



STATEMENT OF QUALIFICATIONS

LA DOTD Contract Numbers:
4400031512, 4400031513, 4400031514

**IDIQ Contracts for Critical Path Method
(CPM) Analysis Statewide**



SJBGroup



5344 Brittany Drive
Baton Rouge, LA 70808
Phone: 225.769.3400

Mr. Mark Chenevert
Consultant Contract Services Administrator
1201 Capital Access Road, (Attn. Sec 80)
Baton Rouge, LA 70802

Re: Contract No. 4400031512, 4400031513, 4400031514
IDIQ Contracts for Critical Path Method (CPM) Analysis Statewide

Dear Mr. Chenevert,

We are pleased to submit SJB Group, L.L.C.'s Statement of Qualifications in response to the Request for Qualifications for the IDIQ Contract for Critical Path Method Analysis Statewide. We have read the advertisement and understand the scope of services required for the contract. Our firm has been proud to partner with DOTD on numerous projects including CPM projects and we are uniquely positioned to provide our expertise for this scope of work.

Operating in the Greater Baton Rouge Area since 1953, SJB Group has evolved into one of the most respected and diversified civil engineering and land surveying firms in the region by delivering innovative and reliable solutions that drive the success of our clients' projects. Our team of multi-disciplined experts blends decades of experience with cutting-edge technology to address the complex challenges our clients face and deliver exceptional results and innovative solutions.

For this contract, our team will consist of myself, as Principal-in-Charge and Mr. Daryl Ivy, PE, who will serve as the Project Manager, Expert Witness, and will provide Quality Control Administration. Mr. Ivy has over 40 years of experience providing expert CPM services and is innately familiar with LA DOTD operations, standards, and previous CPM work. Additionally, we have slated Mr. Brandon Hebron, PE, who will provide support and assistance to Mr. Ivy throughout the project life cycle. As volume permits or as it is deemed necessary, we are prepared to hire an additional CPM Engineer and Technician.

We appreciate your review and look forward to discussing this opportunity with you. Should you have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read 'ME'.

Matthew Estopinal, PE, PLS
CEO & Principal-in-Charge



ENGINEERED FOR IMPACT



DOTD FORM: 24-102

PROPOSAL TO PROVIDE CONSULTANT SERVICES

(Revised December 12, 2024)

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 Critical Path Method (CPM) Analysis Statewide
2. Contract Number(s) as shown in the advertisement	4400031512, 4400031513, 4400031514
3. State Project Number(s), if shown in the advertisement	N/A
4. Prime consultant name (name must match <u>exactly</u> as registered with the Louisiana Secretary of State (SOS) where such registration is required by law; including punctuation; <u>include screenshot from SOS at the end of Section 20</u>)	SJB Group, L.L.C.
5. Prime consultant license number (as registered with the Louisiana Professional Engineering and Land Surveying Board (LAPELS) if registration is required under Louisiana law)	EF.0002119 VF.0000390
6. Prime consultant mailing address	5344 Brittany Drive, Baton Rouge, LA 70808
7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria)	5344 Brittany Drive, Baton Rouge, LA 70808
8. Name, title, phone number, and email address of prime consultant's contract point of contact	Daryl Ivy, PE Senior Project Manager 225-769-3400 daryl.ivy@sjbgroup.com
9. Name, title, phone number, and email address of the official with signing authority for this proposal	Matthew Estopinal, PE, PLS Principal & CEO 225-769-3400 matthew.estopinal@sjbgroup.com

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

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

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



Date:
2/4/25

Pursuant to Act No. 581 of the 2024 Louisiana Legislature Regular Session, proposer further certifies that it does not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association based solely on the entity's or association's status as a firearm entity or firearm trade association. In addition, proposer certifies it will not discriminate against a firearm entity or firearm trade association during the term of the contract based solely on the entity's or association's status as a firearm entity or firearm trade association.

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

Firm(s):

Firm(s)' %:

12. 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 discipline, as well as the overall total percent of the contract.

Sub-consultants are not allowed to be used for this proposal. Fill in the table by identifying only those disciplines consistent with the approach and methodology proposed in Section 18 of the DOTD Form 24-102*, and the percentage of work in each discipline to be performed. The percentage estimated for each discipline is for evaluation purposes only and will not control the actual performance or payment of the work. (Add rows as needed)	
Discipline(s)	% of Overall Contract
CPM	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 (must specify)” and include the classification title inside the parentheses.

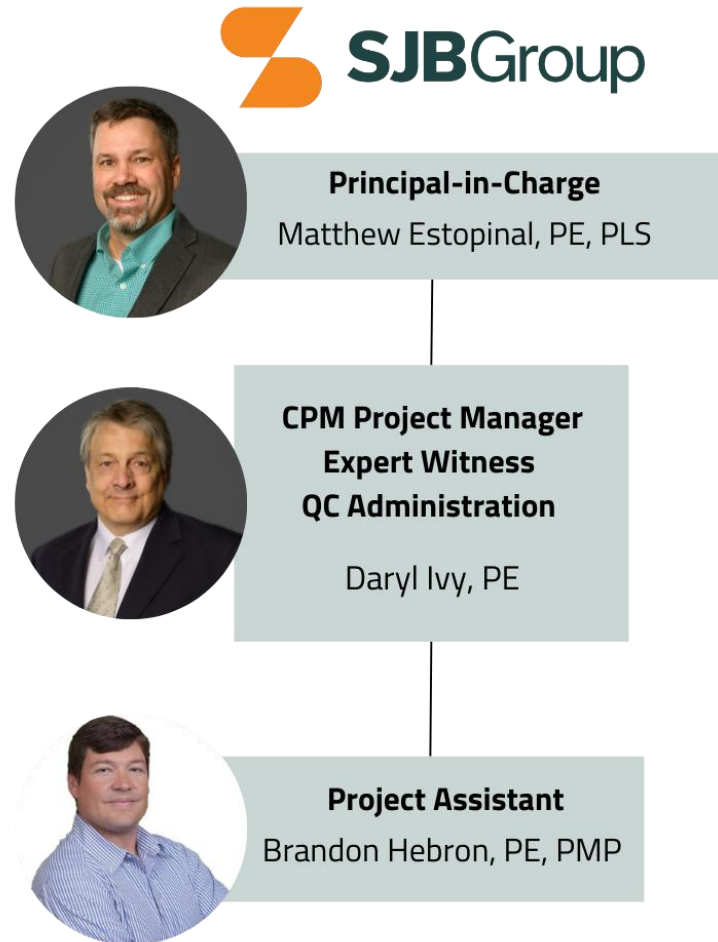
The DOTD Job Classification(s) to be used can be found at the following link:

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

Firm name	DOTD Job Classification	Number of personnel <u>committed to this</u> contract	Total number of personnel available in this DOTD Job Classification (if needed)
SJB Group, LLC	Surveyor	0	4
SJB Group, LLC	Engineer	1	4
SJB Group, LLC	Party Chief	0	6
SJB Group, LLC	CADD Technician	0	1
SJB Group, LLC	Engineer Intern	0	1
SJB Group, LLC	Landscape Architect	0	1
SJB Group, LLC	Technician	0	1
SJB Group, LLC	Rodman	0	1
SJB Group, LLC	Principal	1	1
SJB Group, LLC	Instrument Man	0	2
SJB Group, LLC	Administrative	0	4
SJB Group, LLC	Supervisor - Eng	1	2
SJB Group, LLC	CADD Drafter	0	1
SJB Group, LLC	CADD Operator	0	3
SJB Group, LLC	Senior Technician	0	4

14. Organizational Chart:

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



15. Minimum Personnel Requirements:

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

MPR No. Do not insert wording from ad	Personnel being used to meet the MPR (Individual(s) may not satisfy more than one MPR unless specifically allowed by Attachment B of the advertisement)	Firm employed by	Type of license and discipline meeting MPR/ certification & number (Ex: PE # - Civil)	State of license	License / certification expiration date
1	Matthew Estopinal, PE, PLS	SJB Group, L.L.C.	PE #0039151 – Civil	LA	03/31/2025
2	Daryl Ivy, PE	SJB Group, L.L.C.	PE #0022400 – Civil	LA	03/31/2026
3	Daryl Ivy, PE	SJB Group, L.L.C.	PE #0022400 – Civil	LA	03/31/2026
4	Daryl Ivy, PE	SJB Group, L.L.C.	PE #0022400 – Civil	LA	03/31/2026

(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 are **limited to 2 pages per person**. Any certificates required by the advertisement are to be placed in Section 20.

Firm employed by: SJB Group, L.L.C.			
Name	Matthew Estopinal, PE, PLS	Years of relevant experience with this employer	3
Title	Principal / CEO	Years of relevant experience with other employer(s)	15
Degree(s) / Years / Specialization	B.S. in Civil Engineering 2009 LSU B.S. in Microbiology 1996 LSU		
Active registration number / state / expiration date	PE #0039151 Louisiana 3/31/2025 Year Registered: 2014 Professional Engineer PLS #0004955 Louisiana 3/31/2025 Year Registered: 2006 Professional Land Surveyor PE #122184 Tennessee 1/31/2025 Year Registered: 2019 Professional Engineer PE #32982 Mississippi 12/31/2024 Year Registered: 2022 Professional Engineer		
Contract role(s) / brief description of responsibilities	Principal-in-Charge (Meets MPR #1)		
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).		
07/21 –10/23	LA DOTD Project No. H.004100.5 – I-10: LA 415 to Essen on I-10 and I-12 <i>QA/QC.</i> SJB Group provided a Property Survey and extensive Right-of-Way Mapping for approximately 4 miles of I-10 as well as multiple intersecting streets, for which a property map was created that encompassed the parcels affected by acquisition and accessibility. The project also included the creation of Base Right-of-Way Maps; Final Right-of-Way Map set of original matte films; drawing files; along with a pdf copy of the Full Title Research Reports with affected parcel number and an ASCII parcel input file descriptions for approximately 125 parcels.		
08/20– 04/24	LA DOTD 44-17597 - Rural Bridge Replacement Initiative, Districts 03, 07, 61, 62 <i>QA/QC.</i> SJB Group performed topographic surveying, property surveying, right-of-way mapping, and roadway design of 33 bridge replacements in Districts 03, 07, 61, and 62 as a sub-consultant to Burk-Kleinpeter within their contract with the LA Department of Transportation. The Surveys were provided in accordance with the current Locations and Survey Manual and Addendum A.		
04/23 – 09/23	LA DOTD Project No. H.017322.5 – Morgan City Sidewalks & Shared Use Path, St. Mary Parish <i>QA/QC.</i> Sub to Digital Engineering. This project included Right-of-Way Mapping, Topographic Surveying, and Subsurface Utility Engineering to assist in the installation of sidewalks, handicapped ramps, drainage structures, and other related work in Morgan City. All surveying was performed to LADOTD Location & Survey Section requirements and delivered in Autodesk format.		
03/22 – 08/23	LA DOTD Project No. H.012685.5 – LA 385: Ryan Street Intersection Improvements <i>QA/QC.</i> This project included a Topographic Survey in Calcasieu Parish near the intersection of I-210 and LA 385 (Ryan Street) near the campus of McNeese State University. The survey included all utilities, drainage, and finish floor elevations of buildings that fell within the survey limits. The total linear distance was approximately 2.67 miles. LiDAR Data was gathered		

	using a Velodyne Mobile Scanner and Ladybug. Terrestrial Surveying was performed using a Leica TS16 Robotic Total Station and a Leica GS18 T GNSS RTK Rover. Data was processed using OpenRoads Designer TopoDOT and InSuite MicroStation. All surveying was performed to LADOTD Location & Survey Section requirements.
07/21 - 02/22	LA DOTD Project No. H.013715.5 – LA 77 Union Pacific Railroad Crossing (Iberville) <i>QA/QC.</i> This project consisted of Property Surveying, Right-of-Way Mapping and Topographic Surveying for a project that included the depiction of a railroad right-of-way, state-maintained highway, and city streets. The deliverables included preparation of a Property Map, Base Right-of-Way Maps, Final Right-of-Way Maps and the creation of a parcel input file for acquisition descriptions of the subject area. All surveying was performed to LADOTD Location & Survey Section Addendum A requirements.
07/21 – 08/22	LA DOTD Project No. H.002176.50 – LA 10 Bridges <i>QA/QC.</i> The LA 10 Bridges project in St. Landry Parish included Property Surveying and Right-of-Way Mapping for three sites. The property survey depicted the affected properties, the existing Right-of-Way for LA Hwy 10, and multiple state-claimed water bodies. The Property Survey was utilized for creating Base Right-of-Way maps, Final Right-of-Way Maps and ASCII parcel input files for acquisition parcels. All surveying was performed to LADOTD Location & Survey Section Addendum A requirements.
07/21 – 10/21	LA DOTD Project No. H.007963 – Blackwater Bayou Bridge <i>Project Manager/QA/QC.</i> This project required replacement of the Bayou River Bridge and a diversion road during construction along LA Hwy 410 in East Baton Rouge Parish near the City/Town of Central. This project involved Property Surveys, Right-of-Way maps, and title take-offs. This project went through design changes which halted project progress temporarily and significantly changed the required right-of-way taking. All surveying was performed to LADOTD Location & Survey Section Addendum A requirements.

Firm employed by: SJB Group, L.L.C.				
Name	Daryl Ivy, PE		Years of relevant experience with this employer	21
Title	Senior Project Manager, CPM		Years of relevant experience with other employer(s)	21
Degree(s) / Years / Specialization		Bachelor of Science 1982 Civil Engineering Master of Science 1989 Construction Engineering and Management		
Active registration number / state / expiration date		PE #0022400 LA 3/31/2026		
Year registered	06/24/1986	Discipline	Civil Engineering	
Contract role(s) / brief description of responsibilities		Project Manager, Construction Engineer, CPM Schedule Administrator, Expert Witness (Meets MPR #2-4)		
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).			
06/82-present	<i>Life Member, American Society of Civil Engineers</i>			
06/82-04/84	<i>Heavy/Civil Estimator/</i> assisted team to prepare fixed price, competitive bids for locks, dams, bridges, docks, fabrication yards in company and joint venture estimates up to \$110mm; performed takeoff, pricing and engineering design.			
05/84-09/88	<i>Project Engineer/</i> contractor’s on-site engineer in support of construction for \$40mm precast segmental bridge.			
05/89-08/98	<i>Contracts Administrator/</i> advised management, estimating, and project in engineering, procurement and prime contract matters; prepared cost/schedule analyses and narratives for change orders and construction claims; achieved negotiated settlements for bridge, highway and waterworks projects. <i>Expert witness re civil engineering and scheduling: T. L. James Associates vs. South Carolina Department of Highways and Transportation, C.A. No. 89-CP-40-3970, Richland County, South Carolina, The Honorable Judge S. Don Rushing.</i>			
10/98-08/99	<i>Project Manager/</i> directed company effort across \$2mm of urban highway rehabilitation and new construction			
10/99-07/03	<i>Project Engineer/</i> performed preliminary design for transportation projects to \$380mm and final design for \$14mm of construction, including highways, bridges, box culverts, and drainage improvements			
08/03-present	<p><i>Project Manager/</i> prevented, evaluated and resolved construction claims and other matters requiring third-party intervention for clients; supplied business and technical advice in engineering design, construction operations, procurement, estimating, cost analysis, internal controls, and information technology; made constructability and value engineering reviews; planned work, estimated costs and prepared, reviewed, and monitored construction CPM schedules with intensive use of Primavera software for LA DOTD (see Projects 4400017485, 4400004351, CFMS_No. 2000412790, 700-99-0503 & 700-99-0404 in Section 17), various other public entities, and financial institutions.</p> <ul style="list-style-type: none"> • Expert witness re civil engineering: <i>Ronald Adams Contractor, Inc. vs. State of Louisiana, Dept. of Transportation and Development</i>, Suit No. 475,086 Division “A,” 19th Judicial District Court for Parish of East Baton Rouge, Louisiana, The Honorable Judge Timothy E. Kelley. • Expert witness re civil engineering and scheduling: <i>Gilchrist Construction Co., LLC vs. State of Louisiana, Dept. of Transportation and Development</i>, Suit No. 582450 Division “D,” 19th Judicial District Court for Parish of East Baton Rouge, Louisiana, The Honorable Judge Janice Clark. • Expert witness re civil engineering and scheduling: <i>Gilchrist Construction Co., LLC vs. State of Louisiana, Dept. of Transportation and Development</i>, Suit No. 2013 CA 2101, First Circuit Court of Appeal for Louisiana. 			
04/19 – present	<i>Member, Association for the Advancement of Cost Engineering</i>			

Firm employed by: SJB Group, L.L.C.			
Name	Brandon Hebron, PE, PMP		Years of relevant experience with this employer
Title	Project Engineer		>1
Degree(s) / Years / Specialization		Bachelor of Science 2006 Civil Engineering	
Active registration number / state / expiration date		PE#36319 Louisiana 09/30/2025	
Year registered	05/31/2011	Discipline	Civil Engineering
Contract role(s) / brief description of responsibilities		Project Assistance, Administrative and Clerical Support	
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).		
03/20 – 07/22	<p>LA DOTD Project No. H.013284 – Mississippi River Bridge South GBR: LA 1 to LA 30 Connector, Baton Rouge, LA (performed with previous employer)</p> <p><i>Deputy Project Manager</i> for this enhanced planning study for a new Mississippi River bridge crossing near Baton Rouge, Louisiana. The project study area, spanning five parishes, aims to improve regional mobility by connecting LA 1 to LA 30 and Interstate 10. Managed consultant teams, contract administration, and the complex monthly invoicing process to ensure accurate reporting and financial accountability. Worked closely with the Lead Scheduler to establish the Critical Path Method (CPM) schedule for all deliverables, including traffic studies, roadway and bridge designs, cost estimates, and environmental screening methodology reports. Coordinated monthly schedule updates and revising baseline schedules as needed to maintain alignment with LADOTD project timelines.</p>		
06/20 – 07/22	<p>MOVEBR Sherwood Forest Extension: Greenwell Springs Road to Joor Road, Baton Rouge, LA (performed with previous employer)</p> <p><i>Contract and Project Manager</i> for the \$30M Sherwood Forest Extension Project, a MOVEBR Program roadway corridor designed to improve connectivity between Sherwood Forest Blvd. and Joor Rd. His role focused on contract management, budget negotiations, and technical oversight to ensure project feasibility and alignment with municipal and DOTD standards. Established and negotiated the project contract, scope, schedule, and budget to align with MOVEBR program goals. Managed the contract, maintaining and updating project schedules, and leading a team of consultants to ensure timely and coordinated project execution. Oversaw technical execution, including route feasibility analysis and construction cost estimating multiple alignment options. Coordinated with City-Parish agencies and stakeholders to ensure compliance with DOTD roadway design standards.</p>		
01/09 – 11/18	<p>East Baton Rouge Sanitary Sewer Overflow (SSO) Rehabilitation Program, Baton Rouge, LA (performed with previous employer)</p> <p><i>Project Manager</i> for the \$263M East Baton Rouge SSO Rehabilitation Program, overseeing 30 construction bid packages to rehabilitate the existing municipal sewer system. Managed surveying, engineering, and construction documentation for all bid packages. Implemented cost controls and scheduling strategies to keep projects on time and within budget. Ensured compliance with DOTD, EPA Consent Decree, and local mandates.</p>		

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	SJB Group, LLC		Discipline(s)* CPM	CPM
Project name	IDIQ Contract for Critical Path Method (CPM) Analysis		Firm responsibility (prime or sub?)	Prime
Project number	4400017485	Owner's name	LADOTD	
Project location	Statewide		Owner's Project Manager	Dallas Ballmer, P.E.
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA 70802; (225) 379-1575; dallas.ballmer@la.gov			
Services commenced by this firm (mm/yy)	01/20	Total consultant contract cost (\$1,000's)		< \$2,000
Services completed by this firm (mm/yy)	01/25	Cost of consultant services provided by this firm (\$1,000's)		100%

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

SJB Group was again selected by the LA DOTD to perform Construction Time Analysis services using the Critical Path Method (CPM) of analysis for statewide construction projects. The retainer contract had an original program ceiling of \$2,000,000. Multiple projects were performed under separate Task Orders over the duration of the contract.

As part of the scope of services, SJB Group employed the CPM technique to review models of LA DOTD construction projects that include a list of all activities required, the earnings and duration of each activity, and the dependencies between the activities. SJB Group used this information to calculate starting and ending dates for each activity, determine which activities are critical to the duration of project, and quantify the amount of "float time" for activities that are less critical. This allowed LA DOTD personnel to prioritize activities for the effective management of project completion alongside the benefits CPM scheduling brings to the contractors. SJB Group also routinely checked for plan errors and trained LA DOTD's Project personnel in CPM and the use of Primavera software. Occasionally, when requested by LA DOTD, SJB Group determined cost estimates and provided any value engineering or construction proposal concepts related to the design of projects. CPM scheduling helped the project team: develop, implement, and communicate plans for the work; set, monitor and measure production rates; document progress; prioritize use of resources; and manage change. The technique is particularly effective when project stakeholders use partnering to complete the work.

Highlighted Team Member: **Daryl Ivy**

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	SJB Group, LLC		Discipline(s)* CPM	CPM
Project name	Retainer Contract for Critical Path Method (CPM) Analysis		Firm responsibility (prime or sub?)	Prime
Project number	4400004351	Owner's name	LADOTD	
Project location	Statewide		Owner's Project Manager	Dallas Ballmer, P.E.
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA 70802; (225) 379-1575; dallas.ballmer@la.gov			
Services commenced by this firm (mm/yy)	07/14	Total consultant contract cost (\$1,000's)		< \$1,500
Services completed by this firm (mm/yy)	07/19	Cost of consultant services provided by this firm (\$1,000's)		100%

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

SJB Group was again selected by the LA DOTD to perform Construction Time Analysis services using the Critical Path Method (CPM) of analysis for statewide construction projects. The retainer contract had an original program ceiling of \$1,250,000, which was extended to bring the total retainer to \$1,500,000. Multiple projects were performed under separate Task Orders over the duration of the contract.

As part of the scope of services, SJB Group employed the CPM technique to construct and to review models of LA DOTD projects that include a list of all activities required, the earnings and duration of each activity, and the dependencies between the activities. SJB Group used this information to calculate starting and ending dates for each activity, determine which activities are critical to the duration of project, and quantify the amount of "float time" for activities that are less critical. This allowed LA DOTD personnel to prioritize activities for the effective management of project completion alongside the benefits CPM scheduling brings to the contractors. SJB Group also routinely checked for plan errors and trained LA DOTD's Project personnel in CPM and the use of Primavera software. Occasionally, when requested by LA DOTD, SJB Group determined cost estimates and provided any value engineering or construction proposal concepts related to the design of projects. CPM scheduling helped the project team: develop, implement, and communicate plans for the work; set, monitor and measure production rates; document progress; prioritize use of resources; and manage change. The technique is particularly effective when project stakeholders use partnering to complete the work.

Highlighted Team Member: **Daryl Ivy**

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	SJB Group, LLC		Discipline(s)* Other (LitSup)		Other (Litigation Support)	
Project name	Contract for Personal Services			Firm responsibility (prime or sub?)		Prime
Project number	CFMSNo. 2000412790	Owner's name	LADOTD			
Project location	Statewide			Owner's Project Manager	Sam Pleasant, Esq.	
Owner's address, phone, email		1201 Capitol Access Road, Baton Rouge, LA 70802; (225) 379-1022; sanettria.pleasant2@la.gov				
Services commenced by this firm (mm/yy)		12/18	Total consultant contract cost (\$1,000's)			< \$200
Services completed by this firm (mm/yy)		11/21	Cost of consultant services provided by this firm (\$1,000's)			100%

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

SJB Group provided LA DOTD with contract-specific construction engineering, construction scheduling, claims analysis, and expert witness services for matters directly associated with the LA DOTD's highway and public works projects, upon reasonable notice and as needed and directed by the General Counsel, the Chief Engineer, or their designated assistants or representatives.

Highlighted Team Member: **Daryl Ivy**

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	SJB Group, LLC		Discipline(s)* CPM	CPM
Project name	Retainer Contract for Critical Path Method (CPM) Analysis		Firm responsibility (prime or sub?)	Prime
Project number	700-99-0503	Owner's name	LADOTD	
Project location	Statewide		Owner's Project Manager	Dallas Ballmer, P.E.
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA 70802; (225) 379-1575; dallas.ballmer@la.gov			
Services commenced by this firm (mm/yy)	10/09	Total consultant contract cost (\$1,000's)		< \$1,000
Services completed by this firm (mm/yy)	01/13	Cost of consultant services provided by this firm (\$1,000's)		100%

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

SJB Group was again selected by the LA DOTD to perform Construction Time Analysis services using the Critical Path Method (CPM) of analysis for statewide construction projects. The retainer contract had a program ceiling of \$1,000,000 and a four-year term with multiple projects performed under separate Task Orders.

As part of the scope of services, SJB Group employed the CPM technique to construct and to review models of LA DOTD projects that include a list of all activities required, the earnings and duration of each activity, and the dependencies between the activities. SJB Group used this information to calculate starting and ending dates for each activity, determine which activities are critical to the duration of project, and quantify the amount of "float time" for activities that are less critical. This allowed LA DOTD personnel to prioritize activities for the effective management of project completion alongside the benefits CPM scheduling brings to the contractors. SJB Group also routinely checked for plan errors and trained LA DOTD's Project personnel in CPM and the use of Primavera software. Occasionally, when requested by LA DOTD, SJB Group determined cost estimates and provided any value engineering or construction proposal concepts related to the design of projects. CPM scheduling helped the project team: develop, implement, and communicate plans for the work; set, monitor and measure production rates; document progress; prioritize use of resources; and manage change. The technique is particularly effective when project stakeholders use partnering to complete the work.

Team: **Daryl Ivy**

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	SJB Group, LLC		Discipline(s)* CPM	CPM
Project name	Retainer Contract for Critical Path Method (CPM) Analysis		Firm responsibility (prime or sub?)	Prime
Project number	700-99-0404	Owner's name	LADOTD	
Project location	Statewide		Owner's Project Manager	Dallas Ballmer, P.E.
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA 70802; (225) 379-1575; dallas.ballmer@la.gov			
Services commenced by this firm (mm/yy)	01/07	Total consultant contract cost (\$1,000's)		< \$750
Services completed by this firm (mm/yy)	07/09	Cost of consultant services provided by this firm (\$1,000's)		100%

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

SJB Group was selected by the LA DOTD to perform Construction Time Analysis services using the Critical Path Method (CPM) of analysis for statewide construction projects. The retainer contract had an original program ceiling of \$500,000, which was extended to bring the total retainer to \$750,000. Multiple projects were performed under separate Task Orders over the duration of the contract.

As part of the scope of services, SJB Group employed the CPM technique to construct and to review models of LA DOTD projects that include a list of all activities required, the earnings and duration of each activity, and the dependencies between the activities. SJB Group used this information to calculate starting and ending dates for each activity, determine which activities are critical to the duration of project, and quantify the amount of "float time" for activities that are less critical. This allowed LA DOTD personnel to prioritize activities for the effective management of project completion alongside the benefits CPM scheduling brings to the contractors. SJB Group also routinely checked for plan errors and trained LA DOTD's Project personnel in CPM and the use of Primavera software. Occasionally, when requested by LA DOTD, SJB Group determined cost estimates and provided any value engineering or construction proposal concepts related to the design of projects. CPM scheduling helped the project team: develop, implement, and communicate plans for the work; set, monitor and measure production rates; document progress; prioritize use of resources; and manage change. The technique is particularly effective when project stakeholders use partnering to complete the work.

Team: **Daryl Ivy**

18. Approach and Methodology:

INTRO

SJB Group is a multi-disciplined consulting firm that provides civil engineering, land surveying, subsurface utility engineering, landscape architecture, planning, and construction services to public and private clients throughout the Southeastern region of the United States. Our company, founded in 1953, is headquartered in Baton Rouge, LA at 5344 Brittany Drive. We regularly perform work for and throughout the State of Louisiana.

SJB Group has performed analyses related to construction time and cost, using Critical Path Method (CPM) and other techniques, for DOTD Construction Section for more than twenty years. This work foundation has allowed SJB to provide complementary services to DOTD DBE Supportive Services and to DOTD Legal Section and, from time to time, to general contractors, subcontractors, material suppliers, designers, utility operators, universities, banks, developers, facility owners and other SJB divisions.

PERFORMING THE WORK

Advertisement's ATTACHMENT A- SCOPE OF SERVICES splits various tasks into **Prior To Letting** and **Following Letting** groups. *Proposed Project Schedule*, see exhibit, is based on these tasks and their groupings (see legend discussed in **Proposed Project Schedule** section, below).

The five tasks in **Prior To Letting** group have been rarely asked of SJB Group during its twenty-year history of performing CPM analyses for DOTD. Consequently, these tasks are considered "one off" with work plan, schedule, and resources allocation determined, cognizant of DOTD's needs, at time such task is requested (see OBL, below, regarding fifth task). Early work on these tasks will benefit from Mr. Ivy's experience as estimator, drafter, planner, office engineer, scheduler, project engineer, contracts administrator, project manager, design engineer, and construction engineering consultant.

Most of the **Following Letting** tasks correlate to a given DOTD construction project's *Construction Progress Schedule* as it moves through various phases during project's lifecycle. The original baseline leads off¹, Updates are done monthly all along, and others help manage change (proposed logic re new plan for work, time impact analysis, and revised baseline). The IDIQ contract uses task orders ("TO") to define the scope of tasks to be performed with the most common TO set to provide CPM analysis services throughout the lifecycle of a given DOTD construction project. Each schedule phase has a different focus thus a different analysis is used for the given phase.

The **Original Baseline** ("OBL") schedule provides the first comprehensive look at the contractor's plan for the work of the given project. This CPM analysis is a very large effort made in compressed timeframe. Detailed checks are done including the following: activity scope definition, accuracy of cost loading, viability of CPM network logic, compliance with contract requirements, feasibility of plan, etc. The OBL is used to provide a minimum progress metric (i.e., late start scheduled earnings curve) to help monitor overall work progress. (The analysis for the fifth **prior to letting** task re pre-award activities is like that for OBL but with reduced scope and compressed timeframe.)

Update schedules ("updates") follow OBL and focus on measuring progress, determining status, and completing as-built documentation at set interval (per each monthly partial estimate) through completion of construction (last one is comprehensive as-built schedule). We prepare a *near-term look ahead schedule* exhibit ("NTLAS" Gantt chart) and feature it to consolidate and communicate our review findings. Our analysis breaks the given update schedule into three parts... past, now, and future.

¹ Schedule development may begin using Initial Work Plan ("IWP") bar chart schedule concerning work during first few months of the construction project.

Review of the past has its focus on construction's interim progress. We highlight actual start and finish dates in NTLAS for reference and to facilitate checks on accuracy and comprehensiveness of this data by jobsite personnel. We identify Look Back Critical Path ("LBCP") activities² for the interval using proprietary method, use this to check contractor's LBCP coding, and document these on NTLAS.

Review of now is to confirm status of construction at the time of the Update. It is based on based on good past documentation and checks remaining duration assigned to work-in-progress activities. Activity and pay item group cost to date and cost at completion totals for update are compared to OBL's schedule earnings and other charts to evaluate construction progress.

Review of future looks at contractor's plan for remaining construction. Activities that are to be worked in the next 45 days or so are shown in detail on NTLAS while later efforts are summarized. The Look Ahead Critical Path ("LACP") activities are identified and checks on software's determination and for contractor's LACP coding are done. We highlight activities with high total float flexibility for contractor check for missing successor relationships and to ensure DOTD is told of planned start for such work. Analysis identifies any logic changes brought by the update to determine acceptability or to require its correction and resubmittal accompanied by Revised Baseline schedule, see next paragraph, and discussion of new plan for remaining construction.

Occasionally, progress and other influences lead contractors to change the plan for remaining work and related CPM network logic in the Construction Progress Schedule. DOTD's proposed special provision for CPM schedules has two schedule types to specifically address such changes, i.e., Revised Baseline ("RBL") and Time Impact Analysis ("TIA") schedules.

RBL schedule is required when there are significant changes to schedule logic. Analysis of RBL includes identification of what changed and why followed by confirmation of accurate progress data and subset of OBL techniques to provide detailed review of changed logic and adequacy of related documentation. Upon acceptance, the RBL is used to recalculate the minimum progress metric.

TIA schedule is used in evaluation of the effects of impact(s) on the project. The new CPM Special Provision requires it to be prepared following rigor provided by AACEI RP No. 52R-06.³ Analysis of TIA is like that for RBL in the preceding paragraph. However, time is of the essence during review of TIA since, upon acceptance, the TIA and related documentation is used to prepare change order for time extension and compensation due, if any.

PROPOSED PROJECT SCHEDULE

An exhibit showing our proposed project schedule is attached at the end of Section 18. It shows all the tasks per Advertisement's ATTACHMENT A-SCOPE OF SERVICES in light blue italic font with alphabetic labels used for **Prior To Letting** (light blue italic font with alphabetic labels) and for **Following Letting** items. The "one off" tasks are identified then a detailed schedule is developed for the most common type of task order. Related IDIQ tasks are then mapped to the milestones and the various deliverables needed to administer DOTD's proposed Special Provision **Construction Progress Schedule** (both Bar Chart and CPM parts). Deliverables are then mapped to the common timeline. Finally, the nominal duration for preparation of each deliverable is then super-imposed on the exhibit.

² LBCP activities for a given Update are any interim critical path activity (typically shown in previous update) that started during the update interval. Scheduling software does not determine this so contemporaneous determination and documentation is appropriate.

³ American Association of Cost Engineers, International ("AACEI") Recommended Practice No. 52R-06, *Time Impact Analysis as Applied in Construction*.

QUALITY AND/OR EFFICIENCY IMPROVEMENT

SJB Group has provided CPM Analyses to DOTD for more than twenty years. We have developed, implemented, refined, and used many of the analyses now considered state-of-the-art for this work. The following list includes some of these quality and/or efficiency improvements: specialized checklists, early identification of “Progress Only” updates, proprietary technique to document LBCP activities, schedule log, PIG Charts, and use of virtual meetings (except those for preconstruction, earliest update(s), major changes to plan for work and in CPM logic, and upon request).

We helped DOTD to develop its proposed Special Provision **Construction Progress Schedule**. It should help with quality and efficiency in several ways. Use of computers as gate keeper in applying simple rule checks should eliminate many common mistakes from CPM submittals thereby saving time and cost. Simplification of CPM requirements should make it easier to prepare schedules and to improve consistency of reviews. Enforcement of timeliness for submittals should make the CPM process more routine and thereby reduce bias (especially from hindsight) and frequency of logic revisions (including manipulation of total float). Use of the ACEI standard will help clarify preparation of TIA and improve use of schedule by easier, faster review and facilitate quicker resolution of time-related issues.

Our firm also maintains a team of engineers and surveyors equipped with knowledge of OpenRoads Designer TopoDOT and InSuite MicroStation. Our expert team includes licensed drone pilots who have received safety certifications for the Unmanned Safety Institute and participated in the Federal Aviation Administration’s WINGS Pilot Proficiency Program. We maintain state-of-the-art equipment and software to deliver LiDAR services quickly and in a format that is useful to your team. By utilizing drones our team can provide highly efficient and detailed methods to prepare a sequence of construction. Drones capture high-resolution aerial photographs, which can be georeferenced and integrated into MicroStation and AutoCAD drawings. These images offer an accurate and up-to-date visual representation of the project site, serving as the foundation for adding linework that illustrates proposed phases of construction. Additionally, the process facilitates the preparation of detailed notes for a sequence of construction plan set, ensuring that contractors and stakeholders understand the intended progression of activities. This approach improves communication, reduces ambiguities, and enhances overall project efficiency. Support from our team could be used for Sequence of Construction, quantity surveys and progress documentation.

Finally, we are going to use the required TO/IDIQ status reporting to help ensure timeliness of Construction Progress Schedule submittals. We will assign a project manager to lead this effort. This should help level reviewer backlog and minimize contractor’s temptation to use hindsight or manipulation of CPM network logic during preparation of schedule submittals.

Project Schedule per 4400031512-14_IDIQ CPM Analysis

for a given DOTD Project H.#####.6 (one of many DOTD CPM Construction Projects)

CPM Task Order ## for the given Project under IDIQ

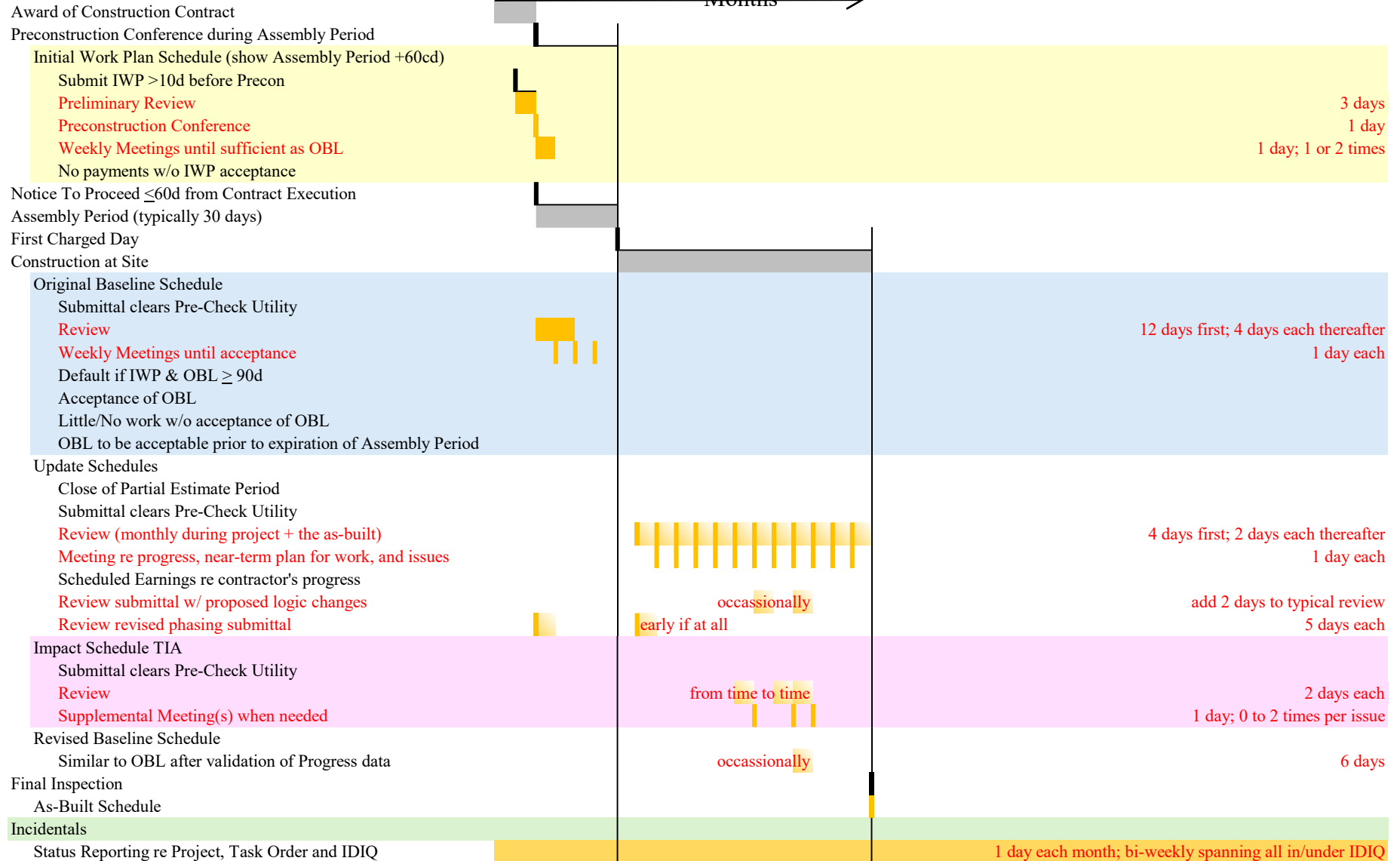
NOTE: SJB Group responsibilities are shown in **red font** and with **orange bar** on timeline

Before Letting (alphabetic labels re ATTACHMENT A below; use custom schedule upon need)

- A) Estimate construction cost and time
- B) Review plan constructability
- C) Coordinate with the department in plan and proposal development, particularly related to sequence of construction
- D) Provide value engineering proposals related to the design and construction of the project

After Letting (see Endnote below)

- E) Review pre-award documents and participate in pre-award activities as needed



NOTE: SJB Group has helped DOTD toward a new specification for its CPM Projects. The Schedule above shows details of the new CPM specification for a given Project on a common timeline. It is understood that ATTACHMENT A **After Letting** scope requirement Items 1-8, inclusive, are pervasive to all of SJB Group's work under a given Project's Task Order.

19. Workload:

Firm(s) ALL FIRMS MUST BE REPRESENTED IN THIS TABLE	Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
SJB Group, LLC	CPM	Contract Number:4400017485	IDIQ Contract for Critical Path Method (CPM) Analysis	N/A
SJB Group, L.L.C	Survey	Contract No: 44-17597 S.P. No. H.4400017597	IDIQ Surveying Services Rural Bridge Replacement Initiative	667
SJB Group, L.L.C	Survey	Contract No: 44-16018 S.P. No. H.0120012.5	LA 339 Canal and Creek Bridge	4,393
SJB Group, L.L.C	Survey	Contract No: N/A S.P. No. H.013716.5	US 167 Johnston St. – Mt. Vernon - Churchill	39,723
SJB Group, L.L.C.	Survey	Contract No: 44-17711 S.P. No. H.005121.5 Task Order 5	LA 1 – LA 415	N/A
SJB Group, L.L.C.	Right-of-Way	Contract No: 44-28371 S.P. No. H.004100.5 Directive 1	I-10 LA 415 Acadian	10,536
SJB Group, L.L.C.	Right-of-Way	Contract No: 44-28371 S.P. No. H.004100.5 Directive 2	I-10 LA 415 Directive 2	1,536
SJB Group, L.L.C.	Right-of-Way	Contract No: 44-28371 S.P. No. H.004100.5 Directive 3	I-10 LA 415 to Essen – Directive 3	84,651
SJB Group, L.L.C.	Other (DBE)	Contract No: 44-26952 S.P. No.	LA DBE Supportive Services	490,714
SJB Group, L.L.C.	Survey	Contract No: N/A S.P. No. H.15487	NOLA PED Safety Improvements Phase 2	99,021

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 <u>exactly</u> as registered with Louisiana's Secretary of State (SOS): <u>including punctuation, include screenshot(s) from SOS at the end of Section 20</u>)	Address	Point of Contact and email address	Phone Number

(Add rows as needed)

23. Location:

If location is an evaluation criterion for this advertisement (see page 2) 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 Evaluation Criteria section of the advertisement.**