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CEI SERVICES

STATEMENT OF QUALIFICATIONS - PHASE II RESPONSE

RFQ-484-110615

Owner's Construction Engineering and Inspection (CEI) Services and Owner's Verification Consultant for Agency Acceptance for I-285 at SR 400

PI Number: 0013546 | Counties: DeKalb and Fulton | November 23, 2015

GDOT
Georgia Department of Transportation

1. Technical Approach to Managing the Project

1a. Provide Special or Unique Qualifications for Delivering the Scope of Work

For this project, our team provides the following unique qualifications:

- Mark Edwards, PE, our project manager, has worked as contractor, developer field design liaison, and owner's CEI representative on multi-million dollar projects, providing a unique perspective into the entire construction process. He understands the objectives of the contractor and balances that with providing the owner a top-quality facility.
- On the $860M Ohio River Bridges project, Craig Anderson, PE, designed a complex maintenance of traffic (MOT) plan that maintained capacity throughout the project, thus minimizing impact to the travelling public and local businesses. We will apply this experience on this project when reviewing the contractor's MOT plan.
- Our team offers extensive local CEI experience and national design-build (DB) experience, providing best practices we can leverage to ensure successful delivery of this project.
- The ability to foresee and mitigate challenges that impact schedule and cost.
- An understanding of project risks and limiting those risks to the Georgia Department of Transportation (GDOT).

Our Project Manager, Mark Edwards, PE, has a proven track record of delivering CEI oversight and project management on several large DB, construction management/general contracting, and alternative delivery transportation projects. Mark's diverse background and experience as a contractor, owner's representative, and contractor team member gives him unique insight and understanding of issues from both sides of the contract. This knowledge and experience is valuable in protecting GDOT's interests. For the past 12 years, Mark has been engaged in executing large-scale projects similar to the I-285/SR 400 interchange, all of which have been alternative delivery, fast-paced, complex, high-profile programs. His diverse background and project experience differentiates us in our ability to support GDOT on this project.

Our Bridge Project, Engineer Bruce Kates, PE, has a diverse background in the design and construction inspection of both small and large bridge structures. Bruce has significant experience in designing reinforced and prestressed concrete bridges from single, simple-span structures to state-of-the-art, cast-in-place, post-tensioned concrete segmental box girder bridges. He has provided direction for engineering design teams for typical grade separation structures. as well as major river crossings. His construction experience on a variety of roadway and bridge projects provides a practical perspective to his design work.

Gerald Ross, PE, a former GDOT P3 Director, brings expert knowledge of GDOT's internal processes concerning alternative delivery. Gerald understands GDOT's position on risk and has participated in the alternative technical concepts (ATC) process from the owner's perspective.

1b. Provide a Specific Written Plan Describing Awareness or Understanding of the Project

The DB nature of this project requires an owner's representative who can foresee challenges and risks and ensure that the project is being built to GDOT's standards. Currently, this interchange has a failed Level of Service (LOS) for several reasons, including traffic volumes that far exceed original capacity. In addition, the short ramps and weave conditions at the interchange have caused safety and queueing to become a major issue.

Through this major undertaking by GDOT, the goal is to alleviate traffic congestion and improve safety by increasing capacity and reducing weaving with the addition of Collector-Distributor (CD) lanes and flyover ramps and bridges on I-285 and SR 400. GDOT is tasked with accomplishing the following objectives:

- Enhance safety
- Improve operational efficiency
- Reduce weaving maneuvers along the I-285 mainline
- Address lack of adequate ramp capacity at the I-285/SR-400 interchange
- Improve ramp geometry at the I-285/SR 400 interchange

These five objectives are challenged by specific geometric alignments currently in operation, including:

- Multiple short weaving sections such as: Ashford Dunwoody EB entrance ramp to SR 400 NB and SB; SR400 SB loop ramp to I-285 EB; and SR 400 NB to Ashford Dunwoody EB exit ramp (I-285 EB)
- Left-hand entrance ramps such as: I-285 EB to SR 400 NB and I-285 WB to SR 400 SB
- Roswell Road entrance ramps with I-285 and close proximity to SR 400 system-to-system interchange
- Impact to Cox Enterprises campus
- Access to network of major regional hospitals in the Glenridge Connector area
- Mutiple access points along SR 400 requiring CD lanes

- Impact to the local economy, including the Perimeter CID, a major employment center with several multi-national companies as well as small businesses

With our local CEI understanding, combined with our national DB experience, we provide the oversight to ensure that reliable MOT plans are implemented and that sound construction phasing reduces impacts to the traveling public and the schedule, as well as reduces the wasting of stage construction. This allows our team to provide quality assurance to GDOT, resulting in the final acceptance of the proposed project.

1c. Provide the Proposed Management Approach of the Project

Our fundamental management approach will be to ensure communication of expectations and goals of our team and staff. It will be imperative that all team members are kept abreast of the Developer's scheduled activities and approach to completing the project. We will do this by maintaining clear and effective lines of communication with all project stakeholders. Subsequently, we will disseminate all necessary information to our staff and subconsultants in our weekly planned meetings. The table below outlines our communications plan with GDOT's Program Management Consultant (PMC) and the project's key contributors.

Frequency	GDOT / PMC / PSI	Developer Team	FHWA / GDOT	Additional Stakeholders
Kick-off Meeting	– Gain alignment on key project issues, such as safety plan (including our role, required training, DB Developer requirements), document control protocols, and project escalation matrix	– Discuss schedule to plan resources and our approach to staffing the work before issuing formal staffing plan	– Discuss FHWA and GDOT requirements and expectations during the project – Establish communication plan with FHWA and GDOT	– Discuss plan for media notifications of work activities and handling of public complaints through PMC – Identify major events in corridor and other concerns
Daily	– Coordinate plan errors during inspections – Review construction quantities for DB draw requests – Draft NCRs (as warranted) – Quality control documents – Submit DWRs	– Issue deficiency report for non-compliance traffic control through PMC – Daily discussions of upcoming / ongoing work – 2-way communication to resolve field issues at lowest level possible	– Communicate as necessary	– Acknowledge any questions asked in the field, immediately report to PMC and Public Information Office (PIO) for follow-up / resolution
Weekly	– Contribute to digital photo log – Progress meetings – Attend PMC staff meetings	– Attend weekly progress meetings	– Communicate as necessary	– Acknowledge any questions asked in the field and immediately report to PMC and PIO for follow-up / resolution
Monthly	– Inspector resource monthly outlook – Track and report materials on hand – Assist with pay requests at direction of PMC	– Review schedule updates and impacts to staffing plan – Review outstanding NCRs and importance of closing items	– Communicate as necessary	– Acknowledge any questions asked in the field and immediately report to PMC and PIO for follow-up / resolution
As Needed	– Work with PMC and PSI to schedule materials tests, reports, and resolve material issues – Work with PMC for survey checks – Pre-activity and safety meetings	– Partnering update meeting – Coordination to resolve emergency / quick-response issues through the PMC	– Accompany FHWA / GDOT on regularly scheduled field and record reviews – Support PMC with items to be included in the FHWA report	– As necessary

Project Documentation

Project documentation is a commonly overlooked but essential element to project success. Under the leadership of Joe Johnson, PE, the use of eBuilder will greatly contribute toward the efficiency in which documents may be viewed and distributed. His large-program and CEI expertise in this area will ensure that our system is effective, efficient, and auditable.

Inspection

Our inspectors will follow the same schedule as the Developer's Quality Assurance Firm (DQAF) inspectors and provide the necessary oversight on DQAF inspections. We will provide at least 1-in-10 verification on all items. At no time will we share our intended inspection location with the DQAF staff or the Developer.

For full-time inspection activities, we will perform side-by-side inspections with the DQAF. If we identify inspection issues, we will prepare a Non-Compliance Report (NCR), which will address the non-compliant work performed by the Developer, as well as deficiencies of the DQAF inspections. We will then meet with members of the DQAF firm, Developer, and GDOT to correct the DQAF's approach for future inspection operations. Our CEI inspections will increase as needed in all follow-up activities to verify that corrective actions have been properly implemented. Upon confirmation, and when we are confident that the DQAF inspections are in compliance with GDOT procedures, we will revert back to the 1-in-10 approach.

Testing

For statistical correlation and verification of test results, it is imperative that the equipment of both firms is accurately calibrated and inspectors are properly trained with sampling and testing procedures.

We will perform project materials testing at the frequency required by GDOT procedures. As the Owner's Verification Consultant (OVC), we will perform Owner Verification Tests (OVT) to statistically verify the DQAF's test results. We will conduct at least one OVT for each type of test and for each material used on the project (random samples, split samples, or side-by-side testing as appropriate). For materials that require significant testing, our OVT frequency will initially be at a higher-than-required rate. As the OVT comparisons statistically verify the DQAF results, we will reduce the OVT frequency to 1-in-10 as specified by GDOT. If at any time the OVT results begin to show greater variances than permissible with DQAF results, or if other issues arise, we will increase the OVT frequency. If a dispute arises between DQAF and OVC test results, it will be resolved by a referee testing organization, most likely from GDOT.

Audit

We will review the DQAF and Developer Quality Assurance Plan (DQAP) and develop a checklist of essential elements detailed in their plan. We typically will perform audits on a monthly basis and will prepare a summary of each audit, including deficiencies and recommended corrections. These audit summaries will be submitted to FHWA, GDOT, the Developer, and the DQAF so that they can identify corrective actions. We will follow up as needed to verify that effective corrective actions have been implemented.

Maintenance of Traffic

Our team has worked on a number of alternative delivery projects around the country in design, review and construction oversight capacities. For example, the Ohio River Bridge – Downtown Crossing, in Louisville, KY, is an interstate interchange re-construction DB project with a construction cost of $860 million. It is very similar to the planned I-285 / SR 400 interchange reconstruction. Our personnel involved in the project include:

- Craig Anderson, PE, performed design, provided technical oversight of several highway and traffic engineers, and coordinated the efforts between the three project sections to develop the MOT plans and modify them as construction needs required. Craig also served as chairman and led the project's MOT Task Force monthly meetings with the owner, Developer, local stakeholders, and emergency responders.
- Emily Flagg, PE, facilitated and led design reviews of the original detailed plans with members of the Kentucky Transportation Cabinet (KYTC – owner) and the DB Developer.
- Patrick Capasse, PE, provided back-check and quality control services to ensure that the plans met the project specifications, proposal commitments, and engineering standards.

Plans and specifications were developed in accordance with the MUTCD, AASHTO Roadside Design Guide, Kentucky and Indiana State Standards Drawings, and various NCHRP reports as required. A Design Criteria Matrix and checklists were utilized to quickly review developed plans for the major items required. Plans were reviewed by the engineer of record (EOR) and owner's representatives, with comments recorded on a Review Comment Summary Report, which was used to record and track issues, potential conflicts and necessary adjustments, and to document the resolution and disposition of each issue through final approval of the plans. Our team provided field inspections to confirm installations were performed according to the final plans and active MOT was monitored closely to ensure the safety of motorists and the construction team.

Design coordination between construction efforts and design disciplines was essential for quick delivery as regular, "over the shoulder" meetings were held, often in small groups, to discuss the more complicated design areas and / or items of disagreement. While not immediately obvious, "4th dimensional" thinking was necessary. MOT must be maintained not only as it exists on site, but also must accommodate the construction and use of any number of future needs, such as temporary drainage, retaining walls, bridge piers, subsequent traffic switches, etc. – items not yet built or even designed. Not thinking far enough ahead can lead to problems and time-consuming delays. To support this 4th dimensional thinking and to mitigate potential problems, each MOT submittal was distributed to the various engineering disciplines and the construction team for their review and comment to see that the MOT plan did not interfere with the other disciplines' design elements or the Developer's delivery plan.

Our CEI and verification team has the background and experience to provide this detailed and necessary review of the plans prepared by the Developer's EOR team and has the tools to administer, monitor, and inspect the MOT construction to ensure the project conforms to the plans, specifications, and special provisions for the Developer's contract. Our multi-layered strategy includes:

- Early and frequent review of MOT plans and details from development through installation
- Field check of the layout of the proposed installation
- Observation of the traffic flow and operation after the switch is completed
- Discussion with the EOR, Developer and / or traffic control subcontractor to adjust as necessary for improvements to traffic flow and safety

Dispute Resolution

Throughout the life of a project, there may be differences of opinions on the quality of materials, compliance with standards and procedures, and other elements of project execution. A formal dispute resolution procedure is essential to provide timely resolution and minimize adverse impacts to the project schedule. As a part of our communication plan, we will prepare a project escalation matrix, identifying our role and level to assist with timely resolution of differences. All project personnel are assigned the level in which their participation is required and the output is documented in the communications plan. This ensures all parties know their roles and responsibilities, as well as the next level of contact required if issues cannot be settled at a lower level. Maximum allowable time frames are assessed to each level to ensure issues do not stall. The facts and discussions during resolution of an issue are documented in the project records.

Mark and Assistant Project Engineer Jeff Woodward have a great deal of experience in the development, implementation, and execution of the dispute resolution process. In addition to developing and executing escalation matrices on SH 130, DART CMGC-3, and TEX Rail, Mark served as the owner's representative to a formal dispute review board established on DART's CMGC-3 project. Upon contract completion, no issue had been formally brought to the review board and all matters were settled without the need for arbitration or court proceedings.

One of the lessons learned is that all parties to the dispute resolution process must embrace its use. Leadership must promote and mandate to all levels the use of the process. Our strong belief and proven successes in the merits of the dispute resolution process will assist GDOT in the timely resolution of issues and mitigation of potential costly claims.

Meeting the Project Schedule

Reviewing the schedule to consider unidentified predecessor requirements is vital. It is essential to prepare for and communicate predecessor requirements to those responsible prior to their need. Although structural steel bridges might not be a part of this project, they provide an excellent example of schedule planning requirements. Long lead times are often a part of structural steel ordering, fabrication and delivery to the site. Shop drawing reviews must be completed and approved prior to ordering. While this is recognized, often overlooked is the structural steel erection plan development, review and approval before erection, particularly with curved or complex structures. Improperly planned, the erection can have an adverse effect on the steel members. The erector must know what is required for the review and the EOR must understand the scope of the review and the response. A meeting before the first erection plan is prepared is a good way to outline responsibilities, scope and expectations. All involved with that structure and other structures to come are then copied with the outcome of that meeting.

Similar preparations are required prior to the casting of complex concrete members; our team has the background to provide this. Such planning and preparation can avoid unanticipated delays.

After the Developer provides the project schedule, we will meet with them weekly to obtain next-day, 21-day, 90-day, and 120-day "look aheads." This information provides benefits and enables us to provide input when the Developer is not working in accordance with the project schedule. Having the forecast reports empowers us to stay abreast and keep GDOT informed.

Phase	Benefits
Next-Day Look Ahead	• Solidifies work assignments • Ensures coverage of elements of work • Clearly defines personnel responsibilities
21-day Forecast	• Allows for planning of resource allocation • Provides lead time for night and weekend work • Allows for planning of work efforts • Provides for preparation lead time to determine compliance
90-day Forecast	• Determines adequate staff and skill set needs • Provides lead time for advanced preparation • Alerts staff to possible out of sequence work and the preparations needed to respond • Aligns our efforts with DB activities proactively
120-day Forecast	• Provides long-lead time to forecast resource needs • Provides lead time for ramp up/down of project resources for smooth transition of work efforts • Provides time and opportunity for planning of staff training and cross-training needs

Public Information & Outreach

Our experience with GDOT in the CEI role has taught us that we provide a sometimes overlooked but important role in the execution of a project. We are GDOT's first line of defense and we are stewards of your image in the field on a daily basis. Many times we have been approached by stakeholders and the public with complaints and concerns. We understand we are not GDOT's voice and our communication plan and protocols clearly define our role with respect to the public. We can, however, provide that first impression of GDOT and gather information to pass on to the proper parties, so that public concerns can be addressed. We work with public information and community outreach staff to provide them with photos and other information that in many cases leads to a timely resolution of public issues while preventing negative press. On the TxDOT SH 130 project, Mark and his staff fielded complaints and, at the request of TxDOT, provided photos of conditions, back-up documentation of measures deployed by the construction team, and information that was essential for timely resolution.

1d. Proposed Construction Quality Assurance Plan and Training Procedures

Construction Quality Assurance Plan

Through our previous experience on mega DB projects, we understand the importance of developing and implementing a Project Specific Quality Assurance Plan (QAP). Our primary function is to oversee DQAF inspections and validate or verify their test results. These guidelines will provide a sufficient level of detail to allow all team members to identify validation procedures associated with their roles.

Within 30 days, we will prepare and submit for approval a QAP that details our procedures, evaluation criteria, and instructions for our team to follow while performing the 10 percent inspections, sampling, and testing. The QAP will include internal procedures used by our staff to verify that the DQAF is performing in accordance with their approved Quality Control Management Plan (QCMP). At a minimum, our QAP will address the following areas:

- Well-defined roles and responsibilities: Description of our roles and responsibilities and functional relationships of each team member to all project stakeholders. This will help our leadership in enusring Developer activities are properly monitored and will assist in knowing who to go to if an issue arises.
- Project workflow protocols: Methods that clearly define the authority and responsibility for administration of the QAP.
- Project workflow procedures: Procedures for overseeing and inspecting the work for compliance with the QCMP.
- Owner Verification Testing and Inspection Plan: Procedures describing OVC material sampling and testing, which will include generating random test locations, tracking material samples, processing material samples, review and approval of test records, and tracking compliance with material testing frequency.
- Inspector onboarding and training procedures: In-depth manuals for "on-boarding" our project personnel will be developed before construction begins. The procedures will outline training and certification requirements, daily inspection duties, sampling and testing requirements and procedures, communication and data transfer procedures, and documentation requirements using Site Manager.
- Audits: Planned and periodic quality reviews (audits) of QCMP and the Developer's adherence to the plan. Periodic audits on our own adherence to and effectiveness of our QAP.
- Statistical Analysis: Procedures for performing statistical analyses in compliance with QAP procedures. Procedures for reviewing test results for compliance with mutually agreed-upon processes to ensure data integrity for accurate statistical analyses.

- Tools: Measures to ensure that tools, gauges, instruments, and other measuring and testing devices used in activities affecting quality are properly maintained, controlled, calibrated, certified, and adjusted at specified periods to maintain accuracy within industry standards.

As a living document, our QAP will be updated periodically as needed. These updates are necessary because construction will begin before final design is completed, and new, unanticipated features of work might be incorporated later by the Developer. Whenever the CQMP is modified, the QAP will also require updating to provide guidance on oversight responsibilities.

Training Procedures

Our experience has shown us that construction and safety training is the most significant element of employee development and retention. With many years of practical GDOT CEI experience, our team has developed a proven training program that allows our team to recruit inspectors and develop construction professionals at a significant cost savings to the client.

Training and development of our employees will be the key to providing an excellent workforce for this project. At Jacobs, training and employee development of our staff is a four-pronged approach. These consist of Internal Training, External Training, GDOT-Provided Training, and most important, targeted individual one-on-one Field Training and Mentoring.

Internal Training

We have developed an internal training program that covers all aspects of transportation construction. These courses will be delivered as lunch-and-learn sessions at no cost to GDOT. They will cover all aspects of construction, from job safety and basic highway engineering to best practices in construction techniques. A list of courses is shown to the right.

Jacobs CEI Training Syllabus

Part I (Introduction/Safety – 4 months)
- Assessment Quiz
- Safety and Traffic Control
- Basic Erosion control
- Basic Construction math
- Review

Part II (Basic Highway Construction – 8 months)
- Construction Procedures and Practices
- Construction Plan Reading
- Trenching and Excavation
- Basic Surveying
- Excavations and Embankments
- Base Course Inspection
- Asphalt Paving
- Bridge – Substructure
- Bridge – Superstructure
- ATMS/ITS

Part III (Engineering Fundamentals - 12 months)
- Review of Basic construction
- Fundamentals of Asphalt Paving
- Fundamentals of Asphalt Compaction
- Understanding Mat Defects
- Introduction to Retaining Walls
- Retaining Wall Review
- Introduction to Culvert Design
- Culvert Review
- Bridge Substructure Construction
- Bridge Superstructure Construction
- Bridge Review
- Introduction to Pre-stressed Concrete
- Pre-stressed Review
- Basic Civil Engineering – Sewers
- Introduction to Open Channel Hydraulics
- Understanding the Americans with Disabilities Act

External Training

All Jacobs employees are eligible to take individual courses from the Red Vector Training portfolio, which includes hundreds of courses applicable to transportation engineering and construction. The employees and supervisors develop a training plan using Red Vector courses, focusing on their assigned inspection responsibilities to enhance their capabilities and help us deliver excellent results for GDOT.

GDOT-Provided Training

GDOT provides excellent training in areas like Site Manager, e-Builder, traffic control, erosion control, asphalt construction, and bridge construction. Normally, these courses are available to CEI staff and we will recommend our team attend as many as are available.

Field Training and Mentoring

Our team is uniquely qualified to provide targeted one-on-one field training. Thomas Howell, PE, and Jeff have a combined 60+ years of GDOT experience in construction and operations. They, and other key members of our team, will target and provide individual training and mentoring to our employees, as well as our subconsultant CEI employees and testing employees. On a recent DB project for TxDOT, we were able to train and integrate our testing technicians into the oversight inspection team to better manage their idle time, provide an additional set of eyes, and provide added value to TxDOT.

Understanding of GDOT's Construction Quality Assurance Plan

We worked on GDOT I-85 HOV to HOT project and our team is intimately familiar with the GDOT CQAP for DB projects. Mark managed the same process on a $1.5B project for the Central Texas Turnpike Authority (CTTA). He was instrumental in leading the audit process to verify compliance with the applicable construction QC/QA Plan and Storm Water Pollution Prevention Plan commitments for TxDOT. The outcome of the process was so successful under Mark's management that his name and implementation of the audit process is used as the primary example in the TxDOT Design-Build Quality Assurance Program Implementation Guide on which GDOT's Quality Assurance guide is based. Mark and our team will partner cooperatively with the

Developer team to develop, monitor and audit the Quality Management Plan, and will bring the same rigor and thoroughness in conducting verification sampling and testing as on the CTTA project.

1e. Provide the Proposed Staffing and Approach to Managing the Required Inspection Personnel for the Project

Approach to Staffing and Onboarding

We employ best practices and lessons learned from DB projects such as SH 130 and our TxDOT CEI practice to identify, train, and efficiently staff the inspector pool. Before construction activities begin, Mark and Jeff will coordinate with the Developer and develop our staffing needs based on the Developer's schedule for the execution of work and develop an onboarding process. The onboarding includes training for task-specific inspection, project procedures, safety, document control, and the QCAF approach to collaboration and DB inspection. In addition, Mark and Jeff will develop a database of inspector qualifications, skill sets and certifications, allowing them to quickly identify and allocate resources based on project needs. In order to maximize efficiency, we cross-train our inspectors and certify them in more than one discipline, allowing them to inspect multiple project areas. This allows us to fill in the peaks and valleys without having to mobilize additional staff. We minimize overtime by staggering shifts to maximize coverage of work performed and reduce the number of inspection staff during periods where work performed does not require multiple inspectors or immediate inspection. For short-term peak and emergency resource needs, Mark and Jeff will use our regional master resource schedule to identify available staff to shift to this project. Our approach to staffing will include using the Developer's look-aheads and our regional master resource schedule to identify available staff to shift to this project. However, given the nature of construction work, there will be times when we have to bring on extra resources to quickly respond to project needs. For hours outside of normal operations, we will maintain a point of contact to identify on-call, quick-response resources.

Our resource staffing plan will be based upon the Developer's baseline resource loaded schedule and updated with their monthly progress updates. This will maximize our alignment with the Developer activities, and combined with a 90-day, the three-week look-ahead, weekly progress meetings, and daily coordination with the DQAF, will allow our team to provide the correct mix of skill sets for proper coverage. Our detailed staffing plan will identify the number of the Developer's crews and DQAF staff and pair them with our inspection staff. In addition, we will rigorously align the staffing and scheduling of Hold Point Inspections to avoid construction delays and maintain project momentum. From NTP-1, we will develop a resource staffing plan based on the schedule data provided in our coordination meetings with the Developer and our experience with similar projects.

2. Specific Qualifications, Skills, Knowledge of the Project and Project Area

Special Qualifications and Skills

The direct connection ramps of an interchange include bridges over roadways and other ramps in the interchange, often referred to as, "flyovers." They can be constructed of precast, prestressed concrete girders, welded steel plate girders or precast, prestressed concrete segmental box girders. For the span lengths involved and the advantage of rapid construction, the precast box girder is a viable structural alternative.

Bruce has a background in segmental box girder design and construction from inspection through technical consultation for DOTs. Precast construction can be accomplished using either the span-by-span approach (with spans up to 150 ft. over land) or balanced cantilever methods (reaching spans of about 250 ft. for constant depth segments). If this structure type is selected, the preparation of the precasting yard and segment storage area will begin early in the project, including clearing and grubbing, drainage, soil testing and stabilization, utility installation, foundations, concrete batch plant, and casting cell erection. Preparations for fabrication must be addressed such as rebar jigs, short-line match casting bed, curing facilities (including steam), survey control, and other items. The precasting yard is prepared early in the project in order to cast and store the segments so that they are ready once the supporting substructure is in place. During construction, the erection profile must be established, post-tensioning process reviewed and checked during installation, and overlay profile determined prior to its installation.

Knowledge of Project Area

Jeff offers a wealth of traffic management experience throughout his 27-year career managing GDOT projects across Metro Atlanta. He has extensive knowledge of the GDOT Special Provision Section 150 – Traffic Control, including the Traffic Management Plan requirements. He worked closely with FHWA in the review, approval, and implementation of traffic management plans on the Hammond Drive interchange DB, I-85/SR 316 reconstruction, and 14th Street bridge/roadway. These projects required detailed staging plans for sequence of operations. For this project, Jeff will provide his expertise to implement traffic shifts, detours, bridge widenings and replacements, or other activities that disrupt traffic or pedestrian flow. As Director of Construction at GDOT, Thomas was involved in many recently completed projects, including the Hammond Drive DB interchange on SR 400, the Northridge Road DB interchange on SR 400, the Roswell Road-I-285 interchange improvements, the Ashford-Dunwoody I-285 Diverging Diamond, the Glenridge Connector Ramp extension on I-285 eastbound, amd both I-285 resurfacing projects. Jeff and Thomas are located in our Midtown Atlanta office, in close proximity to GDOT's office and the project location.