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## Phase II Response

# Owner's Construction Engineering and Inspection (CEI) Services and Owner's Verification Consultant for Agency Acceptance for I-285 @ SR 400 Submittal #1

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RFQ-484-110615  
November 23, 2015

### Project/Contract

**Project Number:** N/A

**PI Number:** 0013546

**Counties:** DeKalb and Fulton

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

- A. Administrative Requirements
- B. Experience and Qualifications
- C. Resources/Workload Capacity

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## 1. Technical Approach to Managing the Project

MA has provided CEI and material testing services under numerous district-wide contracts with GDOT as the prime and as a subconsultant. In addition, MA is currently the Construction Quality Acceptance Firm (CQAF) for the Northwest Express Roadbuilders on GDOT's Northwest Corridor (NWC) project. The following information details the reasons why the MA team is the best fit to provide Owner Verification Firm (OVF) services for the I-285 and SR 400 interchange reconstruction project. We believe our staff's experience, dedication, availability and familiarity with the area are unique and unmatched by any other team or organization.

### a. *Special or Unique Qualifications for Delivering the Scope of Work*

- 1. MA's Local Presence.** MA has been in the Metro Atlanta area and in all other regions of the state working on CEI and material testing projects for the past 28 years. Our firm continues to be the leader in Georgia for providing CEI services to GDOT, counties and cities. MA's primary office responsible for managing this contract is located at 2450 Commerce Avenue, Suite 100, Duluth, Georgia 30096. This office is located within an easy drive from the I-285/SR 400 interchange. There are currently 223 transportation professionals assigned to this office, which includes 66 CEI personnel, 13 program managers, and 15 material/lab technicians. Our team consists of MA as the prime consultant with Cardno, Inc., and Long Engineering, Inc., as subconsultants. Both subconsultants' offices are within 15 minutes of the project. The organization chart in our Phase I submittal shows a commitment to an initial staff of 50 professionals; 24 are experienced field personnel. These resources will be available immediately when requested by the Department.
- 2. MA's Extensive CEI/Material Testing Experience.** MA and our team members have more than 120 CEI inspectors and material technicians statewide. MA is currently performing CEI services in Districts 2, 3, 5, and 7. In addition, we are providing material testing for District 2, District 5, and for numerous projects around metro Atlanta. MA's team fits this project and the requested needs of GDOT completely. Throughout MA's 28 years in business, CEI has been a specialty of the firm. We consider it to be our greatest expertise. Many in our ranks are former GDOT construction managers, engineers, and inspectors who have mentored and developed our current staff dedicated to CEI services. This concentration of roadway and bridge construction expertise in Georgia is unmatched by any other consulting firm. MA has been fortunate to provide CEI in many GDOT districts and for many Georgia counties and cities, most of which utilize GDOT's specifications and construction policies. This continuous use of GDOT documents and specifications allows an easy transition for inspectors from city and county work to GDOT projects.
- 3. MA's Experience in District 7 and Metro Atlanta.** MA has performed CEI and material testing services in the Metro Atlanta area since 1987. We are currently performing CEI services for GDOT District 7, CEI/material testing services as the QCAF for the developer on the NWC project, and CEI/material testing services for numerous counties, such as Gwinnett, Forsyth, Cobb, etc. MA provided CEI services to GDOT for the conversion of the Ashford Dunwoody/I-285 interchange into a diverging diamond interchange (DDI); we are very familiar with working safely in areas with high traffic volume.
- 4. MA's NWC Experience.** As stated previously, MA is the QCAF for the NWC project. Being the first such project in the state for GDOT, MA was extensively involved with the developer and GDOT and their representatives in the development of the overall Construction Quality Assurance Program (QCAP). On behalf of the developer, MA wrote the Quality Management Plan, the Quality System Procedures Manual, the Construction Quality Management Plan, and the Construction Quality Procedures Manual for the project. From our involvement with this project, there will be no learning curve for MA. We know the processes, software, and forms the Department has in place for this type of contract; we utilize them every day. We know how to utilize e-Builder, how the nonconformance process works, what is needed for audits, the level of statistical analysis required, and the communication/interaction protocols. MA has more than 45 personnel assigned to this project, ranging from the QC project manager to inspectors and field technicians. In addition, our field office and AASHTO-certified lab are on the project site.
- 5. Experienced Full Time Resident Engineer/Project Manager.** Our proposed project resident engineer/project manager, **Dickey Forrester, PE**, will work from the project field office for the project. Dickey has more than 45 years of construction inspection/management experience with a majority of his experience in Metro Atlanta on significant interstate widening and reconstruction projects with traffic volumes comparable to or larger than the volumes at this interchange. Dickey has worked for MA for the past nine years on GDOT CEI contracts in Districts 1, 2, 3, 5 and 7, along with providing CEI services to TDOT and Cobb County. His employment with MA followed a 34-year career with GDOT. During his years with GDOT, Dickey served as the District 7 Construction Engineer for more than six years. Dickey was the Construction Engineer during the time of the construction of the SR 400 toll road projects. He has

additional experience with widening the Downtown Connector from Cleveland Avenue to North Avenue, widening I-20 from Hightower to Boulevard, reconstruction of the I-20 and the Downtown Connector Interchange along with the construction of the Presidential Parkway. His local knowledge gained from more than 45 years of experience in the region is unmatched and provides exceptional value to the project.

- 6. Staff and Team Experience.** MA comprises many individuals who bring extensive knowledge of the Department's specifications, procedures and processes. Many individuals who work for MA, including Buddy Gratton, PE, David Graham, PE, and Dickey Forrester, PE, helped develop many of the Department's procedures, construction specifications, inspector training material, and inspection procedures that are utilized today.

Buddy, as the principal in charge for this project, will be in constant contact with GDOT project management to ensure satisfaction with our overall performance and to ensure QC/QA is being adhered to for our team. Buddy retired from GDOT seven years ago after having held several key positions during his career including Deputy Commissioner, District 7 Engineer and State Maintenance Engineer.

The average number of years of experience for the MA team shown on the organization chart in Phase I is more than 20 years. This is exactly the experience level that we believe GDOT is looking for with this project. In addition, more than 90% of the personnel shown on the organization chart have worked on roadway transportation projects within metro Atlanta for a majority of their careers. They are extremely familiar with all safety aspects of working in such a heavily traveled environment. **Mickey McGee**, the assistant resident engineer, worked his entire GDOT career in Metro Atlanta and spent the last eight years as the District Construction Engineer in which he managed more than 180 CEI personnel. During those eight years, he oversaw the construction of more than a billion dollars' worth of construction.

Long Engineering is currently one of MA's primary subconsultants on the NWC project and has also gained extensive experience on the processes and procedures that will be utilized for this project. They are providing several experienced CEI personnel and **Randy Sanborn, PE**, as the primary utility coordinator. Randy has more than 20 years of utility coordination and construction experience.

Cardno, Inc., is also a primary subconsultant with the team. **Bill Stuckey, PE**, and **Hans Brain** from Cardno are both senior bridge inspectors who will satisfy the specialty certification requirements that GDOT is looking for.

- 7. Commitment to Using GDOT Funds Efficiently.** MA provides to the Department a modest field overhead rate of 72.12% of direct labor. This rate is possible because of our 'hands-on' management style and awareness of cost factors. MA strives for efficiency and fiscal conservation on every project. Our local ownership and management allows us to provide all of our clients with extremely competitive rates. This strategy results in MA providing our clients with lower rates and more inspection hours for the same dollars expended. This has been demonstrated to benefit GDOT through time extensions to District CEI contracts and task orders without the addition of funds.
- 8. Two AASHTO-Certified Laboratories.** MA has two AASHTO-certified laboratories within 10 miles of the project limits that will allow quick responses from our lab managers and our technicians for this project. Yong Shao, PhD, PE, our senior geotechnical engineer and department head, is responsible for our in-house technician training program. This ensures we have staff familiar with the recordkeeping protocols to ensure accurate analysis.



*b. Specific Written Plan Describing Awareness or Understanding of the Project*

The proposed improvements are designed to aid in reducing traffic congestion and improve safety in the area surrounding the I-285/SR 400 interchange in metro Atlanta. The project is located on the top end of I-285, beginning west of Roswell Road in Fulton County and ending east of Ashford Dunwoody Road in DeKalb County, a length of approximately 4.3 miles. It also includes approximately 6.2 miles of improvements on SR 400 from the Glenridge Connector to Spalding Drive. The project proposes to construct new eastbound and westbound CD lanes along I-285, as well as northbound and southbound CD lanes along SR 400, new flyover bridges, reconstruction of existing ramps, and widening of existing bridges within the interchange. Braided ramps will be constructed in the vicinities of Ashford Dunwoody Road and Roswell Road to eliminate conflicts between traffic entering and exiting SR 400 and traffic entering and exiting the Roswell Road and Ashford Dunwoody interchanges, while preserving the recently completed projects at both of these interchanges. Along SR 400, the project would construct northbound and southbound CD lanes from Glenridge Connector to Hammond Drive. This work would tie into the adjacent SR 400 CD lanes project, which has now been made a part of the interchange project and will be let together. MA developed the 30% plans for GDOT's use letting the Hammond Drive/SR 400 half diamond interchange as a design-build contract. According to GDOT's website, the existing SR 400/Abernathy Road interchange will be reconstructed as a diverging diamond interchange (DDI). MA has been involved with the four diverging diamond interchanges currently constructed in the Metro Atlanta area. MA designed the DDI's at Ashford-Dunwoody and I-285, and Windy Hill Road at I-75. Our Gwinnett County program management staff and MA home office designers performed plan review for the County and GDOT on the Pleasant Hill and Jimmy Carter DDI's on I-85. MA provided the construction inspection for Ashford-Dunwoody, Pleasant Hill and Jimmy Carter. MA has the most experience in Georgia with the design and construction of DDI interchanges.

The need to reduce congestion and provide safety improvements on the I-285/SR 400 project mirrors the same needs for the NWC. The same general design criteria and goals for the I-285 and I-75 interchange on the NWC are included in the I-285 and SR 400 interchange scope of work. We have firsthand knowledge of the impacts and effects of a large design-build-finance (DBF) project in an urban environment. We will utilize this experience by allowing members of our NWC team to train our OVF staff for this project, thereby shortening any learning curve for the OVF staff. The obvious advantage of this situation is that both projects are first and foremost Georgia projects that involve the same GDOT specifications and requirements. The MA team is staffed with individuals that are acutely aware of the effort and experience required to inspect, schedule, organize and coordinate with the sizeable group of design firms; contractors; sub-contractors; vendors; government officials for state, counties and cities; utilities; traveling public; property owners; business owners; and local media representatives. The media will be constantly monitoring the progress of the project, and our team will be certain that we will cooperate with GDOT and the developer to ensure that accurate and timely information is given to the media outlets along with the surrounding business and property owners. The proximity of MA's main office in Duluth will ensure our responses are immediate.

In addition to the inspection and material physical testing for the project's roadway and bridge elements, we will also provide the Department compliance oversight of erosion and sedimentation control measures, adherence to the NEPA document's green sheet commitments to protecting environmental resources, and overall job site safety and protection of the traveling public.

For this contract MA's primary function as the OVF is to oversee the QCAF inspections and to validate or verify the QCAF test results as outlined in the contract requirements described in Exhibit VI of the RFQ. The OVF is to provide the appropriate qualified resources necessary to perform the work when needed. The work can be performed at any point during the work week, which will require staffing flexibility. MA is more than capable to provide this staffing flexibility as is shown with our experience at the NWC project and our CEI work for District 7. In addition to the staffing flexibility for a work week, MA understands that the staffing levels and the type of staffing expertise will change during the course of the contract and is prepared to do so.

*c. Proposed Management Approach of the Project*

MA's management approach to this project will be similar to our approach on previous GDOT CEI contracts. Buddy Gratton will serve as MA's principal in charge and will provide overall guidance to the project staff as well as assuring that all QC/QA procedures/process are adhered to. Dickey Forrester and his assistant, Mickey McGee, will live this project 24-7 and will be in charge of the daily management of the team. They will be responsible for determining the staffing requirements and training needs. They will also be responsible for coordinating with the developer's QCAF staff to ensure that all work is being properly inspected and tested. The OVF staff will schedule and conduct both field and office audits to review the QCAF's inspections, material tests and recordkeeping. MA will provide continual daily feedback both to the QCAF's staff and GDOT.

We will work with the QCAF's staff to ensure that any issues are resolved as quickly as possible.

The team will be organized with Dickey directly managing the office engineer, resident compliance officer, contract specialist, the environmental field representative, and Mickey with the field staff. Dickey will be the primary contact for all meetings with GDOT and their representatives, FHWA, the developer and their QCAF. Mickey will support Dickey in those meetings if needed. Mickey will oversee the daily field operations and manage the roadway project engineer, the bridge project manager, the roadway testing technician, the ITS senior inspector, and the leads for the additional service areas. The roadway project manager will manage all roadway inspectors and the bridge project manager will manage all the bridge inspectors.

Dickey will conduct and document weekly internal meetings with key staff to discuss the following:

- Status of each item in the Owner Verification Testing and Inspection Plan (OVTIP), such as audits, reports, QA on procedures, etc.
- Resource plan for the next week and for the three week look-ahead schedule provided by the developer
- Status of NCR's
- Status of any dispute resolutions
- Status of e-Builder to ensure compliance with our data
- Training needs
- Other items as needed

The meeting minutes will be provided to GDOT and will be utilized for meetings conducted with GDOT, the developer and the developer's QCAF.

At any point an NCR is developed, Dickey will immediately notify the GDOT representatives and ensure that all other parties have been notified by the QCAF.

d. *Proposed Construction Quality Assurance Plan and Training Procedures*

The developer will be responsible for the quality of the work and all QC activities including construction inspection, materials testing, and associated reporting required by the GDOT Standard Specifications. The Construction Quality Assurance Program (CQAP), which itself is comprised of the following three components: Quality Control Program (QCP); Quality Acceptance Program (QAP); and Independent Assurance Program (IAP).

The QCP is the responsibility of the developer and consists of the Construction Quality Management Plan (CQMP) and the Construction Quality Procedures (CQP). GDOT will be responsible for all components of the QAP consisting of Quality Assurance (QA), which will be performed by the OVF hired for this contract. The primary function of the OVF is to oversee the CQAF inspections and to validate or verify the CQAF test results. The IAP will be implemented by GDOT to evaluate sampling and testing procedures, personnel, and equipment used as part of the QCP and QAP. The QAP and the IAP act as second and third checks on both the developer's internal quality control program and the materials acceptance process. Both the QAP and IAP functions are the responsibility of GDOT and those groups report directly to the GDOT Office of Innovative Program Delivery. These two components of the quality control and quality acceptance process include activities such as:

1. Performing "frontline" materials acceptance testing and inspection
2. Performing owner verification to encourage continuous process improvement and manage the materials acceptance process.
3. Performing statistical analysis of results to ensure that laboratory and technician test results compare favorably.
4. Performing evaluations of all sampling and testing procedures, personnel, and equipment used as part of the acceptance decision.
5. Performing other duties as outlined in DBFA contract.

All three components of the CQAP are intended to act independently of the developer's design and construction functions and thereby ensure compliance with the contract plans and specifications. It is important to note that all three of these CQAP components interact with each other and interface with the design and construction functions at several points.

**LOCAL EXPERIENCE WITH LARGE DBF PROJECT.** MA is currently the CQAF for the developer on the Northwest Corridor (NWC) project in Cobb County. We have been working with the OVF consultant for GDOT, Atkins, on the NWC for more

than a year. This has been a harmonious and cooperative effort to date. MA has firsthand experience with the inspection and testing requirements of the OVF. We will follow the contract requirements in Exhibit VI of the RFQ. The testing frequency and minimum sampling requirements will be monitored to ensure that the Acceptance Program requirements under Section 3.4.2 (Owner Verification Testing and Inspection Plan – OVTIP) and Section 3.4.3.2 (Requirements for Construction Inspection Oversight) are being met. MA's roadway testing technician will be Sam Elqudsi; Sam has a bachelor's degree in civil engineering. Sam will be providing the verification testing and material validation for the QA commitments required by Exhibit VI. Sam is fully trained in all aspects of material testing. We will have our personnel from the NWC provide hands-on training for the documentation process and data entry requirements for compliance with the Construction Inspection Oversight Section in Exhibit VI. We believe that, after one year of construction on the NWC, most of the issues with the reporting process will be resolved. We will be able to take advantage of this situation to provide a plan that is already proven to work for a large project like the NWC and the I-285/SR 400 project.

**QUARTERLY REPORTS FOR FHWA.** Sam will provide the quarterly report for the FHWA with the assistance of Angela Turner, our office engineer. The report will summarize each material category and any findings of nonconformance will be addressed with a nonvalidation investigation. Sam and Angela will provide the statistical analysis of the project material tests as a part of the quarterly report to ensure that the provisions of Appendix B, OVT Levels of Materials Testing Validation, are being followed. The nonconformance log, the engineering judgment log, and any validation investigations will be included in the quarterly report. Any deviations will be immediately reported and corrective actions will be taken to prevent any future reoccurrence.

**QUARTERLY MATERIAL CERTIFICATION LETTER AND CHECKLIST.** Sam and Angela will review the quarterly material certification letters from the developer to be certain that the information is accurate. The testing report results will be reviewed for being correct and complete. Any issues that arise due to MA's test results not statistically validating the QC results of the developer will require the joint investigation of the issues by MA and the developer's CEI team. The resolution process outlined in Section 3.5.1 of Exhibit VI will be followed to resolve any material issues.

**TRAINING.** MA is proud of the in-house CEI training that has been ongoing since 1994. **Will Murphy** is the firm's current training officer. Murphy will coordinate with Dickey to provide the training for the project CEI staff. Dickey will also provide training on GDOT construction specifications, procedures and policies, traffic control and safety to MA inspectors and our team members. MA is serious about the development of our employees. We are committed to providing any needed training that we can to see employees grow within their profession. In addition, **Rick Eppihimer, PG** will offer selective instruction and training in erosion control and inspection, including NPDES compliance. **Yong Shao, PhD, PE**, will also provide training for all field material sampling and testing requirements. MA's highway inspector training program includes initial training, on-the-job training, self-study material, erosion control, Georgia Soil and Water Conservation Commission (GSWCC) Level 1A, GDOT concrete testing, and SiteManager.

To assist with the training, MA developed a training website for our employees and partners. This website provides information and links to various training resources such as:

- MA Training for Highway Construction Inspection – PowerPoint presentations for MA-developed courses.
- GDOT's Engineering Skills Development (ESD) courses.
- GDOT Training Videos – videos providing instruction on basic highway construction topics.
- Links to National Highway Institute (NHI) Training Website for highway construction inspectors.
- Information for required GDOT certifications such as WECS, GSWCC Level 1A, and Concrete Testing
- GDOT's Source – link to GDOT Specifications, Standards, Construction Manual, Bridge Manual, etc.
- AASHTO and NHI training courses

To access this website click on the link below and enter username and password:

[www.maai.net/training](http://www.maai.net/training)

username: training

training password: moreland

All inspectors will be trained and certified in areas required by GDOT for this contract, including the GSWCC Level 1A, Worksite Erosion Control Supervisor, and the GDOT field concrete technician. Inspectors will be trained in proper maintenance of daily diaries, logs and records in accordance with GDOT practice. The senior bridge inspectors will meet all the certification requirements as specified in the RFQ. The environmental field representative will be supported by our environmental unit so that all certification requirements are satisfied. In addition to materials and construction testing training, inspectors will be trained in collection, retention, and filing of preapproved materials and certificates of compliance. All employees will be trained in all project requirements and processes for this project. This training will include preparation

and retention of all project records, NCR process, reporting processes, audits forms, frequency of inspections for each item, etc. All training is documented and tracked in our training database to ensure complete compliance for personnel that we provide to the project.

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

The proposed organization chart was submitted as part of Phase 1. MA and our subconsultants intend to furnish the personnel shown in the proposed chart. The personnel shown in the chart are current employees of MA or employees of the subconsultants shown on the chart. We realize that the Notice to Proceed 2 may be one year from being issued as of the time of this submittal. We have taken the one-year lag time into account for NTP2 and have projected the availability of the inspectors listed on the chart.

Our organizational structure has Dickey Forrester being in overall charge of the project with Mickey McGee, assistant project resident engineer, and Angela Turner, office engineer, reporting to Dickey. Others reporting to Dickey include Wright Aldridge, resident compliance officer; Rick Eppihimer, environmental field representative; and Dana Butterworth, the contract specialist. Mickey McGee will have five key areas reporting to him: Wes King, lead roadway project engineer; Jeff Vanzura, lead bridge project engineer; Sam Elqudsi (roadway and bridge material testing); Travis Cogswell (ITS); and the additional services areas for surveying and geotechnical services. Wes King's roadway inspection unit consists of all roadway inspectors and will be responsible for all QA verification for roadway inspection responsibilities, traffic control, and assisting Rick Eppihimer with erosion control inspection, permits and documentation. Jeff Vanzura's bridge inspection unit consists of all bridge and wall inspectors and they will be responsible for all QA verification for bridge and wall construction on the project.

Dickey has managed as many as 135 inspectors, project managers and office staff as the District 7 Construction Engineer. The proposed CEI staff is a veteran group of individuals which will require a minimal amount of supervision. Dickey and Mickey will attend scheduling meetings and review the CPM schedule to determine when the work will be performed and to monitor that the work is being performed as shown in the monthly update of the CPM. Dickey and Mickey will attend and participate in weekly progress and update meetings with the developer. This information will be shared with our staff to ensure the information is consistently distributed throughout the project OVF staff. Material testing will be planned based on the weekly scheduling meetings. Based on the information from the developer's team, our team will schedule periodic owner verification inspections to substantiate the developer's CEI quality of inspections. These inspections will be documented in the Owner Verification Testing and Inspection Plan report. Our team will work with developer CEI staff to build a model of communication and trust. Our team will provide the support needed by the CEI staff to ensure that the QA requirements for the project will be met. Our staff will be trained in and use e-Builder for communication and recordkeeping.

Throughout the contract we will coordinate staffing levels with GDOT to ensure that the project is not understaffed or overstaffed and has the right expertise on the project at all times. As mentioned previously, MA has proven that we have the flexibility to provide the appropriate staffing at any point of time during the duration of the contract. It is anticipated that prior to beginning construction that Dickey and Mickey would be needed to organize and coordinate with GDOT and the developer's QCAF. When construction begins then other positions would be added that would be related to clearing and utility relocations, such as the environmental field representative, utility coordinator, roadway for traffic control, and a field technician.

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

MA has a large staff of trained and experienced CEI and other transportation professionals in the Metro Atlanta area that have worked on significant projects. Our CEI staff is the largest in Georgia. We can draw on our Duluth staff for additional expertise as any needs arise on the project. This large staff means that we can meet the need for providing the experienced inspectors for the difficult jobs. We have the ability to quickly adapt to changing needs or unforeseen circumstances that may require an individual with skill sets that may not have been originally deemed necessary for the project. This ability to adapt without delay is a tremendous benefit to the contract and to the efficiency of our workforce.

**KEY TEAM MEMBERS.** Four of the nine key team members are retired GDOT individuals. Of these four retirees, there are two District Construction Engineers that worked in District #7 (**Dickey Forrester, PE**, project resident engineer, and **Mickey McGee**, assistant project resident engineer); one Area Engineer (**Wes King**, roadway project engineer) and one construction project manager (**Steve Wilson**, roadway senior inspector). These former GDOT individuals will be exclusively dedicated to this project. Dickey and Mickey are intimately familiar with the working environment for District #7. Their knowledge of the District and GDOT will be invaluable in resolving issues and conflicts as they arise. They can quickly recognize the

concerns, devise solutions and contact the right people to resolve the situations. Dickey, as the district construction engineer, and Mickey, as the project manager, provided supervision for the SR 400 toll road projects. The northern terminus of the toll road project was the I-285 interchange. Both individuals are very familiar with the project area and the unique set of circumstances and conditions that are involved when working in this area of North Atlanta. While Mickey was District #7 Construction Engineer, he supervised several large construction projects in Metro Atlanta including the Kennedy Interchange with I-75 in Cobb County and the 17<sup>th</sup> Street bridge over the Downtown Connector in Atlanta.

**Bryan Hood**, roadway senior inspector, has been with MA for six years supervising both roadway and bridge projects near Chattanooga, Tennessee. Bryan started his career with GDOT in District #1 as a project engineer; therefore, he is very familiar with how GDOT approaches the supervision of a project. Bryan had a long career in the private sector as a project superintendent on highway construction projects and as a supervisor for an asphaltic concrete paving contractor. Bryan's experience with both sides of the construction industry means that he can approach resolving issues from both perspectives.

**Jeff Vanzura**, bridge project engineer, has been with MA for 10 years and has proven to be team oriented. Jeff is very driven to working within the management structure to minimize conflicts and resolve issues in a tactful manner. His considerable experience with bridge construction and his attention to detail will expedite the resolution of any bridge construction issues. **Bill Stuckey, PE**, bridge senior inspector, has 16 years of experience with complex Category Two bridges. He will be a team member that can eliminate and short-cut issues without delaying the progress of the project. Bill has extensive experience with post-tensioning and grouting bridges. **Hans Brain** will be a bridge senior inspector. He is a civil engineering college graduate with 14 years of experience working on complex bridges.

**Angela Turner**, office engineer, has a BS in civil engineering. She has been with MA for nine years. She has a proven record with handling GDOT project records; pay estimates and has the necessary office computer skills.

**Wright Aldridge, PE**, has been with MA nearly 10 years following a successful career at FHWA in Tennessee. He is thoroughly familiar with all aspects of federal regulation, especially DBE and EEO compliance.

**INSPECTOR SKILLS AND CERTIFICATIONS.** Each proposed key team leader submitted currently meets the skills and certification requirements of the RFQ or will have completed the necessary certifications prior to GDOT issuing the NTP2. All other inspection staff members will have the skills and certifications necessary to perform their assigned job duties prior to starting work on the project. As we have outlined in our training section, MA will make every effort to educate and mentor our inspectors with continuous training to prepare them for advancement opportunities. We need to ensure that they are prepared to accept increased project responsibilities, and we are preparing them by cross-training for other duties. An example of this approach is when inclement weather prevents work on the roadway activities but bridge and wall work is still in progress. The roadway inspectors will be moved to the bridge and wall sites and cross-trained on the proper inspection and material testing requirements. A flexible cross-trained staff is much more efficient and effective at accomplishing the inspection tasks and reduces the need for additional staffing.



The MA team has the local resources for all required areas of construction, testing, environmental and regulatory expertise for this complex project. We are committed to working closely with all parties to ensure its successful completion.