

## PROJECT STAFFING PLAN

Our Project Staffing Plan identifies the Key Management Team, Sourcing for the Dispatchers and Operators, Training Needs, and Project Organization for this contract.

We are an equal opportunity employer and committed to recruit, hire, train, and promote individuals, as well as administer associated personnel actions, compensation/payroll and benefits, without regard to race, color, creed, religion, age, sex, sexual orientation, gender identity or expression, genetic information, national origin, veteran status, military status, physical or mental handicap, marital status, pregnancy, child birth or related medical condition, personal appearance, familial status, family responsibilities, or any other category protected by law.

### 1. KEY MANAGEMENT TEAM

For this contract, we have assembled a management team that brings over [90 years of roadway management extensive technical experience, and with familiarity of GDOT and Roadside Assistance and Road Patrol Programs in Florida, Georgia, and Virginia.](#)

**PROGRAM MANAGER.** Dave Starling, EI has over 23 years of experience specifically managing GDOT contracts. As a former employee of GDOT as well as senior project manager on the first comprehensive-maintenance-contract (CMC) and many maintenance-activity work contracts in the state, he is well versed in GDOT standards and specifications. For the GDOT I95 CMC contract, we proactively identified maintenance work through condition assessment programs that included routine maintenance service request (RMSR) protocols. These maintenance needs were integrated into our work plans and provided to the GDOT Contract Manager on a weekly basis. The primary source of identification of these RMSRs were the Road Service Patrols that monitored the 113 mile corridor. During the Ramp Up period of this contract, Dave conducted training for the Road Patrols accurately identify and target work actions that would improve the aesthetics and safety of the corridor. Dave conducted an analysis of historical MCA scores to identify areas of concerns and performed and

a condition assessment of the roadway during the bid phase of the project. This information led to the development of a detailed work program that was implemented starting Day 1.

On the I95 CMC contract, there were performance metrics to respond to incidents and customer requests within 60 minutes. In the development of the Road Patrol routes for the corridor, it was essential to understand the logistic concerns to appropriate the ideal staffing to meet the contract requirements. Our route design for the contract proved successful and response times for incidents and customer concerns averaged less than 25 minutes.

Dave also improved the Accident Site Report (ASR) and traffic incident management protocols on the I95 CMC. Improvements were made on the proper reporting and identification of incidents on the network which increased the claims submitted to insurance companies for reimbursement of asset damage on the network. Continuous training and development of strong relationships with GSP and county sheriff offices were essential to the improvement of this program.

Under the I95 CMC, Dave also contributed to the DBE utilization for the contract. We solicited a local staffing agency for the hiring of Road Service Patrols and maintenance technicians on the contract. [DBE utilization exceeded 13% at the term of the GA I95 CMC.](#)

**CONTRACT MANAGER.** John Rushing has over 35 years of experience in highway construction, rehabilitation and maintenance. He served 8 years with GDOT in the Atlanta area. In the private industry he successfully mobilized, ramped up, and managed the Express Assist (Road Ranger) program on the Capital Beltway I495 Express HOT Lanes in Virginia. Additionally, he currently serves as the Regional Manager for North Florida operations which includes four contracts with Road Patrol responsibilities focused on traffic hazard removal, proactively identifying maintenance needs, MOT requirements, and traffic incident management.

John's expertise is in professional, operational and logistical development of a contract and employees. He assisted with the development of operator shift schedules on the I95 corridor in Broward County

Florida and I495 corridor in Virginia. These contracts have strict response times. In Broward County, debris was required to be removed within the hour and incident response times of 15 minutes. The I495 corridor contract required a 10 minute response time and averages 7 minutes.

John assisted with the procurement and continuous maintenance of the equipment on the I495 corridor. Since the corridor consists of Express Lanes in between General Purpose Lanes, it was identified additional equipment was needed to ensure the safety of the public and our employees. He assisted with the procurement of the mobile barrier unit that is utilized by our maintenance crews during night time non-rush hours.

John also oversaw the extensive reporting requirements dictated by the I495 contract. Several monthly reports are required on the contract including summary of incidents, customer service resolution log, incident management log, maintenance performed with activity accomplishments, planned maintenance, spare parts and consumables, KPI performance and compliance, operations center maintenance, critical systems update, and preventative maintenance schedules.

**TRAINING MANAGER.** Steve Wille, CHST has over 33 years of experience in project management and project safety and training. [He specifically holds the SHRP2 Traffic Incident Responder training as well as several safety certifications as shown on his resume in Key Staff Experience.](#) He currently trains the Operators and Maintenance Technicians on our asset maintenance contracts throughout Florida, Georgia, and Virginia. He also served as the Project Manager for a limited access tolled network on the Central Florida Expressway that included Road Patrol responsibilities for proactive identification of maintenance needs, response to customer requests, and first responders to incidents.

Steve was essential to the development and implementation of several safety policies and processes division-wide. This includes the introduction of the Circle Start program which was implemented to prevent injuries, accidents, and property damage. The employee places a cone on

the hood of the company vehicle as a reminder to CIRCLE the vehicle and check for hazards when parking or exiting.

An additional program Steve implemented was our Road to Zero program. Our corporate safety policy and procedures are strategically located throughout the project office along with posters and visual reminder in the office, warehouse, and hazardous equipment and tools. This program was developed to encourage a culture of safety therefore reward and recognition programs were developed to reward employees with zero reported cases of injuries, accidents, or claims.

Currently, Steve facilitates several safety training programs throughout the division including: OSHA 10, OSHA 30, CPR/First Aid, AED, Traffic Incident Management, Basic/Intermediate/Advanced MOT, Environmental Safety including working safely outdoors, venomous snakes, HAZMAT awareness, Globally Harmonized System, Basic Safety Roadway Hazards (safety stop), and equipment operations (brush cutter safety, TMA safety).

## 2. SOURCING FOR DISPATCHERS AND OPERATORS

Jorgensen plans to fully staff the project operations for the GDOT contract to accommodate the operational requirements of the contract scope. Dependent on GDOT's final requirements (shift schedule) the staffing needs will be significant. The following hiring protocols and sources will be utilized to procure these resources.

**HIRING PROTOCOLS.** New employees are required to complete an extensive background process to include stringent review of motor vehicle records/ violations and criminal history which includes National, State and County level database searches. To ensure the safety of our staff and to minimize risk for the company and client, Jorgensen performs two motor vehicle audits twice per year on all drivers. Jorgensen's driving workforce is approximately 86% and includes one hundred and nineteen commercial drivers.

Employment offers are contingent upon satisfactory completion of a background check and controlled substance testing. Background eligibility records will be provided to GDOT prior to operations

commencement and annually throughout the life of the contract. Jorgensen employees sign receipt of acknowledgment of our Administration and Safety Manuals policies, including, but not limited to the use of company equipment, drug screening and security measures. Employees are required to provide proof of identity and eligibility to work in the United States within three (3) days of employment in accordance to IRCA and its amendments. Jorgensen is an E-Verify Employer and abides by all Federal regulations.

**INTERNAL SOURCING.** Jorgensen is committed to advancing our skilled workforce through training as well as posting internal job opportunities. Currently, our workforce includes over 40 Road patrol/road ranger operators, TMC operators (dispatchers) and supervisors available for job transfer, mobilization training for GDOT incumbent operators, and back-stopping support during pre-commencement operations. Skilled technicians are invaluable to a successful RAM Operator mobilization. Jorgensen will make available and fully supports internal job transfers and employment opportunities that facilitate bringing this expertise-center into Georgia. Our total resource base currently stands at over 600 employees. We post open positions throughout the organization utilizing our intranet and company websites at [www.jobs.jorgensen.ws](http://www.jobs.jorgensen.ws) so that our employees can apply for available opportunities and advance their careers with Jorgensen. We also offer an Employee Referral Program where the employee is provided an incentive if an applicant lists the name of a current Jorgensen employee and remains employed for six consecutive months. Nearly half of our new-hires come from employee referrals reinforcing the strong business ethic and professional values of our Firm.

**EXTERNAL SOURCING.** External sourcing methods will be utilized to recruit the Dispatch Staff and Operators for this contract. The following sources will be utilized:

- » **STATE AGENCIES.** Jorgensen has conducted business in the State of Georgia and is connected to local State agencies to help identify candidates to meet the qualifications necessary to perform the job. We have also utilized the services of the Atlanta Development

Workforce Agency when procuring technicians and foremans.

- » **CAREER FAIRS.** We currently have 11 career fairs scheduled in 2016. We target our recruiting efforts towards engineering, veterans, industrial, skilled/unskilled, and general work force.
- » **STAFFING AGENCIES.** The company also has an established long-term partnership (8 years) with a DBE staffing agency that specializes in maintenance management services.
- » **VETERAN SERVICES (LOCAL AND FEDERAL).** Veteran hiring is a cornerstone to the success of our business. Jorgensen currently employs many veterans to date and is targeting recruitment efforts resulting in an increased veteran hiring rate. We have made a commitment to increase our recruiting efforts on our military personnel to 2% in 2016.
- » **WEBSITES.** We have pre-established partnerships with Indeed, Simply Hired, Monster, Craigslist, CareerBuilder, and JuJu. Online sources have resulted in 28% of our hiring.
- » **SOCIAL MEDIA SITES.** We frequently utilize LinkedIn, Facebook, Twitter, and other social media sites as a recruiting tool.
- » **COLLEGE RECRUITING.** We attend 2-3 college fairs per year in the Florida/Georgia Region either in person or connected via virtual job fairs.

**CAREER FAIRS.** Jorgensen participates in several career fairs throughout the year to increase recruiting efforts.



We have identified several local recruiting avenues

for this contract:

- » Savannah - National Career Fair 6/2/16 and 9/2/16
- » Atlanta - RecruitMilitary 10/6/16 and Choice Career Fair 10/13/16
- » Macon - Local Goodwill job fair anytime
- » Cartersville - Local Goodwill job fair anytime
- » Columbus - Georgia Department of Labor's Columbus Career Center 11/15/16 through 11/16/16

» Augusta - National Career Fair 11/8/16

In addition to these opportunities, we will also partner with Georgia's Go Build Georgia Foundation. The purpose of this program is to attract high school students in skilled trade professionals. Jorgensen will have the opportunity to get involved in the community and become a business leader to provide recruitment experiences or become a corporate sponsor. These opportunities in addition to the local on-site recruiting efforts shown in the below table will be utilized to recruit the Dispatchers and Operators for this project.

**LOCAL RECRUITING AVENUES.** Jorgensen has identified several recruiting avenues in Georgia to conduct local career fairs, workshops, and online postings.

CENTER NAME	ADDRESS	PHONE	CENTER HOURS	BUSINESS REP	VETERANS REP	PROGRAM TYPE	AREA
Cobb-Cherokee Career Center, Georgia Department of Labor	465 Big Shanty Rd Marietta, GA 30066-3303	770-528-6100	8:00am - 4:30pm; Monday - Friday	Yes	Yes	Comprehensive Center	Marietta, GA
Rome Career Center, Georgia Department of Labor	462 Riverside Parkway NE PO Box 5107 Rome, GA 30162	706-295-6051	8:00am - 4:30pm; Monday - Friday	No	Yes	Comprehensive Center	Rome, GA
CobbWorks Inc.	463 Commerce Park Drive Suite 100 Marietta, GA 30060	770-528-4300	8:00am - 4:30pm; Monday - Friday	Yes	No	Affiliate Center	Marietta, GA
Gainesville Career Center, Georgia Department of Labor	2756 Atlanta Highway Gainesville, GA 30504	770-535-5484	8:00am - 4:30pm; Monday - Friday	Yes	Yes	Comprehensive Center	Gainesville, GA
Habersham Area Career Center, Georgia Department of Labor	215 Hodges Street Suite 205 Cornelia, GA 30531	706-776-0811	8:00am - 4:30pm; Monday - Friday	Yes	No	Affiliate Center	Cornelia, GA
Macon Career Center, Georgia Department of Labor	3090 Mercer University Dr Macon, GA 31204	478-751-6164	8:00am - 4:30pm; Monday - Friday	No	Yes	Comprehensive Center	Macon, GA
Middle Georgia Consortium, Inc.	124 Osigian Boulevard, Suite A PO Box 8539, (31095) Warner Robins, GA 31088	478-953-4771	8:30am - 5:00pm; Monday - Friday	Yes	Yes	Comprehensive Center	Warner Robins, GA

CENTER NAME	ADDRESS	PHONE	CENTER HOURS	BUSINESS REP	VETERANS REP	PROGRAM TYPE	AREA
Houston County Career Center, Georgia Department of Labor	96 Cohen Walker Drive Warner Robins, GA 31088	478-988-7130	8:00am - 4:30pm; Monday - Friday	No	Yes	Comprehensive Center	Warner Robins, GA
City of Atlanta Workforce Development Agency	818 Pollard Blvd SW Atlanta, GA 30315	404-546-3000	8:00am - 4:30pm; Monday - Friday	No	Yes	Comprehensive Center	Atlanta, GA
Adamsville Career Center	3700 Martin Luther King Drive Suite 240 Atlanta, GA 30331	404-613-6381	Monday - Friday 8 a.m. to 5 p.m.	No	No	Comprehensive Center	Atlanta, GA
DeKalb Workforce Center	774 Jordan Lane Bldg 4 Decatur, GA 30033	404-371-2819	Monday - Thursday 8:30am - 6:30pm; Friday 8:30am - 4:30pm	No	Yes	Comprehensive Center	Decatur, GA
Career Resource Center - Clayton Branch	3000 Corporate Center Drive Suite 350 Morrow, GA 30260	770-960-2172	8:00am - 5:00pm; Monday - Friday	No	No	Comprehensive Center	Morrow, GA
South Fulton Career Center	5710 Stonewall Tell Road Suite 160 College Park, GA 30349	770-306-5202	8:00am - 5:00pm; Monday - Friday	Yes	No	Comprehensive Center	College Park, GA
Gwinnett WIA Career Resource Center	3885 Crestwood Parkway NW Suite 200 Duluth, GA 30096	770-806-2020	8:00am - 4:30pm; Monday - Friday	Yes	No	Comprehensive Center	Duluth, GA
Rockdale Career Resource Center	3885 Crestwood PKWY NW Suite 200 Duluth, GA 30096	770-806-2020	8:00am - 5:00pm Monday - Friday	No	No	Comprehensive Center	Duluth, GA
Cobb-Cherokee Career Center, Georgia Department of Labor	465 Big Shanty Rd Marietta, GA 30066-3303	770-528-6100	8:00am - 4:30pm; Monday - Friday	Yes	Yes	Comprehensive Center	Marietta, GA
South Metro Career Center, Georgia Department of Labor	2636-14 Martin Luther King Jr Drive SW Atlanta, GA 30311	404-699-6900	8:00am - 4:30pm; Monday - Friday	Yes	Yes	Affiliate Center	Atlanta, GA
North Metro Career Center, Georgia Department of Labor	2943 N Druid Hills Rd Atlanta, GA 30329	404-679-5200	Monday - Friday, 8:00am - 4:30pm	Yes	Yes	Affiliate Center	Atlanta, GA

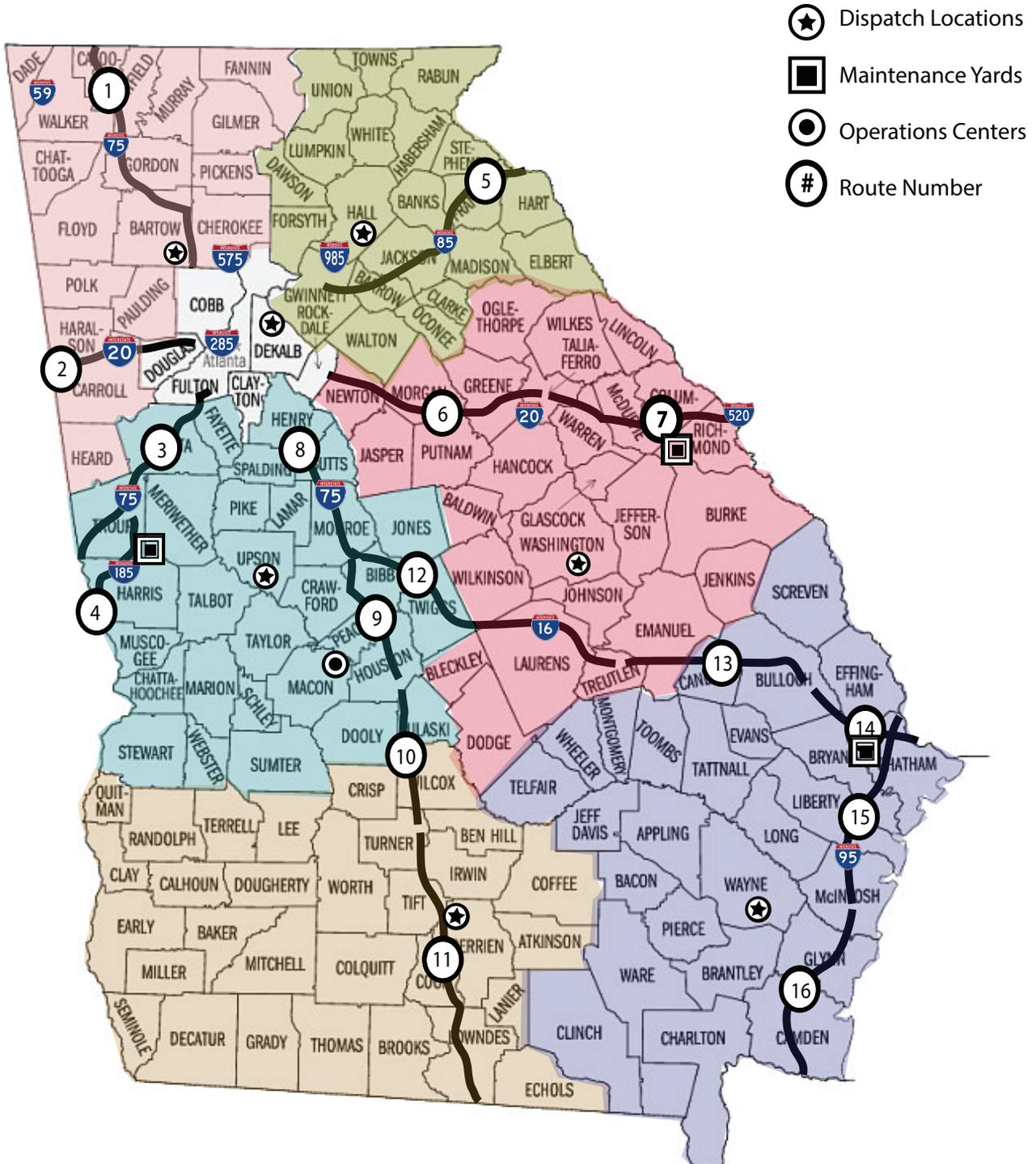
CENTER NAME	ADDRESS	PHONE	CENTER HOURS	BUSINESS REP	VETERANS REP	PROGRAM TYPE	AREA
Clayton Career Center, Georgia Department of Labor	1630 Phoenix Blvd Suite 200 College Park, GA 30349	678-284-0200	Monday - Friday, 8:00am - 4:30pm	No	Yes	Affiliate Center	College Park, GA
North Fulton Career Center	7741 Roswell Road Room 205 Sandy Springs, GA 30350	404-613-4480	Monday - Friday, 9:00am - 5:00pm	Yes	Yes	Affiliate Center	Sandy Springs, GA
CobbWorks Inc.	463 Commerce Park Drive Suite 100 Marietta, GA 30060	770-528-4300	8:00am - 4:30pm; Monday - Friday	Yes	No	Affiliate Center	Marietta, GA
Gwinnett Career Center, Georgia Department of Labor	2211 Beaver Ruin Road Suite 160 Norcross, GA 30071	770-840-2200	8:00am - 4:30pm; Monday - Friday	Yes	Yes	Affiliate Center	Norcross, GA
Career Resource Center - Douglas County	8595 Club Drive Douglasville, GA 30134	770-920-4104	Open to the public from 8:00am - 4:00pm on Mon, Tue, and Fri; Open Wed and Thu for WIOA activities only	No	No	Affiliate Center	Douglasville, GA
Augusta Career Center, Georgia Department of Labor	601 Greene Street Augusta, GA 30901-1427	706-721-3131	8:00am - 4:30pm; Monday - Friday	No	Yes	Comprehensive Center	Augusta, GA

### 3. PROJECT ORGANIZATION

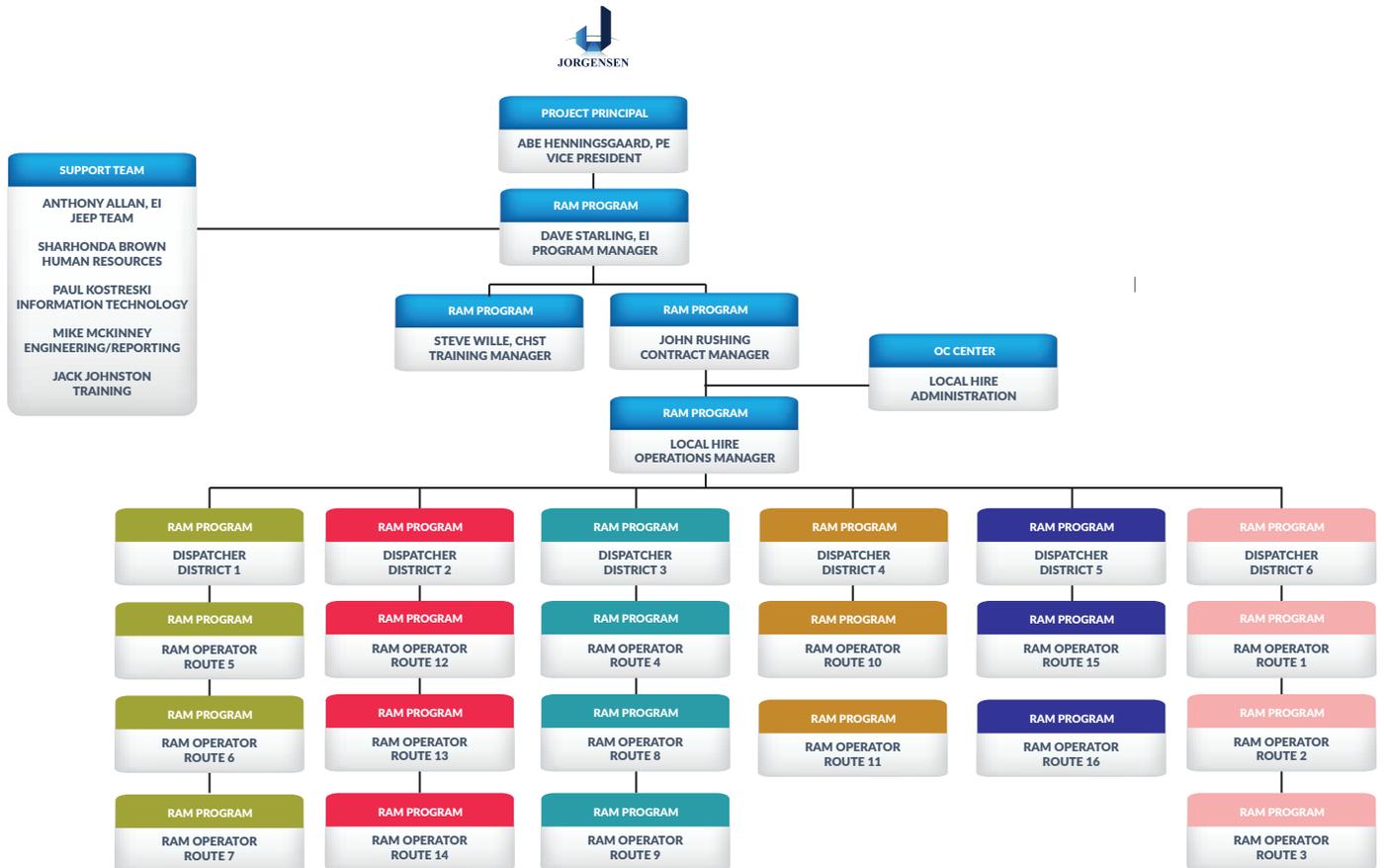
For this project, each shift Dispatcher will be located within GDOT's selected office (typically District Office). Jorgensen will also use a Regional Operations Center in the Macon Metro Area, and fuel depots yards for equipment/material

storage and shift exchanges. A resource map is shown below and our organization structure and responsibility matrix is shown on the pages that follow.

**RESOURCE MAP.** Our resources will be distributed across each District to include fuel depots and an operations center.



**ORGANIZATION AND RESPONSIBILITY MATRIX.** The below is the proposed project organization structure as well as the roles and responsibilities for each position. R= Responsible, A = Accountable, C = Consult, I = Information.



ACTIVITY	POSITION				
	PROGRAM MANAGER	CONTRACT MANAGER	TRAINING MANAGER	DISPATCHER	OPERATOR
Program Initiation	R	C	C	I	I
Staffing Plans and Hiring Policies	R	C	C	I	I
Dispatch and Communication Protocols	R	C		I	I
Developing Personnel Training	A	C	R	I	I
Developing Performance Metrics	R	C	C	I	I
Schedules	R	A	C	I	I
Performance Monitoring and Tracking	A	R	C	I	I
Development of on Report Submittals	A	R	C	I	I
Training Program Implementation	A	C	R	I	I
Inter-Agency Communication	A	R	R	R	R
Customer Service	A	R	R	R	R
GDOT System Documentation/JAMMS Documentation	A	R	R	R	R
Identification of Maintenance Needs	A	C		I	R
Stranded Motorist Assistance	A	C		I	R
Lite Routine Maintenance	A	C		I	R
Resource Procurements	A	R	I	I	I