

Statement of Qualifications to provide

# Construction Engineering and Inspection (CEI) Services for District Two - Tennille

RFQ-484-043015

## PHASE II



Prepared for:  
**Georgia Department of Transportation**

Prepared by:  
**Amec Foster Wheeler**  
Environment & Infrastructure, Inc.

**June 4, 2015**

ORIGINAL

**ADDENDUM NO. 2**

**ISSUE DATE: June 1, 2015**

This Addendum shall become and form a part of the RFQ for:

**RFQ-484-043015 Construction Engineering and Inspection (CEI) District 2**

Note please review carefully!

In the event of a conflict between previously released information and the information contained herein, the latter shall control.

**NOTE: A signed acknowledgment of this addendum (this page) MUST be attached to your PROPOSAL**

Firm Name Amec Foster Wheeler Environment & Infrastructure, Inc.

Signature  Date 6/1/15

Typed Name and Title Mike Thomas, PE

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This Addendum, including all articles and corrections listed below, shall become and form a part of the original RFQ package and shall be taken into account in preparing your proposal.

**The purpose of this addendum is to provide answers to the written questions received during the question and answer period of the RFQ Phase as follows:**

	Questions	Answers
1.	The amount of detailed information being requested is very similar to what the Department requested for D7 CEI's Phase II Submittal for RFQ-484-103013 in January 2014. That RFQ originally had a three (3)-page limit for the Phase II submittal that was increased to five (5) pages. We request the Department increase the page limit for the RFQ-484-043015 Phase II Submittal to five (5) pages.	For RFQ-484-043015 the page limit for the Phase II submittal will have an increase from three (3) pages to five (5) pages.

## 1. Technical approach

### a) Special or unique qualifications for delivering the Scope of Work.

- ▶ **Strong Liaison Project Manager.** Mike Thomas has an excellent background for managing this project in the manner expected by GDOT. His past experience provides him with the ability to effectively select, assign, and manage construction staff. His technical knowledge of highway and bridge construction is excellent. Mike retired as Director of Local Grants and Field Services from GDOT. Prior to accepting the Director of Planning, Data and Intermodal Services position in the General Office in 2007, Mike spent 16 years in the Tennille District, 10 years which were served as District Engineer. Since retiring from GDOT in June 2011, Mike has served as Amec Foster Wheeler Senior Transportation Engineer and the last 2 1/2 years as Project Liaison for the Tennille CEI contract. During Amec Foster Wheeler's last client satisfaction survey, GDOT's Tennille District Construction Engineer Corbett Reynolds noted: "Amec Foster Wheeler's technical expertise is superb and provides great technical backup to GDOT's internal construction inspection team. The Amec Foster Wheeler CEI Team has great leadership and has provided competent people, some who are serving as mentors to less experienced personnel".
- ▶ **Team Leadership with thorough Familiarity and Understanding of GDOT Construction Goals, Policies and Procedures.** As our Liaison, Mike will be supported by the leadership team consisting of Paul Mullins and Thomas Howell. Paul and Thomas bring over 65 years of experience from their GDOT careers. The Amec Foster Wheeler CEI leadership team offers the unique ability to provide GDOT with recommendations based on years of actual GDOT construction management experience at the Project, area, District and Director Levels.
- ▶ **Unbeatable CEI Experience and Expertise.** Together, Amec Foster Wheeler and its subcontractors, Jacobs Engineering, Kennedy Engineering Associates and Gude Management Group have over 20 years serving GDOT in professional construction-related services. With the selection of the Amec Foster Wheeler Team, there is absolutely no learning curve to overcome, and no disruption to GDOT's workflow.
- ▶ **Proven Performance.** The Amec Foster Wheeler Team has a history of receiving GDOT's confidence and approval during reviews. These reviews positively reflect the quality of our inspection workforce and the proven performance that our Team has delivered. During the last client review, District Engineer Jimmy Smith noted "Amec Foster Wheeler is setting the bar for quality in CEI for GDOT".

### b) Management of funds and appropriate staff types and levels.

Amec Foster Wheeler's Liaison, Mike Thomas, will have primary responsibility for managing the budget for each task order in the contract. Mike, as well as all Amec Foster Wheeler Team managers, understand GDOT's funding process and the importance of adhering to allocated budgets. At the beginning of each Task Order, Mike will compare the Task Order Budget amount with the current staff levels to make sure adequate funds are available to support the current staff level. To monitor the funding status, Mike will reconcile Amec Foster Wheeler Team project charges with the established budget on a monthly basis. Our Kennesaw office Project Coordinator will independently track the budget status by month. Once the budget status is confirmed and verified by Mike, Corbett Reynolds, District Construction Engineer (DCE), will be given the monthly report for his information and use. This report will clearly show total budget, budget amount by month, total expenditure to date, and expenditure by month. Future months will be forecasted



using the current staffing data. After close coordination with the DCE, any necessary adjustments to staffing levels will be made to ensure adequate funding is available for the duration of the task order.

As demonstrated by our past performance on CEI contracts, Amec Foster Wheeler will be proactive in managing the financial plan for each task order in the contract. Financial management requires an understanding of the existing construction workload and inspection staffing needs. Also required is an awareness of GDOT's Construction Work Program in order to consider the future workload that will occur during a task order, the corresponding increase or decrease in staffing needs, and a detailed assessment of the impact on the task order's budget. Paramount throughout the process is the need to keep GDOT managers informed to support good decisions and avoid any surprises.

Additionally, Mike realizes the importance of maximizing the amount of critical CEI contract funding actually applied to field construction inspection. During the current contract, Mike has made a conscious effort to minimize Project Liaison charges to the absolute lowest level necessary to maintain quality service and supervision. In order to do this, Mike has charged 12 - 15 hours per week (30 - 38%) rather than the 50 - 75% allowed by the contract, while satisfying Tennille District Senior Management and staff's expectations and needs due to his intimate knowledge of GDOT practice and procedures

**c) Detailed plan for addressing a reduction in force if necessitated by a reduced or increased construction work plan.**

In the event that a staffing adjustment is necessary due to a reduction in the construction work program, the Amec Foster Wheeler Team anticipates that the process will be very similar to that used in the past to address limited CEI funding, as described below. Regardless of the situation requiring staffing adjustments, the Amec Foster Wheeler Team's challenge remains to meet the District's need for adequate construction project staffing based on the current workload while adhering to the allocated budget.

In all cases, Amec Foster Wheeler will provide information and make recommendations to the DCE concerning the number and location of CEI inspectors necessary to provide the required level of inspection. As with all staffing adjustment recommendations, close coordination with and the approval of the DCE will be the deciding factor. The Amec Foster Wheeler Team is fully aware of the importance of providing the District with the best-qualified inspection workforce possible, despite budget constraints.

As an example of Amec Foster Wheeler's experience in these situations, the following demonstrates the process used to make staffing adjustments during the last District Six CEI contract: Upon being instructed by GDOT that the Task Order 2 budget would be 42% less than that of Task Order 1, the Amec Foster Wheeler Team immediately began coordination with the DCE to balance District Six's construction inspection needs for the upcoming year against the established budget. Based on this coordination, a staff reduction plan was prepared and submitted for his input and concurrence. Implementation of the plan began immediately after finalization and GDOT approval. Steps taken during plan development were as follows:

- ▶ We first examined the retirement plans of our GDOT retiree inspectors who had indicated that they were considering resigning.
- ▶ Performance criteria (including the inspector evaluation forms) were then considered to make further reductions to conform to the established budget.

- ▶ As we proceeded month-to-month through the schedule on Task Order 2, Our Project Liaison and Project Coordinator both independently tracked and reconciled our monthly and cumulative project charges against the corresponding monthly and cumulative budget.

Throughout this process during the last Cartersville District CEI contract, the DCE was kept informed of the results, and Task Order 2 was completed within the established budget. **Mike and all managers on the Amec Foster Wheeler Team understand GDOT's funding process and the importance of adhering to allocated budgets and monitoring workloads to adjust staffing to make the most efficient use of limited funding.**

#### **d) Amec Foster Wheeler's recruitment and retention plan.**

**Recruitment.** Mike Thomas, Thomas Howell, Jeff Woodward, Lori Kennedy, and Sam Gude have all developed an extensive network of contacts during their lengthy careers in the transportation industry. As additional or replacement inspectors are needed for this contract, they will draw upon these relationships, and upon resumes they already have in hand, to supply qualified CEI inspectors for the task orders in the contract. Additional recruiting avenues may include: Amec Foster Wheeler's Employee Referral Program; advertising in local newspapers; using the Amec Foster Wheeler website; using the Monster website; contacting engineering schools that offer civil engineering technology degrees and Amec Foster Wheeler recruiters. Amec Foster Wheeler has been very successful in recruiting additional staff for our current Tennille CEI contract on an as needed basis. **During the Amec Foster Wheeler Team's history of administering CEI contracts, we have never failed to offer additional inspectors when necessary and will be prepared to quickly address these needs as they arise.**

**Retention.** Amec Foster Wheeler realizes that employee retention is critical to the long-term health and success of the company, and in providing customer satisfaction. Failing to retain a high-quality employee is costly. Based on their years of GDOT construction management experience, Mike, Thomas and Jeff have identified several factors that aid in retaining good inspectors: Treat them fairly, equitably and with respect; give them the proper tools and training to do their job; make sure they understand what is expected of them; and listen to their suggestions and ideas and implement when appropriate. Our management team has earned the reputation for treating people with respect and dignity.

#### **e) Types of reviews our firm will conduct to ensure the firm is in compliance with Scope of Services**

Continuous, separate and parallel observations, reviews and adjustments will be performed by Mike, Paul and Thomas to verify that inspectors' performance complies with GDOT and Amec Foster Wheeler processes and expectations. Information gathered during reviews will be documented in order to track performance, status of necessary actions, and compliance with contract scope. Project documentation will be reviewed during frequent project visits to verify that GDOT processes are being followed. Through frequent personal on-site interaction with individual inspectors, their experience level and expertise will be gauged to determine if additional training or varied project experience is needed to continually develop the employee to better serve the Department. Through the use of biannual performance reviews, Mike will address any performance issues and determine if any employees require additional mentoring to reach their full potential. We have done this in the past and we plan on continuing to do this in the future on this project.

#### **f) Proposed quality control/quality assurance and training procedures.**

**Quality Control.** We understand that quality control (QC) is essentially what this contract is all about: inspecting contractors' work for compliance with contract documents is quality control. For

this CEI contract, quality is ultimately judged by the performance of our individual inspectors. Mike will actively monitor the performance of the Team's inspectors by routinely visiting all construction sites where Amec Foster Wheeler Team inspectors are assigned. Using his vast construction experience, he will observe portions of the contractors' work that his inspectors have monitored to evaluate the quality of the results himself. Mike will also meet regularly with the GDOT supervisors to whom our inspectors are assigned to discuss their performance. Throughout this effort, he will seek out any performance issues and apply the appropriate measures for correction. Throughout the QC process, Mike will identify specific training needs for our inspectors.

**Quality Assurance.** Contract quality assurance, or verification, is an independent check to ensure that all applicable QC procedures have been applied to each task. For quality verification to be effective, it must be independent of the day-to-day activities of the project management. To meet this goal, Jim Straka and Thomas Howell will also meet with the District Construction Engineer periodically to discuss the performance of the Amec Foster Wheeler Team. Jim and Thomas will also randomly meet with Amec Foster Wheeler Team inspectors to observe and review their performance. If problems are noted, corrective action will be taken immediately.

**Training Procedures.** Through Mike's daily contact with his inspection staff, he quickly recognizes individual training needs and mentors the inspector at the project site while the construction activity is in progress. Using the information gathered from day to day site visits with inspectors, Mike will identify training needs and make decisions on how to address those needs through either individual or classroom sessions. Performance of individual project inspection personnel will be observed to identify areas in which additional training is needed. In the case of entry level (Inspector Aid) employees unfamiliar with GDOT processes and working on construction sites, Mike will devote extra attention to assign them to a project with more experienced personnel. In the event that this situation is not available, Mike will work one on one with them to make sure the employee is properly oriented and aware of how to work safely on GDOT project sites. During the current Tennille CEI contract, Amec Foster Wheeler developed and presented two training sessions on Engineered Earth Wall Design and Construction. This training was attended by both GDOT and CEI personnel and was very well received. Amec Foster Wheeler has the resources and expertise to produce training sessions on almost any topic and stands ready to prepare and present training on topics identified to help strengthen the GDOT/CEI construction inspection team.

**g) Special or enhanced capabilities (such as the ability of the firm to perform or gather a team to perform any special or enhanced capabilities necessary to provide ancillary services required to carry out the complete scope of the contract.)**

- ▶ Amec Foster Wheeler's Kennesaw office houses a multitude of additional support functions such as:
  - Georgia Soil and Water Conservation Commission (GSWCC) Level IA, 1B, and II certifications through Amec Foster Wheeler's certified instructor Jim Studer, PE.
  - A strong IT group that can support all laptop needs, including training. The group will assist all inspectors in learning how to use the laptops, where needed, and provide all necessary software to enable inspectors to function seamlessly. Our IT group offers 24/7 support.
- ▶ Mike can assist District Construction Managers by investigating/researching pertinent information and presenting recommendations concerning identified construction issues. Because of his experience, Mike is well prepared to augment GDOT resources and will continue to be available to assist District Two Construction Managers.



- ▶ The Amec Foster Wheeler Team offers GDOT an array of professional services under one contract. If a need arises that requires geotechnical, materials testing, environmental, utility engineering, value engineering, or any other construction-related service, our Team can provide that with ease. Mike's ultimate goal for the Tennille District is to **ALWAYS provide the GDOT Tennille District with the RIGHT SIZE TEAM with the RIGHT QUALIFICATIONS at the RIGHT TIME.**

**h) Amec Foster Wheeler's ability to gather resources in the contract area and knowledge of the contract area**

The Amec Foster Wheeler Team has four people associated with this contract who have an extremely good network of contacts in the industry. They are Mike Thomas (statewide contacts through his career at GDOT), Thomas Howell (statewide contacts through his career at GDOT), Jeff Woodward (retired Construction Liaison for District Six and Area Engineer in the Cobb Area Office), and Lori Kennedy (former FHWA). We have resumes on file, and we are constantly being contacted by experienced people looking for work. We have been utilizing this resource over the past six years and will continue to utilize this resource to supply talent as workloads increase.