



EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

AGENDA

Board of Directors Meeting

[Zoom](#) Meeting

May 21st, 2020 @ 9:15 AM

Chair

Geoffrey Sears,
Wareham Development

Vice Chair

Betsy Cooley, At-Large
Residential Member

Secretary

Vacant

Treasurer

Andrew Allen
At-Large Business
Member

Directors

Peter Schreiber,
Pixar

Colin Osborne

At-Large Business
Member

Kassandra Kappelos
Public Market

Bobby Lee, At-Large
Residential Member

1. Call to Order
2. Public Comment
3. Approval of the Minutes of the March 19th, 2020 Board of Directors Meeting (Attachment)
4. Executive Directors Report
 - A. Status Update on EGR Bus Yard at Mandela Parkway
 - i. Review of Project Schedule
 - ii. CTC Approval of Airspace Lease
 - B. Status Update on Emery Go Round Ridership & Performance during COVID-19 (Attachments)
 - C. Review of Annual Report Draft
5. Business Items
 - A. Construction Administration Services (Attachments)
 - i. Review of Statement of Qualifications
 - ii. Selection of Construction Administration Firm
 - iii. Approval of Professional Services Agreement and Authorization of Phase 1 Project Budget
 - B. Revenue/Cost Projections and 2021 Preliminary Budget (Attachments)
 - i. Review and Discuss Revenue and Cost Projections through 2030
 - ii. Review and Consider approval of the 2021 Preliminary Budget and Recommendation for PBID Levy increase to Emeryville City Council
 - C. Review of 1st Quarter Financial Report (Attachment)
6. Confirm date of Next Meeting – June 12th, 2020 @ 9:15 AM (NOTE SPECIAL MEETING DATE)
7. Adjournment

EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

ACTION SUMMARY MINUTES

Board of Directors Meeting

March 19, 2020

1. Call to Order

The meeting was called to order at 9:17 AM by Chair, Geoffrey Sears.

Directors Present: Geoff Sears, Julie Cai, Andrew Allen, Betsy Cooley, Bobby Lee

Staff Present: Roni Hatstrup, Karen Boggs, Tiffany Gephart, Gray-Bowen-Scott

Others: Charlie Bryant, Christine Daniel, City of Emeryville

2. Public Comment

No Public Comment.

3. Approval of Minutes of the August 15th, 2019 Board of Directors Meeting

Betsy Cooley motioned for approval of the minutes. Julie Cai seconded the motion.

This item was approved by majority vote, Andrew Allen abstained.

AYE: 4

NAY: 0

ABSTAIN: 1

4. Executive Director's Report

A. Status update on EGR Bus Yard at Mandela Parkway

Roni provided a status update on the bus yard, noting that the lease would likely be brought to CTC for approval in May. Roni further noted that the final design package was under review by Caltrans, but that the critical path item is CTC approval of the lease.

Lastly, Roni noted that she would bring qualifications from Construction Administration firms for Board consideration at the next meeting.

B. Status Update on Emery Go-Round Response regarding COVID-19 and Public Messaging

Roni provided an overview of the ETMA's response to the COVID-19 Shelter in Place order, noting that the vehicles are being disinfected after each shift and shuttle operators who have greater health concerns are not working. Roni further noted that ridership had declined significantly, by nearly 90% and suggested service be modified to eliminate the commute service plan and to operate only the standard service plan. Roni informed the Board of the issues with shuttle capacity at the BART station and suggested the service be modified for the purpose of reducing exposure to shuttle operators, while maintaining the level of service to riders. Roni noted that the proposed service modification would have a nominal impact to riders, therefore suggested implementation for Monday, March 23rd. After some discussion and concerns raised by the Board about the lack of advanced notice to riders of the service changes, staff agreed to postpone the modified service implementation to March 30th. The Board asked for regular updates as BART and AC Transit modify their services.

5. Business Items

- A. Review and Consider Approval of First Amendment to License Agreement with Bio Med (BRE-BMR 53rd LP) for continued use of parking lot at 4555 Horton Street through September 14, 2020

EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

ACTION SUMMARY MINUTES

Board of Directors Meeting

March 19, 2020

Roni presented the amendment to license agreement with BioMed for use of the Horton Street site and noted that amendment extended the term of the agreement to September 2020 and allows access along the back fence-line for construction activities at the adjacent site.

Charlie Bryant noted that the planning commission did approve an extension of the use permit through April 2021. As far as the City is concerned access will be available to the lot through April of 2021.

Andrew Allen motioned for approval, Bobby Lee second. The motion was approved by unanimous vote.

Aye: 5

Nay: 0

Abstain: 0

B. Review and Consider Approval of First Amendment to Lease Agreement with Hollis General Partnership for continued use of the office facility located at 1601 63rd Street

Geoff Sears announced that he will recuse himself from commenting and voting on the item.

Roni presented Amendment 1 to the lease agreement with Hollis General Partnership for continued use of the operations office facility on 63rd Street through September 2020. Betsy Cooley inquired about whether there were any changes to the terms. Roni noted that the base rent increased slightly. Roni noted the agreement will be revisited in August for further extension and noted that the timeframe for relocating the office would likely be beyond December 2020, due to the delays with the lease approval.

Andrew Allen motioned for approval; Betsy Cooley seconded. Geoffrey Sears abstained. The motioned carried by majority vote.

Aye: 4

Nay: 0

Abstain: 1

6. Suggestions/Requests from Board Members

7. Confirm Date of Next Meeting

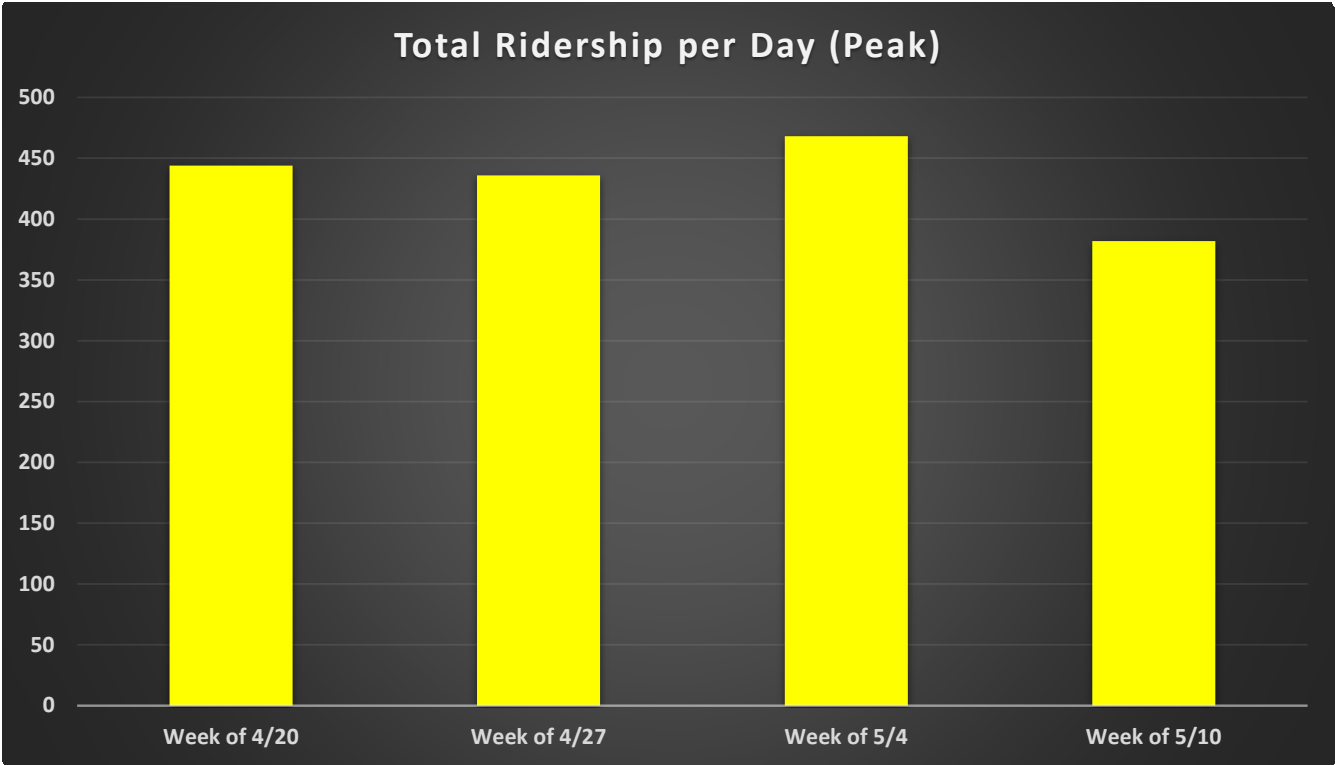
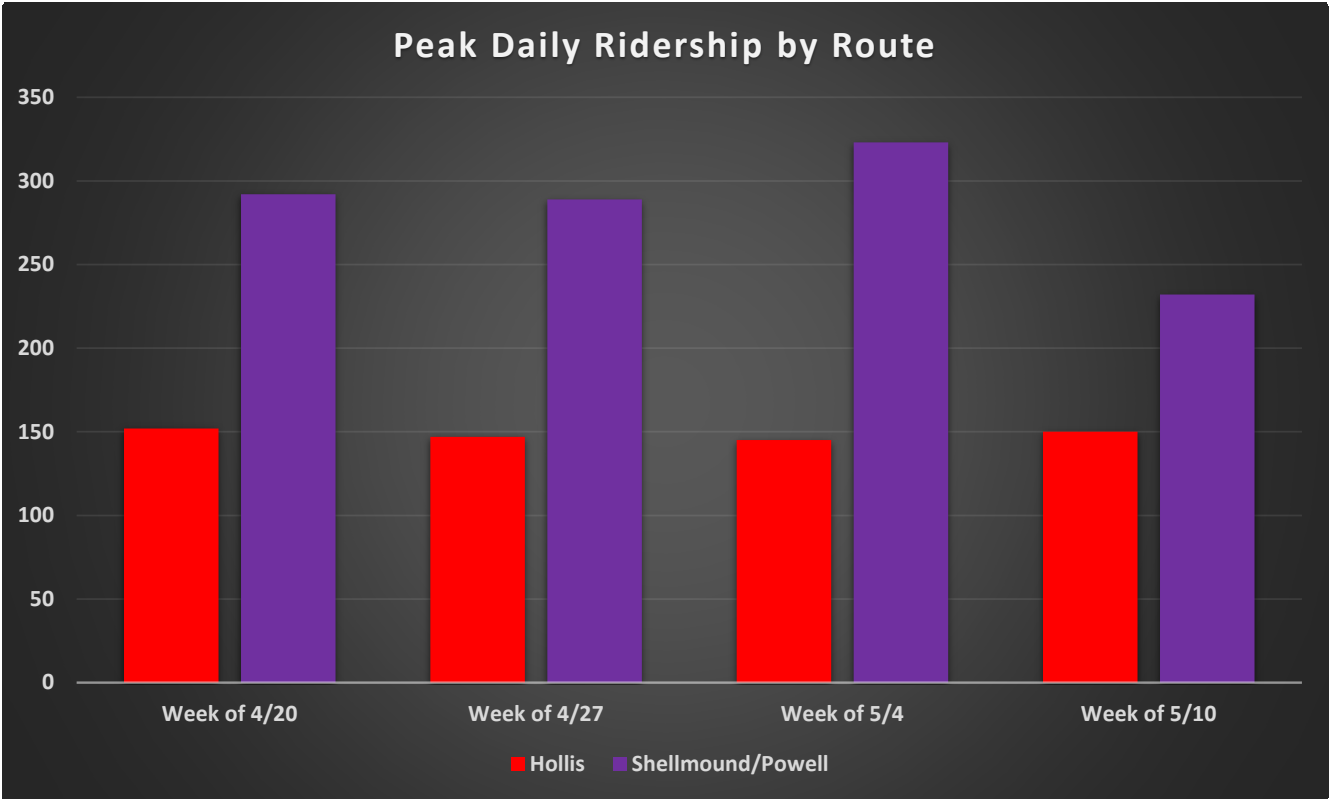
The meeting date of April 16, 2020 at 9:15AM was confirmed.

8. Adjournment 10:20am

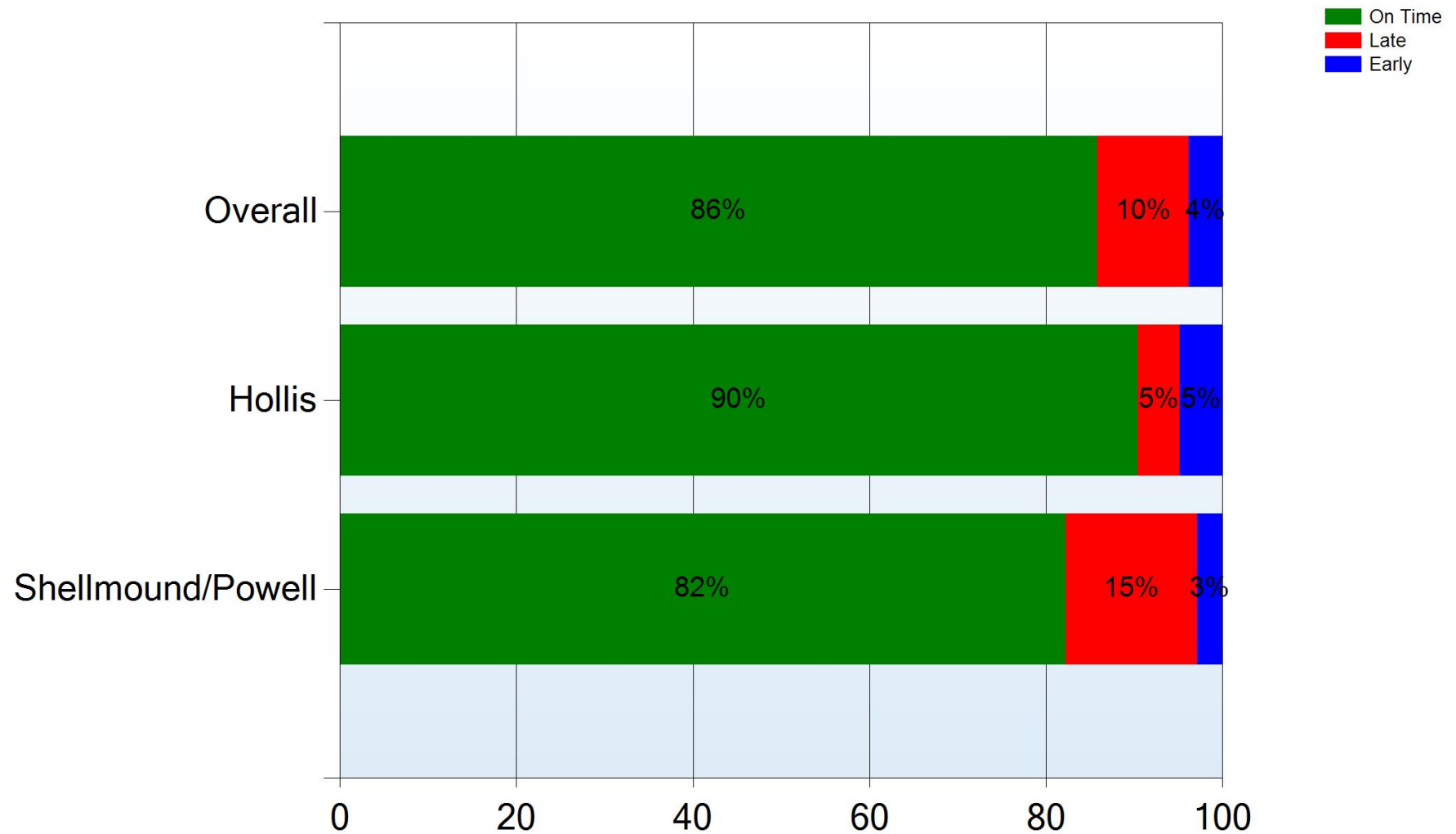
Draft Schedule – Emery Go Round Bus Yard

Work Item	Target Date
Board Selection and Contract Approval for CA Firm	May 21 st
Execute Contract w/ CA Firm	May 22 nd
PX Permit – City of Oakland	June 1 st
Draft Encroachment Permit w/ Attachments to Caltrans Airspace	June 1 st
Finalize Bid Package	June 12 th
Board Approval of Bid Package	June 12 th
Board Approval of Airspace Lease	June 12 th
Advertisement of Bid Package	June 15 th
CTC Lease Approval	June 24 th
CT Encroachment Permit Application Submittal	June 25 th
Execute Lease Agreement	June 30 th
Obtain Encroachment Permit from Caltrans	July 1 st
Contractor Bids Due	July 10 th
Contractor Selection – Board Approval of Contract	July 16 th
Board Approval to Place Order for Modular Office Building	July 16 th
Submit Double Permit Application w/ Caltrans	July 17 th
Begin Construction	August
Site Construction Completion	December 31 st
Complete Modular Office Installation	TBD
Move In!	TBD

Emery Go Round Ridership Analysis
April 20th - May 15th 2020



Overall Performance





EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

April 14, 2020

Distribution via email

Subject: Request for Qualifications for Construction Administration Services

Dear Sir/Madam,

The Emeryville Transportation Management Association (TMA) is issuing this Request for Qualifications for Construction Administration services to administer the construction of the Emery-Go-Round Fleet Parking facility in West Oakland, California.

The Emeryville TMA is a 501c(3) non-profit organization formed for the primary purpose of providing the Emery-Go-Round Shuttle service in Emeryville California. The organization has operated the Emery-Go-Round shuttle program for over 20 years, which serves as a vital link from the MacArthur BART Station to various locations throughout Emeryville. The service is fare-free and open to the public.

The Emeryville TMA has negotiated a long-term lease with the Caltrans Airspace Lease division for a site located on Mandela Parkway under the I-80/580 MacArthur Maze freeway structure (adjacent to the Extended Stay America), which is scheduled for approval by the California Transportation Commission (CTC) on May 13th, 2020. The final design package has been reviewed by Caltrans and was concurred upon in March 2020. An encroachment permit application for the construction improvements within the City of Oakland right of way (sidewalk and median turn pocket) is currently under review. Upon CTC approval of the lease, a Caltrans Encroachment Permit for construction will also be obtained.

The management services of the Emeryville TMA are provided by Gray Bowen Scott, however the teams primary role is management of the non-profit and shuttle program. The Emeryville TMA wishes to retain the services of a qualified construction administration firm to develop the front-end administrative specifications of the construction contract, support the Emeryville TMA in the contractor procurement process and to oversee the construction phase of the Emery-Go-Round fleet parking facility, to ensure all improvements are constructed in accordance with the approved Plans, Specifications, and Permits.

The project involves construction of a shuttle fleet and employee parking facility to store the organizations 30 fleet vehicles and approximately 15 employee vehicles, lighting and landscaping, as well as installation of a 24x60 modular office building. Installation of electric, water, and sewer utilities will also be included.

The project Plans, Specifications, and Estimates, prepared by BKF Engineers, are available by email request to Chris Doerksen at chris@graybowenscott.com. Emeryville TMA anticipates a 6-month construction duration after the contractor's Notice to Proceed (NTP). BKF Engineers will be retained for the construction phase to provide design support services related to Requests for Information (RFIs) and Design Submittals.

Interested firms should provide a proposed approach in developing the administrative specifications, a proposal for supporting the Emeryville TMA in the contractor procurement process and administering the construction contract to ensure timely delivery of the project. Please include qualifications of your firm as well identifying key staff that will work on this project. Firms shall propose a scope of work that balances efforts needed to oversee the construction contractor and coordinate with the Emeryville TMA, Caltrans, City of Oakland, and utility agencies while being mindful of budget constraints. As a non-profit organization, Emeryville TMA is not afforded with significant funds for construction administration and is looking for a firm to help identify the right balance with quality assurance and budget. To this point, firms shall identify in the approach and scope of work what administration efforts are high priority and which efforts may be optional in nature.

Your qualifications submittal shall include the following:

1. Letter stating the firm's proposed approach, recommended staff, and commitment to the project.
2. Scope of Work Proposal.
3. Resume(s) of proposed staff.
4. Anticipated level of effort for staffing hours and budget for the following tasks:
 - a. Developing the front-end administrative construction contract specification
 - b. Assistance with soliciting, receiving, and evaluating contractor bids
 - c. Assistance with negotiating and finalizing the construction contract
 - d. Contractor Oversight and Communication
 - e. Reviewing change orders, invoices, and contractor payments.
 - f. Coordination with Caltrans, the City of Oakland, Utility Agencies, and all other relevant agencies as needed to deliver the successful construction of the project.
 - g. Regular communication with the Emeryville TMA and apprising them of any critical project issues.

If you wish to include additional items that may be helpful in aiding ETMA's administration of the project, please do so and include an explanation. Firms will be evaluated on qualifications and the proposed approach to meet Emeryville TMA's requirements. The cost proposal will not be a factor in the selection and will be used for negotiating purposes after Emeryville TMA has selected the top ranked firm. Qualifications shall be submitted to the Emeryville TMA via email to admin@emerygoround.com, no later than 5:00PM on May 13th, 2020. Questions should also be emailed to admin@emerygoround.com.

Thank you for your time and consideration of this request.

Sincerely,



Veronica Hattrup
Executive Director

Statement of Qualifications to Provide CONSTRUCTION ADMINISTRATION SERVICES for the EMERY-GO-ROUND FLEET PARKING FACILITY

May 12, 2020



Presented to:

**Emeryville Transportation
Management Association**

Presented by:





CM | claims | project controls

May 12, 2020

Veronica Hattrup
Executive Director
Emeryville Transportation Management Association
admin@emerygoround.com

RE: Request for Qualifications for Construction Administration Services for
Emery-Go-Round Fleet Parking Facility

Dear Ms. Hattrup:

Zoon Engineering is thrilled to submit our qualifications for construction administration services for the Emery-Go-Round Fleet Parking Facility project. We are excited about the opportunity to assist the Emeryville Transportation Management Association (ETMA) with the delivery of this important project. We have a strong understanding of the project's construction elements and budget constraints and have prepared a proposal that highlights our expertise in managing your project to achieve success.

Successful project delivery requires the application of extensive technical knowledge, comprehensive professional experience, and sound engineering judgment to all aspects of the project while meeting stakeholder expectations around budget and schedule. Zoon Engineering is well equipped to assist you and our project delivery strategy combines clear communication with a well-developed ability to build consensus amongst stakeholders while balancing the needs and requirements of all involved. Success is achieved through creating and nurturing strong working relationships which enables timely and effective issues' resolution to keep your project moving quickly to completion.

At the center of our strategy to deliver the Emery-Go-Round Fleet Parking Facility project for the ETMA is our Project Manager Ernest Klock, PE who has significant direct project management experience for public agencies and has delivered many successful infrastructure projects for Marin County. In addition to developing Marin County's boiler-plate construction specifications for over 10 years, Ernest has delivered hundreds of projects like yours that included pavement rehabilitation/construction, bike/ped/ADA components, utility coordination, and inter-agency cooperation with local municipalities and Caltrans. Ernest will be supported by Mirza Baig for construction inspection and Dana Hissen for office engineering and general project management support. All members of the team have extensive experience and a proven track record of success accumulated over years in this industry.

As a certified Small Business Enterprise (SBE) established in the Bay Area, Zoon Engineering has a unique perspective and unmatched experience to successfully manage the Emery-Go-Round Fleet Parking Facility Project. Our small size enables us to deliver a high-quality team with extensive experience and skills while maintaining an overhead rate lower than larger firms, resulting in significant value to ETMA. I can be reached at (925) 451-1585 or email nhissen@zoon-eng.com should you have any questions or require any further information.

Sincerely,

A handwritten signature in blue ink, appearing to read "Nabil Hissen", written over a white rectangular background.

Nabil Hissen, PE
Principal In Charge

SECTION 1: FIRM QUALIFICATIONS AND EXPERIENCE

Zoon Engineering was founded in 2008 with the express goal of providing high quality engineering and project management services within a dynamic, flexible and tasked focused organization. Despite the difficult economic environment of the past few years, Zoon continues to thrive as evidenced by our growth to a current size of 29 employees.

Zoon has been involved in several high-profile public works projects in California including the Presidio Parkway Reconstruction, New Eastern Span of the San Francisco-Oakland Bay Bridge, Presidio Parkway, Caldecott Tunnel and the California High Speed Rail program. The firm's guiding principle is to add value to private entities and public agencies by furnishing high level technical resources and expertise.

Perhaps more pertinent to the TMA, Zoon also has extensive experience in managing local roadway and freeway projects with recently completed or current pertinent projects listed below:

Legal Name of Firm: Zoon Engineering, Inc.
Address: 3960 Adeline Street Suite 3, Emeryville, CA 9468
Telephone: 925.451.1585
Web Site: zoon-eng.com
Email: nhissen@zoon-eng.com
Date Established: 2008
Current Size: 28 employees
Project Manager: Nabil Hissen, PE

- Marine Ave Undergrounding (Rule 20A) and Street Improvement, TMA of Albany, partially within Caltrans Right of Way with Encroachment Permit, Completed May 2018
- I-680 Express Lane from San Ramon to Walnut Creek, MTC / BAIFA, Completed in 2017
- I-880 Express Lane Project from Oakland to Milpitas, Caltrans / MTC / BAIFA, On-going
- Clarke Ave / Highway 101 Pedestrian / Bicycle Overcrossing, TMA of East Palo Alto, Completed September 2019, Federally Funded Project with Caltrans oversight

Our approach combines highly developed engineering and management capabilities with proven problem solving and relationship building skills. *Zoon Engineering is a certified Small Business.*

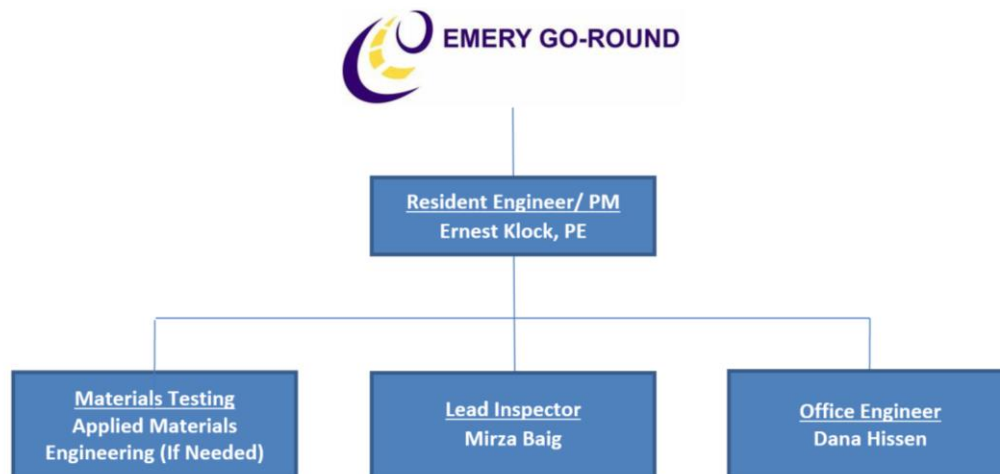
Zoon specializes in providing program management, construction management, project controls, and contract administration services on complex and sensitive infrastructure projects. We are proud of our excellent record of accomplishment and reaffirm our strong commitment to protect our clients' interests. Our success can be traced to our passion and love for what we do and is a direct result of high-level technical engineering skills coupled with enhanced interpersonal capabilities. We excel in providing a wide array of services including:



- Project Management
- Construction Management
- Project Controls
- Claims Management
- Project Administration
- Resident Engineering
- Scheduling
- Cost Estimating

SECTION 2 - TEAM ORGANIZATION & RESUMES

Zoon brings an extremely qualified team with years of experience working on projects similar to yours. Along the way, our Team honed their abilities and perfected their approach to providing the services required for the success of the Emery-Go-Round Fleet Parking Facility. *Led by Ernest Klock, PE as your Resident Engineer/Project Manager, our team includes Mirza Baig as your Lead Inspector and Dana Hissen as Office Engineer. Although not specifically requested by the RFQ, we are able to bring in Applied Materials Engineering (AME) for materials sampling and testing if needed.*



The following table provides the anticipated level of effort per the tasks outlined in the RFQ.

Estimated Hours by Task and Subtask	Ernest Klock, PE PM/Resident Engineer	Mirza Baig Lead Inspector	Dana Hissen Office Engineer	Hours By Task
Task 1 Front-end Administrative Construction Contract Specification	60	40	40	140
Task 2 Bid Soliciting and Award	40	40	20	100
Task 3 Negotiating and Finalizing Construction Contract	40	40	40	120
Task 4 Contractor Oversight and Communication	40	700	40	780
Task 5 Change Orders, Invoices, and Contractor Payments	40	40	80	160
Task 6 Coordination with Outside Stakeholders and Agencies	30	60	20	110
Task 7 Regular Communication with TMA	30	40	40	110
GRAND TOTALS	280	960	280	1,520

The above estimated hours are merely an estimate and our team will do its utmost to conserve budget and reduce TMA's costs wherever possible. We are confident of our ability to keep construction management costs below the target 8% of construction cost.

Resumes of our selected team follow.

ERNEST KLOCK, P.E.

Project Management | Resident Engineering | Project Controls | Construction Management

Years of Experience

23

Education

B.S., Civil Engineering, Long Beach State University, 1997

Professional Registration

Professional Engineer: California, 2002

Key Qualifications

Ernest has over 23 years of experience and is highly equipped in directing all phases of Capital Project development including expertise in the planning, design, and delivery of public works infrastructure and maintenance projects across a broad range of civil engineering disciplines. An expert in program management and project delivery for Public Works agencies, Ernest is a strategic and collaborative leader with a proven track record of building and directing effective cross-functional teams to support a wide range of internal/external clients. He creates, manages, and coordinates programs/projects to ensure that stakeholder expectations are met, and all goals are achieved with regards to schedule, safety, quality, and cost. Ernest is a motivated, enthusiastic, and proactive team player with strong interpersonal skills and excellent communication skills. Core competencies include:

- Complex project management from inception to completion
- Design & construction of civil engineering projects
- NEPA/CEQA compliance and resource agency permit coordination
- Federal & state grant administration and audit compliance
- Multi-agency collaboration – utility districts, cities/towns, neighbor counties, special districts

Experience

Assistant Director, Marin County Department of Public Works

As an Assistant Director for the Marin County Department of Public Works, Ernest managed six divisions totaling almost 50 staff including: Waste Management with four distinct waste hauler franchise agreements, Certified Unified Program Accounting (CUPA), Radio Communications, Engineering Services, Stormwater Program, and Real Estate. Ernest also oversaw programs and projects for two Joint-Powers-Authorities (JPA) serving as the Executive Director of Marin County Zero Waste and Operations Officer for the Marin Emergency Radio Authority (MERA).

Engineering Division Manager, Marin County Department of Public Works

As the Engineering Services Division manager for the Department, Ernest was responsible for a staff of 15 (including a surveys division) in the development and delivery of several capital programs including: three (3) five-year paving programs over the last 15 years with over \$100M in projects, the Storm Damage Program, the Bridge Program for Marin County's 56 on-system bridges, a recurring annual \$250K Bike/Ped/ADA program, private drainage assistance program, a Permanent Road Division program to assist private road owners with funding mechanisms to affect repairs, and countless smaller special projects. Project delivery in the purview of the Engineering Division requires expertise in CEQA/NEPA compliance, state/federal/local grant administration, regulatory agency permitting, stakeholder coordination, presentations to agency Boards/Councils/public meetings, and extensive knowledge of the design and construction of a broad range of

civil engineering projects. As Division manager for this smaller public agency, Ernest regularly assumed the role of Project Manager, Resident Engineer, and/or Inspector during his 10-year tenure as manager. Prior to managing the Division, Ernest was a project engineer for seven years serving as Resident Engineer and/or Inspector on many projects for Marin County. The Engineering Services budget was \$15M-\$25M annually.

Cal-Park Hill Tunnel Rehabilitation, San Rafael/Larkspur, California

As Project Manager on this \$27M project, Ernest interfaced with project stakeholders, administered grants from State, Federal, and local sources, negotiated inter-agency agreements, reviewed design, and coordinated construction management efforts. The project partners included Sonoma-Marín Area Rail Transit (SMART), Marin County, and the Transportation Authority of Marin (TAM), along with stakeholders from the Cities of San Rafael, Larkspur, and the Marin County Bicycle Coalition. Ernest developed and managed project controls for the budget and schedule of this \$27M project. The project included structural reinforcement of an 1,100-foot-long timber reinforced partially collapsed tunnel, along with north and south portal and track improvements to convert this corridor to dual-use - serving both the SMART train and bicyclists/pedestrians between Larkspur and San Rafael. Ernest was responsible for managing a team of 8 project support staff and construction managers.

Central Marin Ferry Connector Project, Larkspur, California

As Project Manager on this \$10M project, Ernest interfaced with project stakeholders, administered grants from State, Federal, and local sources, negotiated inter-agency agreements, reviewed design, and coordinated construction management efforts. The project partners included SMART, Marin County, TAM, and the City of Larkspur. The project included construction of a bicycle/pedestrian bridge over four lanes of Sir Francis Drake Boulevard – the busiest arterial in Marin County. Ernest's involvement in a formal project partnering process between project stakeholders and the selected construction contractor was key to mitigating change order risk and minimizing delays.

Next Generation Radio Communication Project, Marin Emergency Radio Authority

As MERA's Operations Officer, Ernest was the project manager for the Next Generation Radio Communications Project – a \$40M project to migrate from the 20-year old T-band system to a new P25 700Mhz Motorola Communication System for 25 member agencies in Marin County. Under Ernest's guidance the project passed a significant milestone as a Supplemental EIR was approved for the new system in December of 2019. Project challenges included the study/agency coordination of 18 communication sites (including four new communication sites) across the many affected jurisdictions in Marin, including several presentations to cities, special districts, and the public. As the project manager for the Next Gen Project, Ernest was responsible for the development and oversight of the Environmental contracts, special project manager contracts, as well as the management of the Motorola contract and presentation of monthly staff reports to the MERA Governing Board. He successfully negotiated several key change orders to ensure the Next Gen System was designed for ease of maintenance while enabling future expansion to meet the growing needs of the public safety agencies it serves.

Executive Director, Zero Waste Marin

With over two years as the Executive Director of Zero Waste Marin (a joint powers authority of Marin County Cities/Towns formed to comply with AB939/SB1322 – The Integrated Waste Management Act), Ernest led efforts to scope and perform an organizational assessment study for the JPA to develop strategies to meet its goal of Zero Waste by 2025. Further, Ernest has led efforts to increase staffing to ready member agencies for SB 1383 compliance (organics diversion from landfills and methane emission reduction) using franchise fees as a funding mechanism to offset agency costs.

MIRZA JUFAIN BAIG

Inspection | Change Management | Project Controls | Construction Management

Years of Experience

4

Education

M.S., Civil Engineering, California State University, Fullerton
B.S., Civil Engineering, Osmania University

Software Skills

AUTOCAD, Primavera P6, Bluebeam, Microsoft Office, Heavy Bid

Training

SWPPP, Caltrans Lane Closure System, Traffic Control, Trenching, Shoring, Excavation & Paving, OSHA 10 & OSHA 30

Key Qualifications

Mirza is a motivated and result-focused construction engineer with 4 years of experience spearheading complex multimillion-dollar Heavy Civil Public projects. Mirza is skilled in leading field crews and collaborating with project stakeholders to achieve high level production and complete projects within budget and time. Mirza is proficient in cost estimating, scheduling, job cost accounting and construction operations (excavation, paving & grading, demolition, drainage, retaining walls, traffic control, highway electrical work, signs, striping etc.). He also worked as Storm Water Pollution Prevention Inspector on various Highway Projects. Mirza has extensive knowledge of Caltrans Standard Plans and Specifications. The following is a list of selected project experiences:

Experience

I-880 Express Lanes Conversion Project, Alameda County, California

As Project Engineer on this \$44 million project, Mirza managed the field operations, traffic control, scheduling subcontractors, developing short term schedules, coordination with other contractors for night closures, coordination with owners, material ordering, quantity tracking for billings, permits, SWPPP Inspections, RFI's , Submittals etc. Under Project Manager Supervision, Mirza managed Change Orders, CPM Schedules & Claims. This BAIFA project involves conversion of the HOV Lanes to Express Lanes between Northbound and Southbound Hegenberger to Milpitas. The work involves three widenings, overhead sign structures, toll system infrastructure, CIDH etc. Mirza successfully accomplished challenges that involved managing both day and night crews, coordination of the night closures with other contractors working on this corridor, coordinating various subcontractors, attaining permits from various cities and managing SWPPP compliance.

State Route 92 Drainage Improvements Project, Alameda County, California

As Project Engineer and Superintendent, Mirza managed all the drainage work including submittals, running crews for demo and installation of storm drainage and inlets, ordering storm pipe material, and building precast inlets with field data for this \$300,000 project. This project involved demoing and relocating of the existing storm drain system in the median. Mirza successfully saved money by coordinating and negotiating with Caltrans for placing some of the drainage inlets cast in place.

State Route 92 AC Pavement Project, Alameda County, California

As Project Engineer on this \$1 million project, Mirza managed all the grinding and paving operations including running paving crews, coordinating and requesting lane closures, ordering material and trucking, submittals and tracking quantities for billings purposes. The project involved grinding and paving of lanes along with permanent striping on HWY 92. Mirza was successful with high production of the crews and completing this project within time and budget.

I-880 Median Barrier Project, Hayward, California

As Project Engineer on this \$50 million, Mirza started in the middle of the job managing field operations, scheduling of subcontractors and other trades, night-time closures, change orders, tracking quantities, coordination with all parties and contract administration. The project installed approximately 24 miles of concrete median barrier along with LED lighting from Fremont to Oakland along I-880. Mirza successfully accomplished coordination of the night closures with the other contractors working in the same corridor as there were no day-time closures in the median.

Fairmont Improvement Project, Alameda County, California

As Project Engineer, Mirza managed permits, submittals, scheduling of subcontractors, prepared traffic control plans, managed day time traffic control on this Alameda County \$4 Million Project. The project involved improvement of the City Streets in Fairmont mainly involving curb and gutter, and paving. Mirza successfully got approved the permits and traffic control plans in time to start the project as per schedule. Mirza also worked with the Project Manager in developing the CPM schedule.

DVC Campus Extension, San Ramon, California

As Project Engineer, Mirza managed the construction of the underground utilities (Fire, Water, Sewer and Storm Drain) and building pad on this \$3 Million DVC San Ramon Campus. Mirza was successfully able to coordinate many issues encountered on-site in timely manner to the owner and worked along the other subcontractor's to build the project in time.

DANA HISSEN

Office Engineer | Contract Change Order Coordinator | Scheduler

Years of Experience

5

Education

M.S. Eng., Structural/Earthquake Engineering – San Francisco State University, expected completion 2021

B.A., University of California Davis, 2014

Key Qualifications

As an office engineer, contract change order coordinator, and scheduler, Dana has robust experience in project controls, construction management, and contract administration. She has played key roles in managing contract estimates and budgets; identifying, negotiating, and writing contract change orders, and analyzing contractor schedules to ensure timely project delivery. Her experience on high profile projects lends her insights into working with various local and state agencies at every stage of project delivery.

Experience

101 Express Lanes, South Bay Area, California

Dana was the Office Engineer and Scheduler for this \$250M CMGC contract, which converted existing HOV lanes to FasTrak Express lanes in the 101 corridor, from San Antonio Road in Mountain View to San Mateo Avenue in South San Francisco. The project involved extensive fiber, TOS, and electrical systems work, as well as shoulder widening throughout the corridor, requiring sewer, drainage, and extensive roadway excavation work. Dana managed all aspects of progress pay estimates, contract change orders, monthly and weekly reports, materials testing and source inspection report documentation, and submittal and RFI review and processing. She maintained detailed project data bases to track payment administration for contract change orders and bid item quantities, and utilized the Caltrans Standard Specifications and Contract Special Provisions to ensure proper contract administration. She also performed Force Account analyses to evaluate Contractor cost proposals and negotiated, wrote, and processed contract change orders.

In addition, Dana worked as a Scheduler to provide close analysis of Contractor produced Critical Path Method schedule, updates, narratives, and time impact analyses. She used Primavera P6 software to run schedule comparisons, produce what-if scenarios, and to understand relationships and durations. She developed responses and reviews for CPM updates each month, and negotiated with Contractor regarding the award of delays and non-working days by identifying and establishing causality regarding parties responsible for delay. Dana interpreted and implemented the Special Provisions and Caltrans Standard Specifications to ensure that all contractual obligations were met.

I-880 Express Lanes, East Bay Area, California

Dana was the Office Engineer for this \$43M design-bid-build contract, which converted existing HOV lanes to FasTrak Express lanes in the I-880 corridor, from Hegenberger Road in Oakland to Dixon Landing Road in Milpitas. Dana managed all aspects of progress pay estimates, contract change orders, monthly and weekly reports, materials testing and source inspection report documentation, and submittal and RFI review and processing. She maintained detailed project data bases to track payment administration for contract change orders and bid item quantities, and utilized the Caltrans Standard Specifications and Contract Special Provisions to ensure proper contract administration. She also performed Force Account analyses to evaluate Contractor cost proposals and negotiated, wrote, and processed contract change orders.

In addition, Dana worked as a Scheduler to provide close analysis of Contractor produced Critical Path Method schedule, updates, narratives, and time impact analyses. She used Primavera P6 software to run schedule comparisons, produce what-if scenarios, and to understand relationships and durations. She developed responses and reviews for CPM updates each month, and negotiated with Contractor regarding the award of delays and non-working days by identifying and establishing causality regarding parties responsible for delay. Dana interpreted and implemented the Special Provisions and Caltrans Standard Specifications to ensure that all contractual obligations were met.

San Francisco Oakland Bay Bridge Marine Foundation Demolition, Oakland, California

As Contract Change Order Coordinator, Dana worked alongside the Design Division and Construction Managers to implement changes to this \$100M Construction Manager General Contractor contract. The project removed the marine foundations of the decommissioned San Francisco Oakland Bay Bridge by way of implosion. Dana negotiated change scope and cost with Contractor, and oversaw all aspects of the CCO process. She administered and tracked an \$11M contingency and \$25M of supplemental funding allocated to identified items of work, and produced monthly reports and balance sheets for Caltrans principles and risk management teams. She also implemented a change that accelerated the contract by a full year with no additional costs to the owner. Due to the high-profile nature of this project, Dana was tasked with producing memoranda for the Toll Bridge Oversight Committee (TBPOC) to provide rationale for funding various items of contract change order work.

Yerba Buena Island Transition Structure-2, Oakland, California

As an Office Engineer, Dana ran project estimates and coordinated with change order team to forecast budgets and identify future costs on this \$172M Design-Bid-Build Project, which due to a 5-year owner caused delay, involved extensive contract change order payment management. She tracked contract item and change order expenditures, and administered contract payment in accordance with Special Provisions and Standard Specifications.

I-680 Express Lanes, Walnut Creek, California

As an Office Engineer, Dana administered and oversaw all contract payment and contract documentation on this \$35M Design Bid Build Project. She tracked contract item and change order expenditures, and administered contract payment, in accordance with Special Provisions and Standard Specifications.

SECTION 3: PROJECT UNDERSTANDING AND APPROACH

The Emeryville Transportation Management Association (TMA) requires Construction Management and Administration services for the Emery-Go-Round Fleet Parking facility in West Oakland, California. The site is located on Mandela Parkway under the I-80/580 MacArthur Maze. The project comprises constructing a fleet and employee parking facility, lighting and landscaping, electrical facilities, water and sewer utilities, and installation of a modular office building. Project construction costs are estimated at \$2.5 million with an anticipated duration of 6 months. Services required include support developing the front-end specifications, advertisement and bid management, resident engineering, project administration, project controls, schedule management, budget and invoice analysis and management, inspection services, and reporting.



Led by Ernest Klock, PE as your Project Manager/Resident Engineer, our custom-tailored team of professionals will immediately address project challenges and issues head-on and develop comprehensive strategies for managing them. Our team offers a level of flexibility ideally suited for your project. We fully understand that the TMA's project scope, and timeline and the associated budget constraints. *We are fully prepared to provide efficient and effective construction management services that minimize your costs and preserve your limited budget.*

Our goal is to identify project risks early and develop innovative and creative solutions to contain them before they lead to adverse cost and schedule impacts. Ernest will rely on his significant experience working on a wide variety of transportation projects as he navigates your project to ultimate success. Throughout this process, our Team will be guided by three main principles:

- Maintaining project schedule
- Minimizing construction cost
- Ensuring project quality

The following is a brief outline of our approach to managing potential issues that may be encountered on your project.

a) Front-End Specifications Development/ Plans & Specification Review

The Zoon Team is ready to provide assistance in developing and finalizing your project specific front-end specifications. Ernest has extensive experience in the delivery of various design projects. He developed and administered Marin County's Capital Project Design Program for over 10 years. This expertise will be pivotal in customizing TMA's front-end specifications to meet your specific needs and accommodate your project requirements.

Prior to bidding your project we highly recommend taking some time to review your plans and specifications to make sure we resolve any potential conflicts and address any possible areas for dispute during construction. *Working with your selected designer BKF, and external stakeholders such as Caltrans, and the City of Oakland, this approach will go a long way to minimize the risk for adverse delays and cost overruns during construction.* Our team will look at the plans and specifications using their extensive experience to identify potential pitfalls and provide ways to avoid them during construction.

The Zoon Team will also look at the overall biddability of the contract provisions. We will review your requirements and propose alternate contractual language to eliminate ambiguity and minimize your

overall risk. We will review payment clauses, contractor and owner rights and responsibilities, and work restrictions. The ultimate goal is to develop biddable contract provisions that accurately represent the TMA's intent and expectations.

b) Procurement Management

Zoon will support the TMA in the procurement process. We will support and facilitate the TMA's efforts to procure and execute competitively bid contracts. Ernest will assemble procurement documents and assist with the procurement process. We have extensive experience managing bid advertising, opening and analysis.

During the procurement, our team is able to take the lead in coordinating bidder questions and responses, monitoring the preparation of addenda by the designers and controlling their distribution, leading the pre-bid conference, assisting in bid openings, tabulating bid results, and bid analysis.

Our team will assist the TMA with deliberations, interviews, debriefings, and the contract award process. Zoon has provided this service successfully on several projects most recently for Metropolitan Transportation Commission's Express Lane Projects and Bay Lights Project.

c) Utility Coordination

Utility coordination is of the utmost importance in keeping your project on schedule. Working closely with inspection staff, our assigned resident engineer will lead the team in coordinating utility construction. We will schedule meetings prior to construction with all involved. Our team also has extensive working experience with the various utility groups including high volt electrical, water, sewer/storm, and telecom. Our existing strong relations with these various groups will be instrumental in managing your project in a seamless and effective manner.

We will identify specific responsibilities and work on establishing workable schedules that accommodate the TMA's project constraints. Our team will then develop overall work plans and schedules and maintain close contact with the various internal and external utility groups. This will ensure that all utility work is completed within the allotted time limits in strict compliance with project requirements.

Our goal is to make sure utility work is properly coordinated with overall project activities and does not adversely impact the projects' overall schedule or budget.



d) Storm Water Pollution Prevention

Storm Water Pollution Prevention Plan (SWPPP) is another issue that has come to the forefront of our industry. The effectiveness of the project's Plan will directly impact our project's success. Our team's knowledge and expertise in developing and implementing SWPPPs will be used to your advantage. Your Project will comply with Regional Water Quality Control Board (RWQCB) regulations.

Our involvement in this process begins with the development of the SWPPP. Our team will work closely with your selected contractors in this regard. We will coordinate with the RWQCB to ensure their approval.

Our efforts will continue with ensuring the proper implementation of the approved plan. We will then observe field conditions for the effectiveness of the contractor's Best Management Practices. If necessary, the SWPPP will be amended and improved accordingly. Our team will maintain the necessary documentation. Our goal is to make SWPPP compliance seamless and effective.

e) Quality Management

Our Team understands first-hand the importance of integrating quality into the project, from the start of design, to constructing the project and finally, completing all close-out requirements. Project quality is a strong part of Zoon's culture. We know that quality issues affect costs, schedule and overall finish of the project. The Zoon Team is committed to developing and implementing a Quality Management Plan (QMP) that meets the specific requirements of your various projects.

We will work with the TMA to develop the QMP which will clearly identify each project's overall standards, project roles and responsibilities, and verification testing requirements. We will work with your selected designers, contractors and stakeholders to ensure the appropriate quality control and quality assurance processes are adopted and adequately implemented.

The Zoon Team will work closely with project contractor to assure that the quality objectives are understood and strictly followed throughout the construction phase. Ernest, supported by our inspector Mirza Baig, will coordinate testing and inspections to make sure the work and materials incorporated in the project are adequate and in compliance with the specifications. Any deficiencies will be addressed immediately. During construction Ernest and Mirza will issue non-conformance reports for inadequate and sub-standard work and will coordinate with the associated contractor to devise and implement the appropriate corrective action.

f) Schedule Management

During the pre-construction phase we will review other ongoing contract schedules and will work with your selected design team to develop a project-specific conceptual schedule showing milestones, work windows, restrictions, and submittal review times. Our efforts will continue during the construction phase, as the various work packages get awarded.

Dana Hissen, our office engineer, Ernest, and Mirza are experienced in reviewing and analyzing construction schedules. They will work with the contractor on developing a reasonable and achievable construction schedule then monitor its progress and coordinate its implementation. Weekly look ahead schedules and updates will reflect work progress and any deviation or update of the original work plan.

Dana is experienced in the use of various scheduling software packages including Microsoft Project and Primavera P3.

g) Change/Cost Control

Change/Cost Control provides the means to monitor and track changes to the scope of your project as compared to the baseline scope adopted by the TMA, as reflected in the contract documents. Zoon's Change/Cost Management system provides early identification and reporting of potential cost and schedule impacts caused by various conditions including project design development refinement, differing and/or unknown site conditions, contractual issues, and project schedule delays or accelerations.



Key Approach: *The Zoon Team will work to identify and evaluate resulting cost and schedule impacts, and use this information to resolve the impacts through developing mitigation and work-around plans, or for negotiating contract changes with the least amount of impact to your project budget and schedule. Our team has extensive experience negotiating and resolving contractual issues. We will use this skill set to deal with issues early on thereby minimizing any potential associated costs and/or delays.*

All change order requests will be logged and tracked. Depending on the nature of the change an impact assessment will be performed. Should a change order or claim arise, this review will be the basis for development of a course of action for deposition of the claim. We will prepare a fair cost estimate as a

basis of negotiation and will propose a recommendation for the final negotiated amount. From our own business experience as a general contractor, we are well suited to negotiate on the TMA's behalf, a fair price for any extra costs incurred.

h) Relationship with the Contractor

Our approach to dealing with the contractor is based on firmness and fairness. Our team will work on developing a partnership based on mutual trust and confidence. This relationship will form the cornerstone for our strategy to avoiding potential claims and resolving project issues.

Ernest will lead the Zoon Team in working with the selected contractors to develop construction schedules and work plans. The process begins at the pre-construction conference and continues throughout the construction process. Zoon's years of experience working on some of the Bay Area's most complex construction projects will prove invaluable.

All members of the construction management team will work towards the goal of resolving potential differences with the contractor in a timely and fair manner. We practice claims avoidance and will work very hard to find the often-elusive win-win for all concerned.

Zoon is committed to the concept of partnering as an efficient means of resolving issues. Our goal: "No unresolved claims by the end of the project."

i) Relationship with Caltrans and the City of Oakland

All members of our team have a great deal of experience working with Caltrans and the City of Oakland. Ernest is extremely well versed with the internal culture and intricacies of the agency in general and specifically with District 4 oversight staff. We have worked on several sensitive and high-profile projects in District 4 including the historic West Span of the Bay Bridge and has a well-developed relationship throughout the district.

Zoon has an established professional relationship with all Caltrans resident engineers in the Emeryville area. We have also worked very closely with Caltrans Traffic Operations, Design and Project Management Team members for various Bay Area counties.



j) Paving and Concrete Work

A major part of your projects will be paving and concrete work. We have extensive experience with paving and flat concrete work. For sidewalks and curb ramps, we will check for all ADA and City of Oakland requirements such as slopes at driveways, proper grades and detectable warnings at curb ramps, minimum required clearances at poles, fire hydrants and other obstructions in the pedestrian path-of-travel.

Prior to concrete placement Mirza will check all forms and grades in the field for compliance with contract requirement. He will verify the forms are set in each area in accordance with the TMA's project drawings and other standards where applicable. We will coordinate with your selected materials testing firm to ensure that proper concrete sampling and testing of the concrete are done per the Contract Documents and other prevailing standards.

Our team will work closely with the contractor to ensure:

- Mix Designs are submitted timely and approved prior to start of any operation
- They will coordinate with the testing lab for appropriate sampling and testing frequencies at the source and at site for both asphalt and concrete
- They will check the site to identify any localized failures that need to be removed and replaced prior to overlay

- They will check the site prior to any paving or concrete pour to ensure cleanness, compaction, tack coat, grades, saw cut areas, and grindings are done as per the contract requirements. They will also check to make sure all utility vaults, manholes and valves that need to be adjusted to grade are marked and reference point offset information is collected.
- During the paving operation they will check for proper mix temperature at arrival, during placement and at the time of compaction
- They will ensure the asphalt is properly compacted by looking for the following
 - Rollers are good shape
 - Sufficient size and number of rollers are on site
 - Use proper release agent on the rubber tires. No diesel should be used
 - Good rolling pattern
 - Appropriate atmospheric temperature
 - Mix temperature in compliance with the contract requirements
 - No lateral movement of the material
 - Proper layer thickness
 - Rollers keep up close behind paver
 - Proper longitudinal and transverse joints

k) Underground Construction Activities

Our team is extremely familiar with a wide variety of underground construction techniques including trenching, jack and bore, and directional drilling. Ernest and Mirza will work closely with the contractor to make sure the work is done safely and efficiently. When trenches are over 5 feet in depth, our team will make sure the contractor's competent person conducts site specific evaluation on the need for shoring.

Before the trenching operations start our Team will check to verify that Underground Service Alert (USA) has been contacted and that trench layouts and all adjacent utilities have been clearly identified and marked. If necessary, Ernest will coordinate any potholing to accurately locate the exact locations and depths of utilities potentially in conflict with our trench. The Zoon Team will review the contractor's excavation, trenching and shoring plans for any trenching and jack and bore pits to ensure that they have covered all bases including:

1. Does the contractor's assigned Competent Person qualifications meet the Cal-OSHA requirements and have the training, experience, and knowledge of:
 - Soil analysis
 - Use of protective systems (shoring)
 - Ability to detect conditions that could result in cave-ins
 - Ability to detect failures in protective systems
 - Ability to detect hazardous atmospheres and those associated with confined spaces.
 - Authority to take prompt corrective measures to eliminate existing and predictable hazards and to stop work when required.
2. Has the contractor developed complete and detailed dewatering plans for wet trenches and/or excavations?
3. Are there adequate means of ingress and egress (less than 25 feet) in the trenches?
4. Do ladders extend 3 feet above landing? If the contractor uses metal ladders caution should be exercised in proximity of electric utilities.
5. Are there any surface encumbrances adjacent to the trenches?
6. Has exposure to vehicular traffic been adequately addressed?
7. Have adjacent structure stability issues been adequately addressed?
8. Is the competent person on site and in charge of the operation continuously?
9. Is equipment operating in or around the excavation area?

10. Has the contractor identified procedures to monitor, test, and control hazardous atmospheres?
11. Does the contractor plan on using a soils testing device used to determine soil type?
12. Does the contractor's plan require that the spoils be loaded directly into trucks or placed 2 feet or more from the edge of the excavation and trench?
13. Does the contractor's plan require benching or multiple benching or shoring?

Our inspectors will monitor the contractor's field trenching activities on a daily basis. They will ensure that all work is performed in accordance with the approved trenching and shoring plans. Our team will inspect the trench in close cooperation with the Contractor's Competent Person as follows:

- Daily and before the start of each shift
- After every rainstorm and earthquakes
- When fissures, tension cracks, sloughing, undercutting, water seepage, bulging at the bottom, or other similar conditions occur
- When there is a change in the size, location, or placement of the spoil pile
- When there is any indication of change or movement in adjacent structures or roadway surface.

Our team will ensure that trench plates are set securely in place and have temporary cold mix tapers to provide for a smooth and safe ride before opening the area to traffic. Zoon will work with the design team to insert requirements in the contract for recessed trench plates, to minimize the impact to the traffic.

l) Concrete Replacement Work

Operations to replace existing driveways, sidewalks and curb and gutter have the most potential for creating adverse impacts to the business and residents adjacent to your projects. These activities will create access issues not only during concrete placement but also during demolition operations. As such the Zoon Team will pay special attention to these activities.

We will work very closely with the TMA to ensure proper and timely notifications to the residences and business and will work with the contractor to develop a detailed work plan with concise and accurate work schedules. Our goal is to minimize impacts to all involved parties.

One critical area of focus is aggregate base placement operation. In order to avoid delays and minimize the duration these facilities are out of use, it is crucial these operations be performed properly the first time. In conjunction with our inspectors, our resident Engineer will monitor the contractor operations to make sure contractor achieves compaction for the driveway areas are without impacting the concrete pour schedule.

Prior to concrete placement our inspectors will check all forms and grades in the field for compliance with contract requirement. He will verify the forms are set in each area in accordance with the TMA's project drawings and other standards where applicable. We will coordinate with your selected materials testing firm to ensure that proper concrete sampling and testing of the concrete are done per the Contract Document and other prevailing standards.

m) Safety

Our approach to safety is clear and concise: Our goal is no job injuries. This zero-tolerance attitude necessitates a high level of involvement and coordination with the TMA and contractor personnel. The Zoon strategy to achieve our safety goals includes the following:

- Developing and implementing a project-specific Code of Safe Practices
 - Providing safety training to all Team members
 - Conducting weekly safety meetings
 - Attending and documenting contractor tailgate safety meetings
 - Monitoring contractor's weekly safety meetings
-

- Reviewing the work practices and general site conditions for safety daily
- Ensuring quick and easy access to emergency procedures and phone numbers
- Conducting investigation of all accidents and near misses
- Updating safety practices as necessary to eliminate incident recurrence

n) Document Control

Ernest and Dana will develop and implement a document control system in conformance to the TMA's desires and requirements. Electronic forms and the document control system will be implemented at project start up. Our team is adept at the use of several electronic document control systems, and we are open to using any software package mandated by the TMA.

Our team will track issues, submittals, requests-for-information, shop drawings, change orders, correspondence, and potential claims. We have the ability and experience to control all project-related issues and documents.

Our team will maintain accurate records of work progress and contract pay item quantity tracking. This information will be used for estimating and processing monthly progress payments accurately and correctly.

o) Reporting

Ernest will provide the TMA with regular reports related to project staffing projections, subconsultant participation levels, and other budgetary issues. These reports will discuss the effectiveness of current staffing plans, provide alternates, and address potential modifications if necessary.

Our team will also produce project-specific reports that address status of the work, outstanding construction issues, potential change orders, construction budgets, contingency funds, and schedules. Our resident engineers will be responsible for producing meeting agendas and minutes, and status logs for RFIs, submittals, issues and change orders. They will track progress on payment estimates in the form of a monthly payment estimate report.

Our team will maintain daily inspection reports that detail work progress by location, equipment, labor, materials incorporated on the project, potential conflicts, materials testing results, and contract item quantities.

p) Communication

The Zoon Team places a high value on open and well-developed lines of communication. We are committed to fully communicating with all project stakeholders. To achieve this goal, our team, led by the selected resident engineer will work with the designer, contractors, utilities, internal TMA departments and external agencies to establish strong working relationships built on a truly open flow on information. Strong teams are built on regular and frequent communication and coordination between the various project participants, and the Zoon Team is committed to taking the lead in this area.

It is imperative to have quick and accurate communications between all team members and stakeholders. Besides conventional communication tools, the Zoon Team will stress the use of web-based management systems that enhance collaboration and the hassle-free transfer of data and project information. In this fashion we can easily convey all project documentation, budget management, correspondence, design documents, progress photos, and several other project deliverables. Our stated goal is to enhance the overall progress of the project through open lines of communication.

q) Invoice Processing

Contractors' monthly payment requisitions are based upon work put in place, and we verify this on a trade by trade basis. Zoon will review contractor invoices to ascertain that the work has been completed, that nonconforming work (if any) has been corrected, and that relevant

financial/legal/administrative procedures are complied with and all other necessary documentation submitted.

If the contract allows for payment of materials fabricated or stored off site, we will inspect off site facilities and protection conditions, and review paid invoices, bills of sale, insurance and waivers of lien prior to recommending payment.

The Zoon Team will coordinate the inspection and payment review by the various required TMA departments. Following the above inspection and review process, we will submit to the TMA our recommendation for payment.

r) Project Close-out

Zoon maintains a philosophy of 'No Punch list' to facilitate and expedite project close out. A lengthy list of items to complete at the end of a project is frustrating, time consuming, and costly for all parties. By addressing the majority of these items as they are observed during the construction process our team will greatly minimize the remedial work to be performed at the end of the project.

Ernest and his team will perform thorough walk-throughs on a regular basis. Only when our team is fully satisfied with the work, will we coordinate the design team and the various TMA departments' preparation of punch list, detailing the items of work remaining so that these items may be completed in an expeditious manner.

During project closeout the Zoon Team will administer the preparation of certificates of substantial and final completion, including any necessary certifications or occupancy procedures of regulatory authorities. Our Team will assemble all warranties as required by the contract documents and review them as to completeness and as to whether they cover all work in conformance with the project documents.

We will receive and check all releases of claims required prior to issuance of the final certification of completion, and satisfaction of any conditions precedent to final payment. Zoon will determine the value of any incorrect work and make recommendations on the withholding of payments to contractors where deemed necessary.

Section 4: Scope of Services Matrix

TASK	SCOPE/APPROACH	BENEFIT	DELIVERABLES
I Front-end Administrative Construction Contract Specification			
Front-End Specifications	<ul style="list-style-type: none"> Contract Documents Order of Work Section Working Days / work hours Contract coordination Bid item review Identify potential cost and /or time savings Right of way Permits and special project requirements 	<ul style="list-style-type: none"> Reduces risk of funding issues Reduces potential for CCOs Facilitates construction work Reduces potential cost impacts Identifies potential conflicts Minimizes impacts to construction Minimizes risk Contract completeness 	Specifications
Plan Review	<ul style="list-style-type: none"> Potential conflicts with existing & new facilities Alignment, geometrics, and transitions Profiles, and structural sections Construction details and cross sections Electrical, street lighting, and signalization Contour grading and earthwork 	<ul style="list-style-type: none"> Minimizes additional cost/time Enhances construction process Reduces potential grade busts Clarifies intent of design Enhances interchange safety Proper project drainage 	Biddability/ Constructability Report
II & III Bid Soliciting and Award / Negotiating and Finalizing Construction Contract			
Advertise Contract	<ul style="list-style-type: none"> Prepare Bid inquiry log form Coordinate responses to bidder questions Conduct Pre-bid Conference Stimulate bidder interest 	<ul style="list-style-type: none"> Facilitates flow of information Streamlines uniform responses Minimizes misinterpretations Increased competition. 	<ul style="list-style-type: none"> Bid Inquiry Log Addenda Journal notices & plan-holders list
Bid Opening	<ul style="list-style-type: none"> Attend bid opening and review packages for completeness Detailed review of bid information and documentation Prepare bid tabulation spreadsheet 	<ul style="list-style-type: none"> Minimizes bid protests Ascertains lowest responsible bidder Identifies potential bid errors 	<ul style="list-style-type: none"> Bid Log Recommendation of award letter Bid Analysis Report
Contract Award	<ul style="list-style-type: none"> Compile Award Package Assist in approval, award and Notice to Proceed process Assist in reviewing and resolving bid protests 	<ul style="list-style-type: none"> Conformance with TMA requirements Bidding equity and fairness 	<ul style="list-style-type: none"> Award Package Notice-to-Proceed Bid Analysis Report
Establish contact with all project stakeholders	<ul style="list-style-type: none"> Contractor Utilities, Caltrans, City of Oakland Environmental Agencies 	<ul style="list-style-type: none"> Minimizes schedule impacts Maintains project progress Compliance with regulations 	Memos, correspondence, meeting minutes, RFI & submittal logs, records.

Section 4: Scope of Services Matrix

TASK	SCOPE/APPROACH	BENEFIT	DELIVERABLES
Contractor Submittal List	Develop contractor submittal list	Concise list with timelines, milestones, expectations, responsibilities	Submittal list and review schedule
<i>IV, V, VI & VII Contractor Oversight and Communication / Change Orders, Invoices, and Contractor Payments/Coordination with Outside Stakeholders and Agencies/Regular Communication with TMA</i>			
Kick Off Meeting	Meeting between TMA staff and Zoon team to discuss goals and expectations.	Establishes a positive and effective team relationship.	Agenda, meeting minutes
Preconstruction Conference	Outlines project specifics. Inform contractor of project administration procedures. Establish relations with 3 rd parties	Establishes ground rules and responsibilities.	Agenda, meeting minutes
Partnering	<ul style="list-style-type: none"> Coordinate & participate in partnering sessions Implement partnering goals 	Encourages team-building, defines goals & relations, minimizes impacts	Partnering Agreement & Charter
Weekly Meetings	Conduct weekly meetings to discuss schedule, current, and past issues.	Maintains official dialogue between team members	Agenda, meeting minutes
Focused Meetings	Conduct meetings as needed to discuss specific issues and project challenges with contractor and 3 rd parties	Resolve project issues quickly and effectively	Agenda, meeting minutes
Project Document Control System	<ul style="list-style-type: none"> Provide document management system Identify and submit inspection and management forms for TMA approval Establish document control system in accordance with TMA requirements 	<ul style="list-style-type: none"> Enhances collaboration and efficiencies Ensures compliance with TMA standards Organized efficient documentation 	<ul style="list-style-type: none"> Document Control System Inspection reports Submittal, RFI, & Issues logs
Project Safety	<ul style="list-style-type: none"> Review and monitor contractor's safety program Notify contractor if unsafe condition is observed Implement comprehensive safety plan for Zoon Team Document and investigate accidents 	Safe project site, minimizes on the job injuries, avoids litigation	Code of Safe Practices, accident reports
Construction Management	<ul style="list-style-type: none"> Manage subconsultant activities Develop Quality Assurance program Ensure compliance with Contract Documents and environmental regulations Analyze issue, seek appropriate advice, and recommend redesign parameters. Foster improved project team communications through written, verbal and electronic communication. 	<ul style="list-style-type: none"> Keeps parties informed on project status All tasks are taken care of Sets standards, enhances quality, Provides solutions to actual conditions found in field. Improves project relations. Enhances problem solving. 	<ul style="list-style-type: none"> Procedures Manual Documentation Design clarifications, CCOs Meetings, memos, correspondence

Section 4: Scope of Services Matrix

TASK	SCOPE/APPROACH	BENEFIT	DELIVERABLES
Contract Administration	<ul style="list-style-type: none"> Administer construction contract TMA Monitor and track project progress and expended working days Prepare monthly reports highlighting project progress, CCOs, cost issues, and schedule Develop photographic documentation of projects Maintain construction document files Develop payment system with TMA 	<ul style="list-style-type: none"> Smooth project progress Maintains project schedule and provides feedback to TMA. Keeps parties informed on project status A photo is worth 1000 words Quick resolution of project issues On time payment 	<ul style="list-style-type: none"> Documentation Weekly Statement of Working Days Monthly report & logs Photo record Filing system Invoices & estimates
Request for Information (RFI) Management	<ul style="list-style-type: none"> Review, coordinate, track and process contractor RFIs Engineering services for simple field design changes 	<ul style="list-style-type: none"> Timely response to all questions Maintains project progress 	<ul style="list-style-type: none"> RFI responses, RFI log
Submittals Management	<ul style="list-style-type: none"> Review, coordinate, track, and process submittals Final earthwork quantity analysis Review and approve falsework and shoring by PE As-built drawings 	<ul style="list-style-type: none"> No delays due to review time Accurate information for payment Enhances safety Documents project for future use 	<ul style="list-style-type: none"> Submittal Log Calculations Approved submittal Plans
Schedule Control	<ul style="list-style-type: none"> Review and approve contractor baseline schedule Review & monitor weekly and monthly schedule submittals. Notify parties of actual or potential deviation from schedule Work with project team to correct non-compliance with schedule 	<ul style="list-style-type: none"> Verifies contractor's work plan Minimizes impacts to project progress Improves better project coordination Fewer time related disputes and delays 	<ul style="list-style-type: none"> Notifications of schedule status Work around plans, recommendations
Cost Control	<ul style="list-style-type: none"> Track contract item quantities and payments, CCOs and extra work Prepare payment documentation for execution by TMA Track extra work, supplemental work, and contingency 	<ul style="list-style-type: none"> Ensures prompt payment and minimizes disputes Accurate payment to contractor Accurate information regarding project funding 	<ul style="list-style-type: none"> Progress payment estimates Progress payments Monthly budget reports
Change Order Control	<ul style="list-style-type: none"> Define change order processing procedure including forms Assess need for, and impact due to, change order. Find innovative ways to resolve issues 	<ul style="list-style-type: none"> Standardizes CCO process, streamlines approval Minimizes time and cost impacts to project 	<ul style="list-style-type: none"> CCO procedures, forms Independent cost/time analysis

Section 4: Scope of Services Matrix

TASK	SCOPE/APPROACH	BENEFIT	DELIVERABLES
Claims Avoidance	<ul style="list-style-type: none"> Identify potential claims and implement claims avoidance process Prepare final claims report 	<ul style="list-style-type: none"> Minimizes frivolous claims and additional cost Full understanding of issues 	<ul style="list-style-type: none"> Claims analysis report, procedures Final report
Negotiations	<ul style="list-style-type: none"> Make recommendations and implement procedures for reducing the likelihood of disputes and claims Lead negotiations sessions with contractor 	<ul style="list-style-type: none"> Disputes are avoided or resolved quickly. Quick resolution of issues 	<ul style="list-style-type: none"> Dispute avoidance procedures Documentation
Monthly Project Progress Reports	Prepare monthly reports highlighting project progress, CCOs, cost issues, expenditures, potential claims, submittals, RFIs and schedule	Documents quality & progress	Monthly Report
Construction Observation & Inspection	<ul style="list-style-type: none"> Prepare daily inspection logs Provide experienced staff at appropriate levels Comprehensive inspection Storm Water Compliance Environmental mitigation and regulations 	<ul style="list-style-type: none"> Documents quality & progress Enhances quality of work Ascertains spec compliance Compliance with Clean Water Act Compliance with permits 	<ul style="list-style-type: none"> Reports & logs Project team Reports SWPPP Certificates
Materials Testing (Optional)	<ul style="list-style-type: none"> Develop Quality Assurance Plan Provide materials sampling and testing Coordinate source inspection and approval 	<ul style="list-style-type: none"> Maintains project quality and sets standards Facilitates acceptance 	<ul style="list-style-type: none"> Sampling & Test results Project Acceptance
As-Built Drawings	<ul style="list-style-type: none"> Collate, review, and transmit contractor's data to design engineers, including prestress drawings and pile logs Coordinate submittal of as-built plans 	<ul style="list-style-type: none"> Changes are incorporated Accurate record of work Prompt relief of maintenance 	Data for record drawings
Final Walkthrough	<ul style="list-style-type: none"> Make final inspections Prepare punch-list 	Project is completed according to contract documents	Punchlist
Project Completion Report	<ul style="list-style-type: none"> Process final progress payment to contractor. Summary of working days and project milestones Summary of change orders and associated costs Final contingency spreadsheet Detailed description of project related issues & claims 	<ul style="list-style-type: none"> Forms submitted timely and completely Paperwork is completed Audit trail is completed. 	<ul style="list-style-type: none"> Final progress payment Notice of Completion Final report
Project Closeout Files	<ul style="list-style-type: none"> Package project files in accordance with TMA policies Prepare electronic document control files Deliver project records to TMA. 	Complete set of project documentation for future use	Project Record

SECTION 5: PROJECT REFERENCES

Clarke Avenue/US 101 Pedestrian/Bicycle Overcrossing Project (East Palo Alto)

Project Description

The Clarke Avenue/ US 101 Pedestrian/ Bicycle Overcrossing Project is a \$9.7 million project consisting of at-grade signalized crossings at Newell Avenue and West Bayshore Road with a bridge ramp along West Bayshore Road to the bridge across US 101 and over East Bayshore Road with an S-curve ramp bridge landing on Clarke Avenue on the east side. The project includes concrete barrier modification and a new overhead sign structure on Highway 101 as well as sidewalk improvements and landscaping within the surrounding TMA of East Palo Alto streets.



Services Provided

Zoon is also responsible for managing lane closures including any full freeway closure needed for falsework erection and removal. The project is currently under budget in large part due to Zoon's creative ideas in resequencing work operations and eliminating superfluous items of the work. The project is currently ahead of schedule by 4 months.

Zoon Engineering is responsible for managing and integrating the design and installation of the mechanical, electrical and piping (MEP), including bridge lighting and electrical power, traffic operations, fiber optic communications, security monitoring and water systems. The firm provides for coordination and implementation pertaining to the design of the new utility services for the bridge while acting as the lead liaison between the utility design and construction teams.

Reference

Kamal Fallaha, PE
Public Works Director
TMA of East Palo Alto
(650) 853-3117.

Sanitary Sewer Rehabilitation Project, Albany, CA

Project Description

Rehabilitation of the sanitary sewer system at various locations in the TMA of Albany. The project includes installation of manhole structures and new lower laterals for all replaced sewer lines. When completed the work includes full restoration of roadways, sidewalks and ADA ramps effected by the project.

- 3,500,000 Original Contract Value
- 10,000LF of new HDPE sewer main
- Both open trench and pipe bursting methods used during installation
- Rehabilitation of roadway, sidewalks and ADA ramps included in the project



Project Relevance

- Adhered to Caltrans' design standards and policies and procedures
- Demonstrates experience working in an urban environment and coordinating underground construction
- Demonstrates experience in resolving complex contract conflicts between the design and construction stages.

Services Provided

Zoon Engineering is responsible for providing construction management during the construction phase through closeout and public relations during construction. Including providing a Resident Engineer and Inspector to perform contract negotiations, RFI responses, managing change orders, submittal review, document control and progress payment processing.

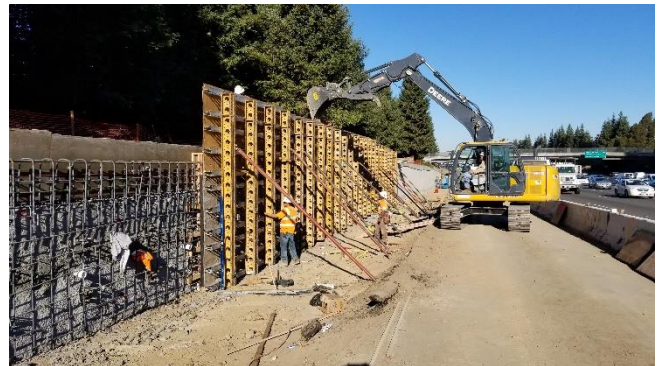
Reference

Mark Hurley, PE
Public Works Director
TMA of Albany
(510) 559-7255

I-880 Express Lanes Conversion Project, Alameda County, CA

Project Description

This Bay Area Infrastructure Financing Authority (BAIFA) funded project proposes to convert existing High Occupancy Vehicle (HOV) lanes to Express Lanes along Interstate 880 from High Street to the SR 237 interchange in both the northbound and southbound directions. The project includes installing toll tag readers and FasTrak equipment, traffic monitoring equipment, overhead sign structures and road signage as well as concrete median barrier construction and striping. With a length of over 30 miles along Interstate 880, the project spans various cities from Oakland, San Leandro, Hayward, union TMA, and Fremont.



With a construction value \$45 million a significant portion of the work was conducted at night in multiple locations concurrently. Construction work began in July 2017 with completion in the end of 2020.

Services Provided

Zoon Engineering is responsible for pre-construction constructability review and providing construction management during the construction phase through closeout, including performing contract negotiations, RFI responses, managing change orders, submittal review, document control and progress payment processing. Zoon provides full construction management services including resolving and managing contract change orders and potential claims. Zoon staff is responsible for identifying contractual issues, developing mitigation plans, contractor negotiations, claims avoidance and resolution, and administering the approval process.

Reference

Angela Louie, PE
Project Manager
Metropolitan Transportation Commission
(415) 778-5203



3960 adeline street # 3 | emeryville, ca 94608 | (925) 451.1585



Cost Proposal for
Emeryville Transportation Management Association (TMA)
Emery-Go-Round Fleet Parking Facility
5/15/2020



Projected Labor Hours By Person

Name	Title	Total Hours	Billing Rate	TOTAL
Ernest Klock, PE	Resident Engineer	280	\$ 200.00	\$ 56,000.00
Mirza Baig	Inspector	960	\$ 115.00	\$ 110,400.00
Dana Hissen	Office Engineer	280	\$ 80.00	\$ 22,400.00

TOTAL ESTIMATE OF COST: \$ 188,800.00

Notes:

1. Above hourly rates include all overhead, fringe, and profit unless otherwise noted.
2. No allowance for overtime or double shifts has been made. Overtime hours and additional shifts, if necessary, to be determined.
3. Equipment, supplies, and incidental costs included in labor rates unless otherwise noted.
4. Proposal assumes construction start date of June/July 2020 and contract completion by December 2020.
5. Escalation for work beyond February 2021, if necessary is not accounted for.
6. Project to be administered from Zoon Emeryville office at 3960 Adeline Street at no additional charge.
7. Estimate based on a 130-day construction duration
8. Construction staking and materials testing to be provided by others
9. No work beyond the above hours to be performed unless specifically approved by the City.

Estimated Hours and Cost by Task

Ernest Klock, PE	Mirza Baig	Dana Hissen	Hours By Task	Cost By Task
\$ 200.00	\$ 115.00	\$ 80.00		

Task 1 Front-end Administrative Construction Contract Specification	60	40	40	140	\$ 19,800.00
Task 2 Bid Soliciting and Award	40	40	20	100	\$ 14,200.00
Task 3 Negotiating and Finalizing Construction Contract	40	40	40	120	\$ 15,800.00
Task 4 Contractor Oversight and Communication	40	700	40	780	\$ 91,700.00
Task 5 Change Orders, Invoices, and Contractor Payments	40	40	80	160	\$ 19,000.00
Task 6 Coordination with Outside Stakeholders and Agencies	30	60	20	110	\$ 14,500.00
Task 7 Regular Communication with TMA	30	40	40	110	\$ 13,800.00
GRAND TOTALS	280	960	280	1,520	\$ 188,800.00

**Emeryville TMA - Budget Projection
(2016-2030)**

SCENARIO 1					Actual (Per Accrued Financial Statements) Revenue & Cost Projection										
Revenue	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PBID (3% Increase/Year)	3,250,988	3,298,681	3,476,248	3,581,271	4,039,222	4,161,134	4,285,968	4,414,547	4,546,983	4,683,393	4,823,895	4,968,612	5,117,670	5,271,200	5,429,336
City (12.29%)	455,531	522,632	547,397	637,728	560,301	560,301	588,316	617,732	648,619	681,049	715,102	750,857	788,400	827,820	869,211
City CIP - Bus yard	-	-	-	-	1,000,000	-	-	-	-	-	-	-	-	-	-
Other	213,888	113,883	230,043	146,436	149,386	153,077	157,669	162,399	167,271	172,290	177,458	182,782	188,265	193,913	199,731
TOTAL REVENUE	3,920,407	3,935,196	4,253,688	4,365,435	5,748,909	4,874,512	5,031,953	5,194,678	5,362,873	5,536,732	5,716,455	5,902,251	6,094,335	6,292,933	6,498,278
Expenses	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operations	3,202,481	3,382,651	3,696,976	3,941,695	4,559,000	4,559,000	4,786,950	5,026,298	5,277,612	5,541,493	5,818,568	6,109,496	6,414,971	6,735,719	7,072,505
Bus Yard	-	14,053	95,358	324,320	3,000,000	250,000	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	3,202,481	3,396,703	3,792,334	4,266,016	7,559,000	4,809,000	4,786,950	5,026,298	5,277,612	5,541,493	5,818,568	6,109,496	6,414,971	6,735,719	7,072,505
% Increase in Operations Costs f/Prior Year	-4%	6%	9%	7%	15.7%	0%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Annual Balance	717,926	538,492	461,354	99,419	(1,810,091)	65,512	245,003	168,381	85,261	(4,761)	(102,113)	(207,245)	(320,636)	(442,786)	(574,228)
Total Cash Balance	2,219,996	2,758,488	3,219,843	3,319,262	1,509,171	1,574,683	1,819,686	1,988,067	2,073,328	2,068,567	1,966,455	1,759,209	1,438,574	995,788	421,560
Minimum Cash Reserve (15%)	480,372	507,398	554,546	591,254	683,850	683,850	718,043	753,945	791,642	831,224	872,785	916,424	962,246	1,010,358	1,060,876
Available Cash Balance	1,739,624	2,251,091	2,665,296	2,728,007	825,321	890,833	1,101,644	1,234,123	1,281,686	1,237,343	1,093,669	842,785	476,328	(14,570)	(639,316)

Notes & Assumptions:

1. Assumes City Council approves increase of 3% per year in PBID Levy Assessments
2. Assumes average annual cost increase of 5% per year (based on average from prior PBID term).
3. Minimum cash reserve of 15% based on TMA Administrative Policies.
4. Does not include future delinquent PBID assements or past due PBID revenue collected.

SCENARIO 2					Actual (Per Accrued Financial Statements)												Revenue & Cost Projection											
Revenue		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030												
PBID (5% & 3% Increase/Year)		3,250,988	3,298,681	3,476,248	3,581,271	4,039,222	4,242,408	4,454,528	4,677,255	4,911,118	5,058,451	5,210,205	5,366,511	5,527,506	5,693,331	5,864,131												
City (12.29%)		455,531	522,632	547,397	637,728	560,301	560,301	588,316	617,732	648,619	681,049	715,102	750,857	788,400	827,820	869,211												
City CIP - Bus yard		-	-	-	-	1,000,000	-	-	-	-	-	-	-	-	-	-												
Other		213,888	113,883	230,043	146,436	149,386	155,205	159,861	164,657	169,597	174,685	179,925	185,323	190,883	196,609	202,507												
TOTAL REVENUE		3,920,407	3,935,196	4,253,688	4,365,435	5,748,909	4,957,914	5,202,706	5,459,644	5,729,333	5,914,185	6,105,232	6,302,691	6,506,789	6,717,760	6,935,849												
Expenses		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030												
Operations		3,202,481	3,382,651	3,696,976	3,941,695	4,559,000	4,559,000	4,786,950	5,026,298	5,277,612	5,541,493	5,818,568	6,109,496	6,414,971	6,735,719	7,072,505												
Bus Yard		-	14,053	95,358	324,320	3,000,000	250,000	-	-	-	-	-	-	-	-	-												
TOTAL EXPENSES		3,202,481	3,396,703	3,792,334	4,266,016	7,559,000	4,809,000	4,786,950	5,026,298	5,277,612	5,541,493	5,818,568	6,109,496	6,414,971	6,735,719	7,072,505												
% Increase in Operations Costs f/Prior Year		-4%	6%	9%	7%	16%	0%	5%	5%	5%	5%	5%	5%	5%	5%	5%												
Annual Balance		717,926	538,492	461,354	99,419	(1,810,091)	148,914	415,756	433,346	451,720	372,692	286,664	193,195	91,818	(17,959)	(136,656)												
Total Cash Balance		2,219,996	2,758,488	3,219,843	3,319,262	1,509,171	1,658,085	2,073,841	2,507,187	2,958,907	3,331,599	3,618,264	3,811,458	3,903,276	3,885,317	3,748,661												
Minimum Cash Reserve (15%)		480,372	507,398	554,546	591,254	683,850	683,850	718,043	753,945	791,642	831,224	872,785	916,424	962,246	1,010,358	1,060,876												
Available Cash Balance		1,739,624	2,251,091	2,665,296	2,728,007	825,321	974,235	1,355,798	1,753,242	2,167,265	2,500,376	2,745,478	2,895,034	2,941,030	2,874,959	2,687,785												

Notes & Assumptions:

- Assumes City Council approves increase of 5% per year in PBID Levy Assessments for calendar year 2020-2024 and 3% thereafter.
- Assumes average annual increase of 5% per year (based on average from prior PBID term).
- Minimum cash reserve of 15% based on TMA Administrative Policies.
- Does not include future delinquent PBID assements or past due PBID revenue collected.

SCENARIO 3

Actual (Per Accrued Financial Statements)					Revenue & Cost Projection										
Revenue	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PBID (4% Increase/Year)	3,250,988	3,298,681	3,476,248	3,581,271	4,039,222	4,200,791	4,368,823	4,543,575	4,725,318	4,867,078	5,013,090	5,163,483	5,318,388	5,477,939	5,642,277
City (12.29%)	455,531	522,632	547,397	637,728	560,301	560,301	588,316	617,732	648,619	681,049	715,102	750,857	788,400	827,820	869,211
City CIP - Bus yard	-	-	-	-	1,000,000	-	-	-	-	-	-	-	-	-	-
Other	213,888	113,883	230,043	146,436	149,386	153,868	158,484	163,238	168,135	173,179	178,375	183,726	189,238	194,915	200,762
TOTAL REVENUE	3,920,407	3,935,196	4,253,688	4,365,435	5,748,909	4,914,960	5,115,622	5,324,545	5,542,072	5,721,307	5,906,567	6,098,066	6,296,025	6,500,674	6,712,251
Expenses	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operations	3,202,481	3,382,651	3,696,976	3,941,695	4,559,000	4,559,000	4,786,950	5,026,298	5,277,612	5,541,493	5,818,568	6,109,496	6,414,971	6,735,719	7,072,505
Bus Yard	-	14,053	95,358	324,320	3,000,000	250,000	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	3,202,481	3,396,703	3,792,334	4,266,016	7,559,000	4,809,000	4,786,950	5,026,298	5,277,612	5,541,493	5,818,568	6,109,496	6,414,971	6,735,719	7,072,505
% Increase in Operations Costs f/Prior Year	-4%	6%	9%	7%	15.7%	0%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Annual Balance	717,926	538,492	461,354	99,419	(1,810,091)	105,960	328,672	298,248	264,460	179,814	87,999	(11,430)	(118,946)	(235,045)	(360,255)
Total Cash Balance	2,219,996	2,758,488	3,219,843	3,319,262	1,509,171	1,615,130	1,943,803	2,242,051	2,506,510	2,686,324	2,774,324	2,762,894	2,643,948	2,408,903	2,048,648
Minimum Cash Reserve (15%)	480,372	507,398	554,546	591,254	683,850	683,850	718,043	753,945	791,642	831,224	872,785	916,424	962,246	1,010,358	1,060,876
Available Cash Balance	1,739,624	2,251,091	2,665,296	2,728,007	825,321	931,280	1,225,760	1,488,106	1,714,869	1,855,100	1,901,538	1,846,469	1,681,702	1,398,545	987,772

Notes & Assumptions:

1. Assumes City Council approves increase of 4% per year in PBID Levy Assessments from 2021 through 2024, then 3% thereafter.
2. Assumes average annual cost increase of 5% per year (based on average from prior PBID term).
3. Minimum cash reserve of 15% based on TMA Administrative Policies.
4. Does not include future delinquent PBID assements or past due PBID revenue collected.

2021 Preliminary Budget
EMERY GO-ROUND

	2020			2021			
Revenue	Budgeted Revenue	Actual Revenue to Date <i>as of 4/30/20</i>	%	Anticipated Revenue <i>(0% Increase)</i>	Anticipated Revenue <i>(3% Increase)</i>	Anticipated Revenue <i>(5% Increase)</i>	Notes
PBID Revenue							
PBID Revenue	4,134,000			4,134,000	4,258,020	4,340,700	
District Related Costs	(94,778)			(94,778)	(96,886)	(98,292)	1.7% of assessment to County Assessor + \$24,500 to City for legal and administrative fees.
Net PBID	4,039,222	2,019,611	50%	4,039,222	4,161,134	4,242,408	
Non-PBID Revenue							
City of Emeryville - General Benefit Contribution							
	560,301	280,151	50%	560,301	560,301	560,301	Assumed 12.29% of Total Budget (excluding capital cost for construction of operations facility).
City of Emeryville - Emery Go Round Bus Yard (CIP)	1,000,000	-	0%	-	-	-	
ETMA Billed Revenue	106,386	-	0%	106,386	109,578	111,705	
BGTMA Revenue	40,000	(39,806)	-100%	40,000	40,000	40,000	
Misc. Revenue (Charter services, interest income, etc.)	3,000	827	28%	3,000	3,500	3,500	
Subtotal Non-PBID Revenues	1,709,687	241,172	14%	709,687	713,379	715,506	
Total Revenue	5,748,909	2,260,783	39%	4,748,909	4,874,512	4,957,915	

	2020			2021	
Expenditures	Budgeted Expenditures	Actual To Date <i>as of 4/30/20</i>	%	Estimated Expenditures	
Direct Costs					
Bus Leases/Purchases	500,000	143,079	29%	500,000	
Bus Maintenance	300,000	98,282	33%	315,000	
Operations Contract	2,400,000	727,586	30%	2,500,000	
Fuel	300,000	81,387	27%	320,000	
Communications	75,000	189,396	253%	51,000	
Miscellaneous Operating Costs	15,000	-	0%	15,000	
Subtotal Direct Costs	3,590,000	1,239,730	35%	3,701,000	
Indirect Costs					
Professional Services	500,000	129,139	26%	515,000	
Occupancy (Bus Yard, Site Expenses)	400,000	43,923	11%	250,000	
Site Development - Long Term Bus Yard	3,000,000	137,278	5%	250,000	
Membership & Public Outreach Materials	20,000	3,175	16%	25,000	
Pilot Projects and Research	25,000	-	0%	25,000	
TMA Insurance	20,000	14,528	73%	22,000	
Conferences, Meetings, Office Expenses	4,000	653	16%	21,000	
			#DIV/0!		
Subtotal Indirect Costs	3,969,000	328,696	8%	1,108,000	
TOTAL BUDGET/EXPENSES	7,559,000	1,568,426	21%	4,809,000	
Estimated Balance/Overrun	(1,810,091)			(60,091)	65,512 148,915

ASSUMPTIONS

Assumes the acquisition of 2 replacement vehicles.

Assumes commute service plan is reinstated in 2021.

Annual fees for real-time tracking system, driver radios & automated passenger counter's.

Route guides, bus stop sign replacements, rider alert postings, etc.

Includes all management, accounting, website & legal service contracts.

New site lease, utilities, yard maintenance expenses.

Complete construction of new operations facility and acquisition of modular office and ADA access ramps.

Annual Report, Annual Membership Meeting Invitations & Rider Satisfaction Survey.

Allowance for implementation of new transit enhancements.

Commercial, Directors & Officers and Special Form Property Coverage.

Shuttle Operations Workshop, office equipment and expenses, etc.

Cash Balance Summary (2018-2019)	0% Increase	3% Increase	5% Increase
Carryover Cash Balance (as of Jan 1, 2020)	\$ 3,189,604	\$ 3,189,604	\$ 3,189,604
2020 Estimated Budget Overrun	\$ (1,810,091)	\$ (1,810,091)	\$ (1,810,091)
Projected Cash Balance on Dec 31, 2020	\$ 1,379,513	\$ 1,379,513	\$ 1,379,513
2021 Projected Shortfall	\$ (60,091)	\$ 65,512	\$ 148,915
Total Projected Cash Balance on Dec 31, 2021	\$ 1,319,422	\$ 1,445,025	\$ 1,528,427

Note: Minimum Operating Reserve is 15% of Operating Expenses (\$683k for 2021).

ETMA 2020 - 1st Quarter Financial Reports
(Cash Basis)

5/11/2020

EMERY GO-ROUND

(Cash Basis)

1st Quarter Financials					
	2020 Budget	Actual Revenue Rec'd to Date	Variance	% of revenue received	Notes
Revenue					
<u>PBID Revenue</u>					
Net PBID Revenue	4,039,222	2,019,611	1,009,806	50%	
<u>Non-PBID Revenue</u>					
City - General Benefit Contribution	560,301	280,151	140,075	50%	
City - Emery Go Round Bus Yard (CIP)	1,000,000	-	(250,000)		
ETMA Billed Revenue	106,386	-	(26,597)	0%	
BGTMA (Net balance of WBS revenue)	40,000	8,652	(1,348)	22%	
Other Revenue	3,000	581	(169)	19%	
Subtotal Non-PBID Revenues	1,709,687	289,383	(138,039)	17%	
Total Revenue	5,748,909	2,308,994	871,767	40%	
Expenditures					
<u>Direct Costs</u>					
Bus Leases/Purchases	500,000	107,309	(17,691)	21%	
Maintenance	300,000	54,165	(20,835)	18%	
Operations Contract	2,400,000	550,292	(49,708)	23%	
Fuel	300,000	81,387	6,387	27%	
Communications	75,000	188,563	169,813	251%	
Miscellaneous Operating Costs	15,000	-	(3,750)	0%	
Subtotal Direct Costs	3,590,000	981,716	84,216	27%	Includes payment for APC equipment and installation from 2019.
<u>Indirect Costs</u>					
Professional Services	500,000	63,447	(61,553)	13%	
Occupancy (site lease, utilities, etc.)	400,000	32,828	(67,173)	8%	
Bus Yard (Site Development & Relocation)	3,000,000	131,156	(618,844)	4%	
Membership/Public Outreach Expenses	20,000	2,237	(2,763)	11%	
Pilot Projects and Research	25,000	-	(6,250)	0%	
TMA Insurance	20,000	14,528	9,528	73%	
Meeting expenses, supplies, licenses, fees, etc.	4,000	561	(439)	14%	
Subtotal Indirect Costs	3,969,000	244,758	(3,724,242)	6%	Actual % expended is 20%. Actual costs to date excludes February Management Invoice.
Total TMA Expenditures	7,559,000	1,226,474	(6,332,526)	16%	

2019 Revenue vs. Expenditures Balance: (1,810,091) 1,082,520

**ETMA 2020 - 1st Quarter Financial Reports
(Cash Basis)**

5/11/2020

WEST BERKELY SHUTTLE

1st Quarter Financials					
	2020 Budget	Actual Revenue Rec'd to Date	Variance	% of Revenue Received	Notes
Revenue					
BGTMA & Bayer	360,000	59,334	(30,666)	16%	
Total Revenue - West Berkeley	360,000	59,334	(30,666)	16%	
	2020 Budget	Actual Costs to Date	Variance	% Expended	Notes
Expenditures					
Shuttle Operations	304,000	50,123	(25,877)	16%	
Professional Service Contracts	16,000	559	(3,441)	3%	
Total Expenditures - West Berkeley	320,000	50,682	(29,318)	16%	

Balance 40,000 8,652 Balance of revenue shown as ETMA revenue above.

City of Emeryville - 8 to Go Paratransit

1st Quarter Financials					
	2020 Budget	Actual Revenue Rec'd to Date	Variance	% of Revenue Received	Notes
Revenue					
City of Emeryville - 8 to Go Paratransit	103,000	15,408	(10,342)	15%	
Total Revenue - City	103,000	15,408	(10,342)	15%	
	2020 Budget	Actual Costs to Date	Variance	% Expended	Notes
Expenditures					
Shuttle Operations & Maintenance	90,500	14,779	(7,846)	16%	
Fuel	2,700	726	51	27%	
Communications	800	193	(7)	24%	
Professional Service Contracts	9,000	1,062	(1,188)	12%	
Total Expenditures - City	103,000	16,760	(86,240)	16%	

Balance (1,351)