling project manager responsible for reviewing the contractor’s initial baseline schedule and making recommendations to the TxDOT PM regarding deficiencies and logic flaws for 12 assigned projects. Additionally, Chris provides detailed review and reporting of the contractor’s monthly schedule updates. This master contract includes creating or analyzing contract time determination schedules, reviewing construction project progress schedules and providing recommendations to resolve disputes and claims.		
01/23 – Present	Connecting Arkansas Program (30 Crossing), Little Rock, AR – Scheduler responsible for reviewing contractor schedules submitted by ARDOT, analyzing the schedule for potential issues or concerns utilizing Microsoft Projects, P6, and SmartPM, and reporting the findings to ARDOT in a detailed report. Also providing look ahead schedules, identify trends from the contractor, and provide what if scenarios to give the client the necessary information to make an informed decision.		
01/23 – Present	KDOT IKE Program, Statewide, KS – Scheduler responsible for reviewing contractor schedules submitted by KDOT, analyzing the schedule for potential issues or concerns utilizing Microsoft Projects, P6, and SmartPM, and reporting the findings back to KDOT in a detailed report. Also provided look-ahead schedules, identified trends from the contractor, and provided “what if” scenarios giving the client the necessary information to make informed decisions.		
07/18 – 02/21	FM 720 from Eldorado Parkway to Martop Road, Little Elm, TX – Chris served as the project controls specialist responsible for schedule reviews and claims. He reviewed the delay claim on FM 720. One area of roadway had underground water seeping through the subgrade preventing proper compaction and delaying the paving operations. The contractor tried multiple options to resolve the issue, including lime treatment by adding a lime slurry, but finally settled on cement-treated base. The second issue was a delay in relocating a TRA waterline. The contractor could not progress work in the area until the line was moved. This claim was not the fault of the contractor. Chris helped negotiate the claim to lessen the impact and lower the cost of the claim because work could have progressed in other areas and the contractor chose not to work.		
10/16 – 12/20	SH 114 / FM 156, Justin, TX – Project controls specialist responsible for reviewing the contractor schedules for alternate work areas to mitigate delays, developing daily work reports for staffing concerns and equipment issues, and responding to requests for information and solutions. The contractor provided documentation for the claim and found many items that were added were considered subsidiary. Chris reviewed schedules and claims on the SH 114 project from FM 156 to 12th Street in Justin, TX. A railroad agreement, unknown utilities, and design concerns with a traffic switch delayed the contractor. The team agreed to review a time impact analysis (TIA) that accounted for these issues. Chris worked with the area office to review the contractor’s TIA. The process required reviewing the project schedules, production rates, certified payrolls, daily work reports, project correspondences, contractor inefficiencies, and weather-related issues. The		

	contractor did occur damages, but through the review of the documentation, several items were removed or reduced on the claim and the impact was less than originally claimed.
01/15 - 01/19	FM 2181 from FM 2499 to US 377, Denton TX – Project controls specialist responsible for reviewing baseline and monthly update schedules and claims filed by the contractor. This project experienced numerous delays due to contractor inefficiency with resources, utility, and Right of Way issues, TxDOT decided to initiate default procedures. Due to complications in collaborating with the contractor, TxDOT eventually defaulted the contractor. Chris worked with TxDOT’s area office staff, district office staff, district administration, and CST Division to negotiate a final settlement and successfully negotiated with the bonding company to hire another contractor to finish the project.

17. Firm Experience:

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

Firm name	Innovative Contracting & Engineering	Past Performance Evaluation Discipline(s)*	Other (ICE)
Project name	US-167 Interchange	Firm responsibility (prime or sub?)	Prime
Project number	H.015372.5	Owner's name	LADOTD
Project location	Lafayette & Vermilion Louisiana	Owner's Project Manager	Timothy Nickel
Owner's address, phone, email	1201 Capital Access Rd., Baton Rouge, LA 70802 / (225) 379-3006 / Timothy.Nickel@la.gov		
Services commenced by this firm (mm/yy)	12/2022	Total consultant contract cost (\$1,000's)	\$236.4
Services completed by this firm (mm/yy)	04/2023	Cost of consultant services provided by this firm (\$1,000's)	\$236.4

Project Description

The project will replace the existing concrete with hot mix asphalt concrete on US-167 from Donahue Ferry Road to US-165 to lengthen the service life of the roadway. Phase 1 of the project began in March 2023. The entire project is expected to be complete in Fall 2025.

Firm's Role

Innovative Contracting & Engineering coordinated with LADOTD to develop production-based cost estimates, quantity takeoffs, and construction schedules for the project. IC&E also developed a risk analysis, which included production of a risk register. The estimate, schedule, and risk register were submitted to LADOTD along with a Basis of Estimate report.

Relevancy to ICE Services

- Independent Cost Estimating
- Quantity Takeoffs
- Construction Scheduling
- Risk Management
- Basis of Estimate Report
- LADOTD Standards & Processes

Project Team Personnel

- Dan Bender (Principal) – Managed the contract, risk mitigation, innovations & quality control.
- Chris Wilson (Project Manager) – Managed the team. Estimated bridges, walls, utilities, drainage, lighting, signs, and striping bid items.
- Abdi Fatemi (Senior Cost Estimator) – Oversaw and reviewed the cost estimate and schedule.
- Tom Gott (Lead Scheduler) – Scheduled the project using and coordinated duration-based bid items.
- Kyle Norseth (Lead Cost Estimator) - Performed cost estimate in HCSS, estimated highway and earthwork bid items.
- Ben Holland (Structures Cost Estimator) – Quantity takeoffs and cost estimate for structures.
- Matt Bender (Scheduler) – Quantity takeoffs and helped develop the Primavera P6 schedule. Assisted with cost estimate development.



Firm name	Innovative Contracting & Engineering	Past Performance Evaluation Discipline(s)*	Other (ICE)
Project name	I-49S: Ambassador Caffery/US 90	Firm responsibility (prime or sub?)	Prime
Project number	H.002868.5	Owner's name	LADOTD
Project location	Lafayette, Louisiana	Owner's Project Manager	Christina Brignac
Owner's address, phone, email	1201 Capital Access Rd., Baton Rouge, LA 70802 / (225) 379-3006 / christina.brignac@la.gov		
Services commenced by this firm (mm/yy)	03/2022	Total consultant contract cost (\$1,000's)	\$193.5
Services completed by this firm (mm/yy)	04/2022	Cost of consultant services provided by this firm (\$1,000's)	\$193.5

Project Description

The project, approximately 2.4 miles in length, includes new two-lane frontage roads and construction of mainline interchange structures at the intersection of US 90 and Ambassador Caffery Blvd and US 90 and Albertson Parkway. Bridge structures will also be required for the mainline and service roads to traverse a BNSF railroad line.

Firm's Role

IC&E provided a constructability review and a detailed Basis of Estimate (BOE) report for this Design/Bid/Build project in Louisiana. The BOE provided the Owner with current market pricing, defensible costs, and a projected schedule duration. The scope of the project includes four bridges with two crossing a significant railroad, reconstruction of mainline and frontage roads, several miles of underground utilities and drainage pipe as well as a price comparison between PCCP and HMA roadway sections. The variance between the fair market value presented to the Owner by ICE and the low bid was less than 0.35%.

Relevancy to ICE Services

- Independent Cost Estimating
- Construction Scheduling
- Quantity Takeoffs
- Risk Management
- Constructability Review
- Basis of Estimate Report
- LADOTD Standards & Processes

Project Team Personnel

- Dan Bender, (Principal) – Managed the contract, risk mitigation, innovations & quality control.
- Chris Wilson (Project Manager) – Managed the team. Estimated bridges, walls, utilities, drainage, lighting, signs, and striping bid items.
- Abdi Fatemi (Senior Cost Estimator) – Oversaw and reviewed the cost estimate and schedule.
- Tom Gott (Lead Scheduler) – Scheduled the project and coordinated duration-based bid items.
- Kyle Norseth (Lead Cost Estimator) - Performed cost estimate in HCSS, estimated highway and earthwork bid items.
- Jade Broadhead (Structures Cost Estimator) – Quantity takeoffs and cost estimate for structures.
- Matt Bender (Scheduler) – Quantity takeoffs and helped develop the Primavera P6 schedule. Assisted with cost estimate development.



Firm name	Innovative Contracting & Engineering	Past Performance Evaluation Discipline(s)*	Other (ICE)
Project name	Comite River Diversion Project		Firm responsibility (prime or sub?) Prime
Project number	H.002273.6 & H001352.6	Owner's name	LADOTD
Project location	Baton Rouge, LA	Owner's Project Manager	Christina Brignac
Owner's address, phone, email	1201 Capital Access Rd., Baton Rouge, LA 70802 / (225) 379-3006 / christina.brignac@la.gov		
Services commenced by this firm (mm/yy)	11/2020	Total consultant contract cost (\$1,000's)	\$608
Services completed by this firm (mm/yy)	08/2022	Cost of consultant services provided by this firm (\$1,000's)	\$608

Project Description

The project consists of a 12-mile-long diversion channel from the Comite River to the Mississippi River, a diversion structure at the Comite River, guide levees, Lilly Bayou control structure, four drop structures, three five-span highway structures, and a railroad bridge that will relieve thousands of residents from potential flood threats that have been exacerbated by the flood of 2016. The project will divert flood flows from the Comite River to the Mississippi River north of Baton Rouge, LA.

Firm's Role

IC&E provided independent cost estimating services for this project. The project team used the CMAR delivery method due to the complexity of the project phasing, the railroad bridge construction, and they wanted to take advantage of risk mitigation strategies and innovations that the CMAR delivery method invites. IC&E provided independent cost estimating, construction scheduling, risk management, and constructability reviews on this project.

Relevancy to ICE Services

- Independent Cost Estimating
- Construction Scheduling
- Quantity Takeoffs
- Risk Management
- Constructability Reviews
- LADOTD Standards & Processes

Project Team Personnel

- Dan Bender (Principal, Project Manager) – Managed ICE team, risk mitigation, innovations & quality.
- Chris Wilson (Lead Cost Estimator) – Set up cost estimate in HCSS, responsible for overall cost estimate.
- Abdi Fatemi (Senior Cost Estimator) – Oversaw development of cost estimate in HCSS, estimated highway and earthwork bid items.
- Tom Gott (Lead Scheduler) – Scheduled the project alternatives and coordinated duration-based bid items.
- Kyle Norseth (Cost Estimator) - Estimated utilities, drainage, lighting, signs, and striping bid items.
- Ben Holland (Structures Cost Estimator) - Estimated bridges, walls, utilities, drainage, lighting, signs, and striping bid items.
- Matt Bender (Estimator/Scheduler) – Quantity takeoffs and estimated underground utilities, drainage and miscellaneous roadway bid items.



Firm name	Innovative Contracting & Engineering	Past Performance Evaluation Discipline(s)*	Other (ICE)
Project name	I-10 Mobile River Bridge & Byway		Firm responsibility (prime or sub?) Sub
Project number	INFRA-I010(353)	Owner's name	ALDOT
Project location	Mobile, Alabama	Owner's Project Manager	Matt Eriksen
Owner's address, phone, email	1409 Coliseum Boulevard, Montgomery, AL 36110 / (251) 470-8201 / ericksenm@dot.state.al.us		
Services commenced by this firm (mm/yy)	02/2023	Total consultant contract cost (\$1,000's)	\$499.2
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)	\$499.2

Project Description

The I-10 Mobile River Bridge and Bayway Widening project will increase the capacity of I-10 in Mobile and Baldwin Counties. The project includes construction of a new six-lane bridge with 215 feet of Air Draft Clearance across the Mobile River and widening the existing I-10 bridges across Mobile Bay from four to eight lanes. The proposed project will improve the traffic level of service and safety in this corridor, provide a direct interstate route for hazardous materials transport, and minimize adverse impacts to the maritime industry.

Firm's Role

Innovative Contracting & Engineering is providing independent cost estimates for the roadway and civil portions for the conceptual plans, 60% plans, 85% plans, and final GMP. IC&E is also providing scheduling, risk management, constructability reviews, and other associated items of work.

Relevancy to ICE Services

- Independent Cost Estimating
- Quantity Takeoffs
- Construction Scheduling
- Risk Management
- Basis of Estimate Report

Project Team Personnel

- Dan Bender (Principal, Project Manager) – Managed ICE team, risk mitigation, innovations & quality.
- Chris Wilson (Lead Cost Estimator) – Estimated bridges, walls, utilities, drainage, lighting, signs, and striping bid items.
- Abdi Fatemi (Senior Cost Estimator) – Oversaw development of cost estimate in HCSS, estimated highway and earthwork bid items.
- Tom Gott (Lead Scheduler) – Scheduled the project alternatives and coordinated duration-based bid items.
- Jeremy Harvey (Senior Cost Estimator) Set up cost estimate in HCSS, responsible for overall cost estimate.
- Matt Bender (Estimator/Scheduler) – Quantity takeoffs and estimated underground utilities, drainage and miscellaneous roadway bid items.



Firm name	Innovative Contracting & Engineering	Past Performance Evaluation Discipline(s)*	Other (ICE)
Project name	West Alabama Highway	Firm responsibility (prime or sub?)	Prime
Project number	RAED-068-000-154	Owner's name	ALDOT
Project location	Montgomery, Alabama	Owner's Project Manager	David J. Welch, PE
Owner's address, phone, email	1409 Coliseum Boulevard, Montgomery, Alabama 36110 / (334) 242-6842 / welchd@dot.state.al.us		
Services commenced by this firm (mm/yy)	10/2022	Total consultant contract cost (\$1,000's)	\$100
Services completed by this firm (mm/yy)	10/2023	Cost of consultant services provided by this firm (\$1,000's)	\$100

Project Description

This \$1.4 billion project involves widening an existing two-lane highway to a four-lane divided highway running from Thomasville in Clarke County up to Tuscaloosa. The project will connect Mobile to Tuscaloosa. The project is expected to improve transportation connectivity, enhance economic development, and boost tourism in the region. The project will also construct drainage improvements, bridge structures, intersections, safety improvements, and lighting. The ALDOT has awarded contracts for the construction of several segments of the highway, and work is progressing on those segments.

Firm's Role

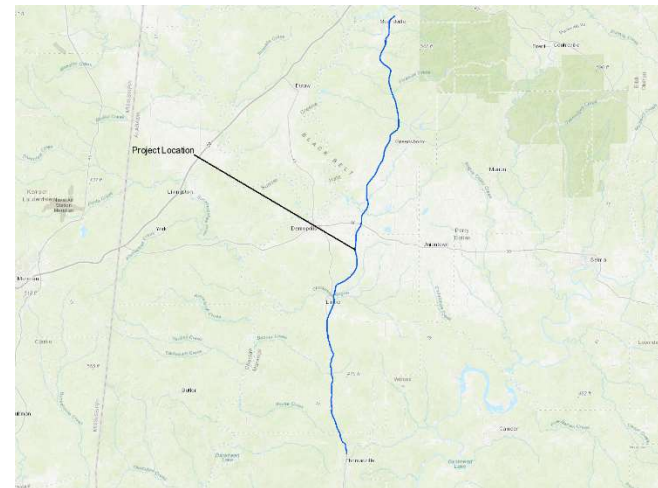
This was one of ALDOT's first progressive design build projects. IC&E provided independent cost estimating, construction scheduling, risk management, and constructability reviews on this project. IC&E helped develop the Opinion of Probable Construction Cost (OPCC) and provided updates based on design development and market-based work package pricing.

Relevancy to ICE Services

- Independent Cost Estimating
- Project Phasing
- Construction Scheduling
- Quantity Takeoffs
- Risk Management

Project Team Personnel

- Dan Bender (Principal, Project Manager) – Managed ICE team, risk mitigation, innovations & quality.
- Abdi Fatemi (Lead Cost Estimator) – Performed cost estimate in HCSS, estimated highway and earthwork bid items.
- Chris Wilson (Project Manager) – Estimated bridges, walls, utilities, drainage, lighting, signs, and striping bid items.
- Tom Gott (Lead Scheduler) – Scheduled the project alternatives and coordinated duration-based bid items.
- Kyle Norseth (Cost Estimator) - Estimated utilities, drainage, lighting, signs, and striping bid items.
- Jade Broadhead (Estimator/Scheduler) – Quantity takeoffs and estimated underground utilities, drainage and miscellaneous roadway bid items.



Firm name	Garver, LLC	Past Performance Evaluation Discipline(s)*	CPM
Project name	Highway 10, Pleasant Ridge to Pleasant Valley	Firm responsibility (prime or sub?)	Prime
Project number	NHPP-9253 (87)	Owner's name	ARDOT
Project location	Little Rock, Arkansas	Owner's Project Manager	Keli Wilie
Owner's address, phone, email	10324 Interstate 30, PO Box 2261, Little Rock, AK 72203 / (501) 253-0832 / keli.wilie@ARDOT.gov		
Services commenced by this firm (mm/yy)	02/2018	Total consultant contract cost (\$1,000's)	\$575
Services completed by this firm (mm/yy)	02/2020	Cost of consultant services provided by this firm (\$1,000's)	\$495

Project Description

This project was a complicated CMGC project that converted an at-grade intersection to a grade separated DDI. Widening Highway 10 from the existing 5-lane undivided section to a 6-lane divided highway with raised medians. The intersection at Rodney Parham was reconstructed to a grade separated DDI. The project includes braided ramps to tie into I-430 to accommodate new interchange configuration. Included difficult rock excavation and complicated phasing to accommodate commercial/residential developments.

Firm's Role

Garver provided the engineer's estimate while IC&E provided independent cost estimating services on this CMGC project. Both firms also performed constructability reviews, MOT phasing, cost models, construction schedules, risk mitigation and identification, management planning, job staging, material management planning, alternatives analysis, and negotiations. When initially estimating the project, Garver assumed that we would start construction as soon as possible. When all three estimating teams were over budget, Garver analyzed the schedule and costs and concluded that the construction schedule would benefit from delaying construction for six months until the ROW was clear for the entire project. We added huge efficiencies in the project that outweighed the inflation risk. We were able to complete the project before the previous completion date and saved the project \$4 million. This exercise brought the project within budget and ARDOT was able to award the project to the contractor.

Relevancy to ICE Services

- Independent Cost Estimating
- Project Phasing/Scheduling
- Quantity Takeoffs
- Risk Management
- CMGC (CMAR) Delivery

Project Team Personnel

- John Canterbury (Lead Estimator)
- Mike Ebeling (Estimator)
- Earl Mott (Estimator)
- Chris Taylor (Scheduler)
- Chris Briggs (Scheduler)



Firm name	Garver, LLC	Past Performance Evaluation Discipline(s)*	CPM
Project name	Connecting Arkansas Program (Interstate 530 – Highway 67)	Firm responsibility (prime or sub?)	Prime
Project number	CA0602	Owner's name	ARDOT
Project location	Pulaski County Arkansas	Owner's Project Manager	Keli Wilie
Owner's address, phone, email	10324 Interstate 30, PO Box 2261, Little Rock, AK 72203 / (501) 253-0832 / keli.wilie@ARDOT.gov		
Services commenced by this firm (mm/yy)	06/2021	Total consultant contract cost (\$1,000's)	\$950
Services completed by this firm (mm/yy)	08/2023	Cost of consultant services provided by this firm (\$1,000's)	\$450

Project Description

The 30 Crossing project (Phase 1) is designing and constructing portions of I-30 and I-40 in Little Rock and North Little Rock, Arkansas, from the interchange with I-630 to the interchange with I-40. The CA0602 Interstate 530 – Highway 67 project widened approximately 10 miles of Highway 425 to four lanes and a center paved median, extending generally from the Louisiana state line to Highway 82 in Ashley County. Construction consisted of widening of 4 travel lanes with a painted center median, box culvert construction, earthwork and drainage, and final surface and pavement markings.

Firm's Role

Garver performed construction oversight and scheduling responsibilities that included conducting schedule analysis, preparing, reviewing, and verifying weekly schedule updates (including critical path method), approving schedule activities and monthly billing for the design-build contractor, performing DBE audits, attending project meetings, and cost estimate and change order reviews.

Relevancy to ICE Services

- Estimating & Scheduling
- Support during Construction
- Construction Phasing Review
- Risk Management

Project Team Personnel

- Chris Taylor (Scheduler)
- Chris Briggs (Scheduler)



Firm name	Garver, LLC	Past Performance Evaluation Discipline(s)*	CPM
Project name	Connecting Arkansas Program (Louisiana State Line - Highway 82)	Firm responsibility (prime or sub?)	Prime
Project number	CA0201	Owner's name	ARDOT
Project location	Ashley County, Arkansas	Owner's Project Manager	Keli Wilie
Owner's address, phone, email	10324 Interstate 30, PO Box 2261, Little Rock, AK 72203 / (501) 253-0832 / keli.wilie@ARDOT.gov		
Services commenced by this firm (mm/yy)	10/2022	Total consultant contract cost (\$1,000's)	\$848
Services completed by this firm (mm/yy)	12/2022	Cost of consultant services provided by this firm (\$1,000's)	\$830

Project Description

The 30 Crossing project (Phase 1) is designing and constructing portions of I-30 and I-40 in Little Rock and North Little Rock, Arkansas, from the interchange with I-630 to the interchange with I-40. The Louisiana State Line - Highway 82 project widened approximately 10 miles of Highway 425 to four lanes and a center paved median from between Hamburg and the State line. Construction included widening 4 travel lanes with a painted center median, box culvert construction, earthwork and drainage, and final surface and pavement markings.

Firm's Role

Garver performs construction oversight and scheduling responsibilities that include conducting schedule analysis, preparing, reviewing, and verifying weekly schedule updates including critical path method, approving schedule activities and monthly billing for the design-build contractor, performing DBE audits, attending project meetings, and cost estimate and change order reviews.

Relevancy to ICE Services

- Estimating & Scheduling
- Support during Construction
- Construction Phasing Review
- Risk Management

Project Team Personnel

- Chris Taylor (Scheduler)
- Chris Briggs (Scheduler)
- Dan Bender (Principal, Project Manager)
- Abdi Fatemi (Lead Cost Estimator)
- Chris Wilson (Project Manager)
- Tom Gott (Lead Scheduler)
- Kyle Norseth (Cost Estimator)
- Matt Bender (Estimator/Scheduler)



18. 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.

Approach and Methodology

Innovative Contracting & Engineering (**IC&E**) is a firm comprised of former contractors who focus exclusively on providing independent cost estimating services. Construction cost estimating and scheduling is all we do. **IC&E** does not do other design or construction management assignments. We are full-time estimators and schedulers who come from a construction background. All our cost estimators and construction schedulers are former contractors who have estimated, scheduled, and built highway projects. That is how we stay current on construction trends and price changes, and that is how we produce more accurate estimates than our competition. Our focus and experience allow **IC&E** to work closely with our clients to improve the quality of their projects and add value.

IC&E was ranked #1 and selected to provide ICE services on the previous IDIQ (Contract Nos. 4400019581 and 4400019582). We will continue to help LADOTD maximize the value of your infrastructure investments by:

- Focusing 100% on providing accurate cost estimates and construction schedules,
- Lean on our previous experience in Louisiana and other DOTs to identify solutions on challenging projects,
- Adding innovation and minimizing risk,
- Optimizing the construction schedule based on CMAR resources and specific project limitations,
- Helping minimize change orders and claims, and
- Using CMAR best practices to improve the delivery method implementation.

“Innovative Contracting & Engineering Worked with the RTC and their contractor closely throughout pre-construction services and were instrumental in reducing the contractor’s final GMP by over \$20 million. The expertise of their staff is outstanding and well above all other firms performing independent cost estimating services.”

~ *Jeff Hale, Director of Engineering (Washoe County RTC)*

Our experience and expertise help manage risk. In the quote above, Mr. Hale was talking about our services on the Southeast Connector, Phase 2 project. This project constructed about 5 miles of new highway in the east and south parts of Reno, Nevada. It was a CMAR project, and our team was providing Independent Cost Estimating services (estimate, schedule, constructability, and risk management). At GMP time, the contractor submitted his bid at \$172 million (more than \$20 million higher than our ICE estimate). We performed an audit on the contractor’s bid and identified several items that we could then help the owner negotiate a price closer to fair market value. After approximately 1 month of meetings and bid revisions, the contractor’s final GMP bid was \$152 million. Using this bid audit process, we helped this client save the project over \$20 million!

This process could have been adversarial, but it wasn’t. We objectively reviewed the contractor’s bid details, and provided a report to the owner highlighting duplications, inefficiencies, and errors. When the dust settled, the owner received an acceptable price, the contractor got to build the project, and we remained professional with all parties involved. In fact, that same contractor was having difficulty getting their project baseline schedule approved by the owner. Because of our professional attitude during the preconstruction phase and the bid audit, that contractor hired us to revise their schedule for them, and we got it approved one week later.

What makes **IC&E** different from other firms that provide ICE services? Part of the answer is in Jeff Hale’s quote above. We work closely with our clients and the whole team. Although we are serving as independent cost estimators, we get entrenched in the details of the projects. We learn what the challenges are, and we find innovative solutions and add value to the project.

Specific Approach to Independent Cost Estimating

The project includes providing Independent Cost Estimating and Construction Scheduling services in support of Projects utilizing the CMAR delivery method (or other delivery methods as tasked by DOTD). The RFP includes some specific Scope of Service bullet points. The following summarizes our proposed approach to fulfilling those requirements.

- Prepare independent quantity calculations.
 - **IC&E** uses BlueBeam and AgTEK to perform quantity takeoffs for general plan quantity measurements, and earthwork volume calculations. Matt Bender, Kyle Norseth and Jeremy Harvey are experienced with AgTEK software and will lead the earthwork calculations. All our estimators have BlueBeam experience and have the software installed on their workstations. At **IC&E**, the Lead Estimator makes quantity takeoff assignments, the Cost Estimators perform the quantity calculations, and a Senior Estimator oversees the process and ensures accuracy and quality.
- Prepare Independent bottom-up, contractor style independent cost estimates (OPC's) for all milestone and intermediate design submittals, and Early Works Package ("EWP") and Guaranteed Maximum Price ("GMP") submittals.
 - At **IC&E**, all our cost estimators are former contractor cost estimators. We all have experience bidding and building heavy highway projects. We use HCSS Heavy Bid software for our cost estimating. Also, given the nature of our business model, we are very familiar with using alternative delivery models. Our estimators participate in OPC meetings and early work package negotiations almost every week. Once our cost estimates are complete, our submittal to the Owner includes back-up documentation, including vendor quotes and material pricing, a copy of our cost model printout, a copy of our P6 schedule printout, and our unit prices translated into a bid form which is used to reconcile price differences between the ICE and CMAR.
- Prepare, review, and verify project schedules, including the Critical Path Method
 - **IC&E** uses Primavera P6 software platform for construction scheduling, and for analyzing the CMAR construction schedule. We independently schedule the project giving the Owner a second look at how the project could be built. After reconciling schedule differences with the CMAR, we typically collaborate with them to develop an optimized schedule for the project, considering the CMAR available resources and the specific project limitations.
- Material cost forecasting
 - **IC&E** has kept a database of every bid we provided since 2016. This database is a useful tool to observe the history of market trends related to material costs. However, looking back is not a perfect indicator of future pricing. To supplement our historical data, we reach out to local suppliers for quotes/price validations, and we compare material prices on recent projects we have bid in the local market (when available).
- Construction phasing review
 - **IC&E** often provides construction phasing review as part of our schedule development process. When developing our schedule, we start with a "constructability workshop" which is a meeting between our estimating team and our scheduler. During that meeting, we developed our independent approach to building this project, including our proposed phasing plan. At the OPC meetings, we start by reconciling schedule differences and discuss phasing. As we review the CMAR's schedule, we identify the pros and cons of their phasing plan compared to ours. This process always leads to an optimized phasing plan and approach to construction.
- Risk identification
 - **IC&E** often facilitates risk workshops and leads the development and maintenance of risk registers on highway projects. This experience provides our team with a thorough understanding of the best practices related to risk identification. Using our preferred process, we typically

start by reviewing a risk register from a recent, similar project. We populate an initial risk register using risks from that project, and we add risks for specific project challenges (geotechnical, environmental, water related, and so on...). We then set up an Initial Risk Workshop to vet these risk items with the entire CMAR team and identify any additional risk items that were not included in our draft register. This process is proven to be thorough; it saves time, reduces meeting length, and saves money. Once the initial risk register is developed, we then manage the risk register development through email communications and subsequent risk workshops.

- Identification of potential long-lead material procurement
 - At **IC&E**, we identify long-lead material procurement issues when developing the risk register and when collaborating with the CMAR on the construction schedule. These two activities help identify project risk related to procurement issues/timing. Once identified, we often mitigate these risks through use of an early work package (early procurement package), or through including procurement risk in our construction schedules.
- Constructability review
 - **IC&E** begins the constructability review when we receive updated plans. Our first activity is to review the plans and begin our quantity takeoffs. While we perform our quantity calculations, we make notes of missing data, challenging construction activities, and any other issues that can be mitigated through coordination with the CMAR team. We make note of the constructability issues in BlueBeam, which is then translated into our Constructability Review Report. We typically submit our constructability report to the Owner prior to each milestone OPC meeting.
- Review of Value engineering recommendations
 - **IC&E** has been involved in several value engineering teams. Our capacity was to help identify relevant cost differences between alternatives being considered and help identify risk and potential time impacts. This experience has helped us better understand the process and purpose of VE teams, which helps our team understand how to review, analyze, and use recommendations from the VE reports to improve cost impacts, identify project risks, and schedule impacts.
- Design milestone or intermediate cost estimate review and validation
 - When asked to perform a cost estimate review or validation, **IC&E** will prepare a side-by-side comparison of the cost estimate being questions with a “green-sheet” cost estimate prepared by our cost estimating team. A green-sheet estimate is simply a historical comparison to recent, similar projects we have bid in the region. Once our comparison is complete, we provide a report summarizing our comparison which identifies areas where the estimate can be improved, or we recommend approval of the cost estimate being validated.
- EWP cost estimate review and validation
 - When validating an early work package cost estimate, **IC&E** prepares an independent production-based cost analysis to verify costs are appropriate for the EWP. Our working with FHWA over the past 7 years has revealed that FHWA requires two things related to EWPs, 1) they require price certainty on the overall project prior to awarding EWPs, and they require that the EWP cannot add cost to the overall project. **IC&E**'s independent cost estimate and validation of the CMAR EWP estimate will help DOTD meet these FHWA requirements.
- GMP Proposal review and validation
 - By the time we have reached the GMP proposal, **IC&E** has reconciled costs with the CMAR team 2 or 3 times. At the GMP level, **IC&E** will review the GMP Proposal to ensure the cost, schedule and risk included in the proposal are in line with the previously reconciled costs. Once our analysis is complete, we will submit our Approval and Validation Report, which will identify any discrepancies found, and/or recommend approval of the GMP proposal.
- Estimating and Scheduling Support during Construction

- Our estimating and scheduling support during construction saves claims and significantly reduces change order costs! Our lead estimator, Tom Gott, will provide a review of the contractor's baseline schedule, ensuring it meets the project specification requirements and identifies any potential areas of improvement. Once the Baseline schedule is approvable, we will submit a report to DOTD recommending approval. Subsequently, when the Contractor submits their monthly schedule updates, Tom will review those schedules and identify any time impacts or potential changes to the schedule and notify DOTD of any anticipated challenges associated with those changes. **IC&E** also provides change order cost validation. Our CO analysis will provide DOTD with assurance that they are not overpaying for the proposed change.
- Industry Best Practice and Strategic Advisory Support to DOTD
- Since its inception, **IC&E** has been focused on improving the use of alternative delivery methods through identification and implementation of industry best practices. **IC&E** will lean on our experience on over 100 CMAR/CMGC projects to provide assurance to DOTD that they are using best practices. We will set up a monthly meeting (or more frequent, if needed) with the DOTD PM to provide time to evaluate the current project development, discuss the path forward, and identify any strategies that should be considered to ensure project success.
- Miscellaneous support as directed by the DOTD Project Manager
 - The monthly meeting discussed in the bullet point directly above this one is a perfect time to identify additional support required by the DOTD PM. **IC&E** will provide whatever support needed to ensure project success.
- Participation in project meetings
 - **IC&E** will actively participate, plan for, set up and develop agendas (as requested) for the needed CMAR meetings, including:
 - Kickoff and Partnering meeting(s),
 - Project coordination meetings,
 - Task force meetings,
 - Risk & Innovation workshops,
 - Quantity Reconciliation meetings,
 - Estimate Alignment meetings,
 - OPC meetings,
 - Reconciliation meetings, and
 - Any others needed to successfully deliver the project.
 - At CMAR meetings, **IC&E** will take notes and deliver meeting minutes to accurately document decisions made at the meetings we attend.
- Field observations
 - **IC&E** starts our pricing exercise with a field meeting/site visit. This practice of putting boots on the ground helps our estimators to understand the environment we are working in and helps us to better identify construction challenges that may impact costs. Our observations are electronically recorded with photos, videos and notes taken onsite. We store these notes for future reference later in the project.

Our Commitment

At Innovative Contracting & Engineering, our mission is to add innovative solutions and value to our client's projects. We will commit all our resources to ensure your project is of the highest quality, and best value. Our team has the availability, and we are 100% committed to providing the resources needed to meet your schedule milestones. **We will add value to your project!**

19. Workload:

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

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

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

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

Firm(s) ALL FIRMS MUST BE REPRESENTED IN THIS TABLE	Past Performance Evaluation Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
Innovative Contracting & Engineering	Other (ICE, Construction Scheduling & Risk Management)	N/A	N/A	N/A
Garver, LLC	Other (ICE, Construction Scheduling & Risk Management)	N/A	N/A	N/A

(Add rows as needed)

DO NOT SUM

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

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

20. Certifications/Licenses:

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

21. QA/QC Plan:

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

22. Sub-consultant information:

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

Firm Name (Name must match as registered with Louisiana's Secretary of State)	Address	Point of Contact and email address	Phone Number
Garver, LLC	4701 Northshore Drive North Little Rock, AR 72118	Adam Sheets AJSheets@GarverUSA.com	501-255-3541

(Add rows as needed)

23. Location:

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