Response to:

Georgia Department of Transportation

Technical Proposal
Construction Engineering and Inspection (CEI) Services
For District Seven (7) – Chamblee
(Clayton, Cobb, DeKalb, Douglas, Fulton, and Rockdale Counties)

Phase II Response – RFQ-484-013117
Project Number: N/A • PI Number: N/A

Presented by:

Luster National, Inc.
In Association with
AECOM and WSP | Parsons Brinkerhoff

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Presented on February 17, 2017 – 2:00 p.m.
Georgia Department of Transportation (GDOT)
Transportation Services Procurement
One Georgia Center, 19th Floor
600 West Peachtree Street, NW
Atlanta, Georgia 30308

A Veteran and Minority Owned Small Business

CAPACITY TO SUPPORT  CAPABILITY TO LEAD
Signed Cover Page: Addendum Number 2; Dated: 3 February 2017.

**ADDENDUM NO. 2**

**ISSUE DATE: 2/3/2017**

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

RFQ-484-013117 – Construction Engineering and Inspection (CEI) Services for District Seven (7), Chamblee

**NOTE:** PLEASE REVIEW CAREFULLY! THERE MAY BE CHANGES TO THE INFORMATION TO BE PROVIDED.
FAILURE TO ADHERE TO ANY CHANGES ADDRESSED IN THIS ADDENDUM MAY RESULT IN DISQUALIFICATION.

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 SUBMITTAL for Phase II

**Firm Name**

Luster National, Inc.

**Signature**

[Signature]

**Typed Name and Title**

Robert S. Vickery - Vice President

**Date**

2 / 17 / 2017

Georgia Department of Transportation (GDOT)
Office of Transportation Services Procurement
One Georgia Center
600 West Peachtree Street, NW
19th Floor
Atlanta, Georgia 30308

This Addendum, including all questions and answers, shall become and form a part of the original RFQ package and shall be taken into account when preparing your proposal.

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

**Additional Information/Clarification**

Section B (Past Performance – 10%) of the Notice To Selected Finalists, dated February 2, 2017, shall be deleted and replaced with the following:

**B. Past Performance - 10%**

No additional information should be submitted to fulfill this requirement. Information from the relevant projects listed as well as information on file with the Department will be used to fulfill this requirement.

**Remaining Schedule**

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>GDOT completes evaluation and issues notification and other information to finalist firms.</td>
<td>02-02-2017</td>
</tr>
<tr>
<td>2.</td>
<td>Deadline for submission of written questions from finalists (e-mail preferred)</td>
<td>02-10-2017, 2:00 PM</td>
</tr>
<tr>
<td>3.</td>
<td>GDOT Receives Submittals for Phase II</td>
<td>02-17-2017, 2:00 PM</td>
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A. Technical Approach

A1. Special or unique qualifications for delivering the Scope of Work.

As an evaluator, we recognize that you – the reader – are an important stakeholder in this process and someone who will benefit directly from the successful delivery of services under this contract. We understand and embrace that the success of this contract is important to accomplishing the mission of District 7’s construction program. The special and unique qualifications of Luster can be highlighted best by examining the differences between our Luster Team and the other shortlisted firms; differences between this contract and traditional CEI contracts; and differences in the climate in which these services will be delivered than those of recent years. Considering what the District is facing, with the substantial increases in construction activity and staff retention issues through the coming years, ask yourself the following questions:

- Have the traditional CEI consultants found ways to both work within GDOT’s existing systems while bringing best practices from other states or agencies to enhance your systems and elevate your program?
- Does an environment of collaboration exist that has improved the operations and performance of the District 7 construction program?
- Have the training programs of the past consultants fostered an environment of knowledge transfer that has benefited both GDOT staff and the consultant, and created a sustainable model consisting of well-trained, junior level staff ready to grow with the program?
- Are the existing consultants actively tracking their own performance and communicating ways they plan to improve their own performance to the benefit of their counterparts at GDOT?
- Are the typical CEI consultants being proactive with dissecting the current construction program and communicating their resource plans so staff can move efficiently from project to project ensuring GDOT is getting the best resources focused on the highest risk construction tasks?
- Are the practices you have experienced over the past few years going to be acceptable when the work program expands exponentially over the next few years?

If the answers to these questions give you pause when considering the recent construction program, consider the compounding issues that would surface as the construction program escalates in the coming years. The environment in which services are delivered under this contract is different than the previous District 7 construction program and communicating their resource plans so staff can move efficiently from project to project ensuring GDOT is getting the best resources focused on the highest risk construction tasks.

Advantages and unique qualifications of the Luster Team over the other shortlisted firms that address these challenges are summarized as follows:

The Perfect Project Manager – Our Construction Project Manager, Tony Collins, PMP, has over 33 years of combined professional experience working with GDOT. He has served in positions varying from District Engineer, to Division Director of Field Services, and TIA Program Construction Manager. Using Tony as our project manager provides District 7 leadership with a skilled PM that has walked in their shoes and understands the District’s needs. He has managed a complex construction management program with 871 projects of all types, elevated public scrutiny, a complex array of stakeholders, forward looking objectives, and program level decision making requirements.

Fresh Perspective – Our team has delivered traditional CEI services on GDOT contracts through past work or as a subconsultant. Through this experience, we bring strong knowledge of GDOT policies, procedures, and systems used for traditional CEI contracts. Our key differentiator is that we manage traditional CEI services and perform the programmatic construction management services under the same GDOT contract through the TIA Program (District 8 in the GDOT system). The Luster Team offers a fresh perspective and a model for GDOT to build on in the future.

Luster’s Focus is Construction Management (CM) / Construction Engineering and Inspection (CEI) – The other shortlisted firms are large organizations that have large design and environmental permitting practices that compete with their CEI practices for management attention and resources within the firms. Luster is a nimble, highly skilled, specialty firm whose primary focus for the past 27 years is construction management and inspection services for transportation projects.

District 7 is Our Top Priority – Luster has strong, local resources transitioning off of the Hartsfield-Jackson Atlanta International Airport expansion program who are immediately available to dedicate to this contract. Unlike the other short-listed firms, Luster only performs CM and CEI services in Georgia. This will be Luster’s only prime Georgia contract and, therefore, will have our highest priority.

CM Best Practices – GDOT is forward-thinking with the requirements to provide more program level management services under this contract. Through the TIA Program, Luster partnered with AECOM on risk assessments, level of effort analysis, and construction management of a substantial program consisting of large and small projects, which will have direct applicability to this contract. In addition, through the national connectivity of our major partners, Luster will be in a position to leverage the collective strengths of AECOM and PB to deliver value-added benefit to GDOT.

Scalable Organization – As demonstrated by our Phase I submittal organization chart, Luster is proposing a strong core team of field inspectors at all levels, which is expandable to meet the needs of the construction program and supported by strong Subject Matter Experts (SMEs) and a vibrant training program. Equally important, we are proposing program level support that can analyze project schedules, budgets, risks, and level of effort as well as provide the District with forward looking, intelligent decision making tools and reports.

Unique Opportunity – GDOT’s recent Disparity Study identified lower than desired levels of DBE participation. Currently, no disadvantaged business enterprise (DBE) firm serves in a substantive role as a prime contractor on a major GDOT contract. Unlike our DBE counterparts, Luster is a specialty CM/CEI firm built to deliver transportation infrastructure projects and not only a DBE support services firm. Selecting Luster to deliver the District 7 program will change the paradigm of low-level disadvantaged business firm participation on transportation projects.

Summary – The District seeks a flexible teaming partner that is willing to collaborate on a new delivery methodology to ensure the District 7 program meets scope,
schedule and budget demands. In full measure, the Luster Team offers unparalleled depth and expertise in turnkey construction management and traditional CEI services with the Capacity to Support and Capability to Lead. As a true extension of your staff, we will provide dedicated GDOT-proven professionals, capable of administering projects in accordance with all state and federal requirements. We will do so with a steadfast resolve and a sense of urgency every day.

A2. Management of funds and appropriate staff types and levels.

Managing program funds is really managing program resources. The Luster Team will analyze the staffing needs for each project to align with specific resource types and levels needed to achieve traditional CEI (Method A) and turnkey day-to-day construction management services (Method B). Among other key attributes, staffing types and levels will be articulated in the Luster Team Success Plan (Plan) based on the dynamic program needs and GDOT-established metrics. Tony Collins, our Construction Project Manager, will develop the plan for the District’s approval. The plan will be revised periodically to reflect the collaborative efforts of the Luster Team and District personnel. The intent is to insert lessons learned and best practices to optimize the proposed staffing types and levels over the life of the contract.

We are sensitive to GDOT being the responsible charge and its continued ability to receive federal funds is predicated on compliance with Title 23.635.105 Supervising Agency. Tony and his team will advise and recommend viable courses of action to ensure the program is a success. Luster is also prepared to work with the District to ensure its engineering cost is based on an appropriate level of risk, and accountability. Dr. Eduardo Gamez will provide the requisite program leadership, and risk and project prioritization analysis for optimal performance. Based on this analysis, our Procurement/Contracts Specialist, Bobby Adams, will coordinate with GDOT and recommend let dates for “on-the-shelf” type projects.

In anticipation of developing the traditional CEI and turnkey day-to-day construction management staffing allocation plan, the Luster Team has analyzed the District work program and identified upcoming projects with tentative let dates. In order to maintain optimization of staff, we will continuously monitor GDOT lettings and on-going construction activities.

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Traditional # of Projects</th>
<th>Turnkey # of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roadway Improvements</td>
<td>21</td>
<td>31</td>
</tr>
<tr>
<td>Bridge Improvements</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>Operational Improvements</td>
<td>9</td>
<td>61</td>
</tr>
<tr>
<td>Safety &amp; Enhancement</td>
<td>10</td>
<td>28</td>
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<tr>
<td>Transit &amp; Rail</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL</td>
<td>44</td>
<td>138</td>
</tr>
</tbody>
</table>

A3. Detailed plan for adjusting resources allocation, if necessitated by a reduced or increased construction work plan.

The Luster Team leaders will be program champions and exhibit a “can-do attitude”. Our focus will be the success of the District 7 program. We will incorporate any challenges resulting from a reduced or increased construction work plan into a GDOT-approved solution. Tony and our key team leaders, will closely monitor the construction work program, project milestone dates, major construction activities, and project phasing to ensure optimal staff utilization. We have already developed a personnel management plan to address the dynamic staffing needs of a complex District Work Program (DWP). A key component of our DWP is employee competency. A significant number of our senior level inspectors, management team, and SMEs are former GDOT staff. Many of these individuals are semi-retired and flexible to work on an as-needed basis. As part of our ongoing recruitment plan, our team will seek skilled and qualified candidates to retain as a ready pool of resources. The Luster Team’s strength allows us to easily supplement our staff with experienced personnel from within the contracted area. We will bring seamless, unlimited resources with our global teaming partners AECOM and PB. They offer a worldwide reach with a local sensitivity.

Furthermore, our DWP addresses what our professionals will do during periods of reduced activity. Luster will offer classroom training, online self-study courses, and in the field “brown bag” blocks of instruction. The training will take into consideration seasonal construction activity, project timelines, and holiday shutdowns to optimize reduced work activity periods. At all times, training will be available to GDOT staff as well.

Tony will take a proactive approach to staffing the program over the life of the contract by ensuring the correct resources are on hand upon determination of need in order to avoid delays, maximize productivity, and minimize GDOT expenditures. Our detailed DWP for reducing or increasing our staff includes:

- Evaluation of the overall program status – identify staff needs per project and consultation with the District Construction Engineer (DCE) on any recommended changes.
- Determination of which personnel are deemed essential, with District input.
- Alignment of the number of assigned personnel with the program budget – recommending to the DCE a plan that includes the associated costs and/or savings in the proposed staffing adjustments.
- Implementation of a GDOT approved blended approach of furloughs and the use of overtime to balance the assignment of personnel with workload.

A4. Firm’s detailed approach to assist the Department in meeting Performance Measures including, but not limited to, project closeout, asphalt smoothness, bridge steel deck cover, and completing construction projects within budget and on schedule.

The performance of the consultant selected to deliver the construction work under this contract will be a major component in the performance of District 7 and GDOT Construction as a whole. Luster is a CM firm that is intimately familiar with working on contracts with performance-based metrics and will partner with GDOT District 7 in a manner that results in “shared success”. We understand performance metrics are important for GDOT because they measure the efficiency and effectiveness of GDOT’s processes and continuous improvement programs, support better and faster decision making, improve budgeting and cost estimating, eliminate subjectivity and reduce risks, establish a baseline for the quality of construction, highlight the alignment of the GDOT organization with the vision of GDOT management, and provide a transparent way of communicating the effectiveness of how the State manages taxpayer dollars. The following sections outline Luster’s understanding and strategy for
improving District 7's performance metrics.

Engineering Cost on Construction — Luster has presented an organizational structure that is flexible and adaptable by offering SMEs and program level support as needed; scalable up or down to meet GDOT's growing construction program, diversity of project type, and seasonal manpower needs; and built to accommodate Method A and Method B services under this contract. One of the key advantages of our team is the Level of Effort (LOE) analysis approach, led by Dr. Gamez. As done on the TIA Program, Dr. Gamez and his team will perform a high level, easy to maintain, resource analysis of all present and future projects in the construction program to determine the manpower needs for all District 7 in-house and consultant staff. The LOE analysis, a central component of our Success Plan, will give the District and our PM a clear picture of resource management needs far in advance of procurement efforts and allow for a more proactive reallocation of resources resulting in more cost-effective use of the funds under this contract.

Pavement Smoothness — Because of its direct impact on the traveling public, pavement smoothness is the single most important indicator of a roadway's performance; and therefore, a key metric for GDOT Construction. The District reports on the number of State Routes having asphalt surface course smoothness results at least 10% better than the requirements. With either concrete or asphalt paving, achieving a high level of initial smoothness begins with thorough review of the contractor's Paving Plan. Our inspectors will ensure the contractor is setting up and maintaining the string line with adequate staking, especially in areas of tight horizontal curves, superelevation transition, and steep grades. We will also ensure proper preparation of the sub-base and that areas of patching are repaired properly before paving starts to ensure uniformity. Additionally, our team will examine paving equipment to ensure it is properly sized, clean, and well-maintained; verify that material delivery will allow steady paving operation; and verify quality control procedures are followed during batching, mixing, hauling, placing, and finishing.

Bridge Deck Steel Cover — GDOT Construction has established a metric for the number of bridge decks having achieved design steel cover within 90% of the top cover clearance shown on the design drawings. Our inspectors understand that correctly placed deck reinforcement is extremely important to adequately protect reinforcing from water and chloride intrusion and subsequent corrosion, which dramatically shortens the life of the deck. Proper installation of bridge deck concrete begins with a pre-pour conference with the contractor. At this conference, procedures and schedule for concrete delivery, placement, consolidation, sampling/testing, finishing and curing will be outlined. Our inspectors will check deck slab thickness, including the effective depth and coverage of reinforcing steel, to ensure structural adequacy and conformance. This involves performing a dry run of the screed across the full length of the pour and communicating any rebar adjustments prior to the pour. In addition, our inspectors will perform secondary checks of the slab depth during the pour. Our lead Senior Bridge Inspector, Lisa Sikes, will represent GDOT at the pre-pour conference and oversee all deck-related field checks, dry runs, and concrete placement.

Project Closeout — From our discussion with GDOT Construction personnel, we recognize that GDOT has historically experienced long closeout durations (400+ days) and has established an industry standard target of 79 days as a performance measure. Our Project Closeout Manager, Don Wishon, will mitigate closeout durations by proactively tracking and managing issues shortly after the work is complete and looking for opportunities to have the contractors address issues closer to their installation. The goal would be to have many items corrected or in process before the closeout conference. Luster is prepared to employ a proactive tracking and resolution system that will work toward a timely disposition of all corrective work and needed documentation at the earliest stage.

Completing Projects within Budget and on Schedule — GDOT has traditionally been one of the state agencies with a strong track record for on-time/on budget delivery of construction projects and Luster is hyper-focused on maintaining that track record. Luster will apply sound construction management principles by defining lines of communication, reviewing durations, setting expectations in the pre-construction conference, and reinforcing that communication with weekly, or more frequent, jobsite progress meetings. Luster will also track the contractor's progress through a CPM schedule using schedule and cost performance indices to assist in anticipating schedule issues. This will be performed using higher-level construction phases and not at a granular level where it is costly to GDOT. When the contractor submits requests for information (RFIs), Luster will immediately identify and transmit the request to the appropriate SMEs and reviewers, communicate the schedule and importance of timely response, and then shepherd the request to a resolution with the appropriate GDOT-approved response. When issues arise that may result in major Supplemental Agreements (SA) or schedule delays, Luster will leverage the strength of the SMEs listed on our organization chart to analyze alternatives, develop mitigation strategies, and approach GDOT decision makers with solutions that protect the project budget and schedule. If an SA or time extension is necessary, Luster will process the contractual change through our efficient change management system in a timely manner to keep the project moving.

Construction projects in District 7 typically involve facilities with heavy congestion issues. In the future GDOT may consider factoring in "user costs" in their construction projects by considering lane rental, A + B, and incentive/disincentive based contracting mechanisms to achieve bids that balance time and money. Through the experience of our national partners, the Luster Team can leverage the experience of AECOM and PB from states such as Texas, Florida, and Virginia where this type of contracting is common. By selecting Luster, District 7 gets the experienced GDOT inspectors, best practices from GDOT's TIA Program, and access to experts in program/construction management from across the nation.

A5. Firm’s recruitment and retention plan.

The Luster Team's recruitment process has created an initial sizeable qualified workforce database that encompasses skilled and knowledgeable professionals with the ability to perform on the District 7 Work Program. Our workforce is our most valuable asset and the foundation of our commitment to provide outstanding client service. Successful and focused recruiting is key to keeping our workforce database current and viable. As such, Dr. Laura Luster, Workforce Development, and Robert "Bobby" Vickery, Resource Allocation, will provide ongoing non-billable recruiting services drawing on their years of Human Resource management experience. Our first source for project-specific recruiting is our current staff. We have in place effective recruiting processes that utilize referrals from our current Team.
members who once worked at GDOT, outreach to retiring GDOT personnel, university campus recruitment, professional trade associations, job postings on the company website, and referrals from teaming partners and vendors. Our recruitment processes are geared toward attracting individuals with the expertise and knowledge to provide superior performance on CM projects. Since we employ so many former GDOT professionals, referrals from team members is an effective method in attracting construction managers and engineers from both the CM industry and the ranks of GDOT retirees.

Retention begins the very first time an employee joins our Team. We strive to ensure that everyone who joins our Team will be enthusiastic and has a positive experience. Our onboarding process is detailed and methodical in order to provide the employee with a clear sense of direction, and manage expectations for both the individual and the team. Tony Collins and Roy Wilson will clearly communicate to each individual the metrics by which performance will be measured coupled with the expectation of timely periodic feedback. We are a team, and everyone is treated as an important member. We emphasize life balance in recognizing both project accomplishments and memorable personal experiences. Elements of the Luster Team’s retention plan include advancement in project roles and responsibilities, paid continuing education, incentivized achievements for additional GDOT and other industry recognized certifications and registrations, a generous healthcare plan, and other industry standard employer-paid benefits. We also emphasize a work family atmosphere to stimulate a culture that espouses innovation and excellence.

A6. Types of reviews the firm will conduct to ensure the firm is in compliance with Scope of Services.

The Luster Team is intimately familiar with GDOT documentation procedures and the File Management System as outlined in “The Source.” Our personnel are trained and proficient in the timely preparation, submittal and maintenance of project documents such as Contract Diaries, Document Control Logs, Contractor Performance Reports, DBE Participation Reports, SiteManager data entry, and many others. Our familiarity with these and other GDOT documents will allow us to be effective and efficient in our management of District 7 projects immediately upon commencement of the contract period.

Our Construction Project Manager, Tony Collins, will visit all projects at least once every two weeks to observe inspector performance and make sure that our staff has a thorough understanding of the project plans and contract requirements. Frequent and open communication with GDOT Project Engineers, Area Engineers and District construction staff will provide a way to ensure that all GDOT policies and procedures are being adhered to by our inspection staff. Our managers will also observe the inspectors as they make entries into SiteManager as a means of warranting compliance with an understanding of project documentation and record keeping requirements.

In order to safeguard compliance with overall program goals, Tony will implement various periodic reviews. Upon award of the contract, Tony Collins, Eric Pitts, Roy Wilson, Kim Cameron, and Charis Madaris will meet with District management to establish the types, frequencies, and formats of all reviews deemed necessary to provide adherence to the contract and exceptional customer service. Review procedures and processes, depending on the type of review and the objective, will be prepared to document findings and actionable items. On a monthly basis, Tony will meet with the DCE to discuss the results of the reviews and any recommendations regarding the program management. These discussions will also include evaluating the effectiveness of the types and frequencies of the various reviews.

At a minimum, we anticipate the following types of reviews:

- Continuous and daily reviews will be conducted by all project personnel to monitor construction activities and project compliance with state and federal regulations. Kim Cameron, CEI Resident Compliance Officer, will also continuously monitor federal and state compliance on projects by regular visits to projects. Her reviews will include bulletin boards, EEO compliance, jobsite interviews, weekly payroll submittals, on-the-job training programs, DBE compliance reports, and subcontract requests and approvals. Kim will also coordinate with GDOT auditors to ensure any audit findings are resolved in a timely fashion.
- Weekly reviews will be conducted by Tony, Roy, and Charis Madaris in much the same manner as GDOT’s District Office staff reviews Area Office activities. Weekly reviews will include observations of individual performance, project documentation, individual project progress, and inspection staffing.
- Semi-annual reviews of the overall program including contract adherence, compliance with mandated procedures and processes, program progress, personnel, and budget will be conducted by an oversight council comprised of the DCE, the District Engineer, Tony, and Eric along with our Quality Assurance Committee led by Garrick Edwards.


Our Team fully recognizes the critical nature of having an irreplaceable Quality Control (QC) and Quality Assurance (QA) Procedures Manual. As such, we will function in full compliance with ISO 9001: 2008 guidelines. These guidelines enhance our Quality Management System, which establishes inspection procedures and performance metrics. Our goal is to satisfy all GDOT expectations with responsive customer service and continual improvement in all components of our CEI and construction management services.

The Luster Team has selected Brian Purvis, Dan Coffee, Don Wishon, and Eric Pitts as our Quality Control Committee. Each of these former DOT managers possesses unique skill sets and has over 20 years of experience in Quality Control. The QC Committee will meet on a monthly basis to discuss the active projects with Tony.

Our Quality Control program includes, training and certification, routine sampling and testing in accordance with GDOT’s Sampling, Testing and Inspection Manual, recording and documentation per The Source, documenting contractor’s corrective actions of non-conforming work, proactively resolving Dispositions of Failing Materials, and
issue escalation procedures. The QC Committee will routinely make both scheduled and unannounced site visits to ensure contract compliance. All four of the QC Committee members are dedicated leaders in their professions and will work diligently to embed QC into all we do.

The Quality Assurance Committee, consisting of Garrick Edwards, PE, and Bruce Moulds, PE, will provide non-billable oversight in the execution of the District 7 CEI contract. Each is a Vice President working in a senior role within their respective companies. Our Quality Assurance program is process-oriented and focuses on systematic actions to proactively prevent defects. Our Quality Assurance program includes quality control monitoring, independent assurance, personnel training and certification, documentation processes and controls, records management, preventative actions, corrective actions, audit resolution, and best practices. The QA Committee will be very active and involved in making sure that all inspectors are knowledgeable and professional ensuring that projects run smoothly and efficiently. Committee members will be in non-billable roles with no cost to GDOT.

Any reoccurring issues uncovered in our QC/QA reviews will be shared with our Training Coordinator, Jamie Crisp, for inclusion in our training program as detailed in the next section.

A8. Firms detailed internal inspector training program and proposed semi-annual training which would be offered to Department’s inspectors (at no additional cost to the Department).

The Luster Team believes every individual can, and should be, ever evolving to reach his or her full professional potential. This is achieved through embracing a robust and comprehensive training program for our entire project staff and any interested GDOT personnel. We will offer a robust training program containing 12 modules that will be offered monthly (see graphic at right). The modules include Erosion Control, Traffic Control, Construction Safety, and other project-specific technical skills needed by inspectors. Each of the modules will be delivered by a SME with the knowledge, skills, and abilities to take the training from the classroom to the field environment as needed. Successful completion of the modules, as well as retention of knowledge, will be monitored and tracked by Jamie Crisp who will work closely with Deborah Hill, the District’s Training Officer.

Our internal training program will also include GDOT’s Engineering Skills Development (ESD) program, and individuals will be partnered with SMEs as needed to ensure successful completion of the texts. Jamie will monitor required certifications, and applicable courses such as WECs, WTCs, GSWCIA and IB, Field Concrete Technician, and others will be offered at a frequency to avoid lapses in certifications for Luster inspectors as well as GDOT employees. The Luster Team commits to having our inspectors complete pertinent ESD courses and have their GSWC Level 1B certification within three months of the contract award.

Jamie will maintain an open line of communication with the District to better assess the changing training needs of inspectors, the most appropriate times to deliver training, and the most effective and efficient way to deliver the training. Training methods such as video-taped classroom instruction, informal “brown bag” forums and web-based courses will be utilized to deliver semi-annual training, such as The Importance of Documentation, Customer Service, Standards of Conduct, Diversity in the Workplace, and Defensive Driving.

Additionally, the Luster Team will set up a semi-annual training awards program that will serve as an incentive for GDOT and Luster Team staff. We will also conduct semi-annual surveys with the District 7 leadership to measure the success of the program and gain feedback on how to improve the training. The integrated efforts of the District 7 Team will set the gold standard for training throughout GDOT.

A9. Firm’s detailed approach to providing 100% day-to-day Construction Management services. The Scope of Services (Exhibit I, Section 6, Method B), requires consultant, when directed by Department, to provide 100% day-to-day Construction Management services on selected projects. Consultant’s Construction Project Manager will manage all aspects of selected projects including, but not limited to, Field Plan Reviews, constructability review, inspection scheduling, personnel assignments, and project closeout.

None of our competitors can compete with the Luster Team when it comes to the Capability to Lead exemplified by delivering turnkey projects and construction management services on multiple concurrent projects. Tony Collins, PMP, is second to none in his leadership skills, GDOT situational awareness quotient, and his ability to assemble GDOT and consultant personnel together in a collaborative environment. Providing 100% day-to-day Construction Management services for GDOT is nothing new to Tony and our leadership team of dedicated GDOT-proven professionals. In fact, Eric Pitts, Roy Wilson, Lisa Sikes, Dan Coffee, and Mickey McGee have all served as GDOT Area Engineers during their careers and bring over 40 years of combined Area Engineer experience. Our approach to CM services will be to function much in the same manner as a GDOT Area Office. For example, as the TIA Program Manager we administer TIA project delivery much as if we are GDOT’s District 8. For District 7, we envision that our team will administer the selected projects under Method B as if we are an additional District 7 Area Office working under the broad supervision and direction of the DCE. Additionally, Tony brings his wealth of GDOT experience, including his stints as District Engineer and as Division Director of Field Services.

Hence, our leadership team already possesses extensive familiarity with GDOT’s policies and procedures for contract administration and project management, including the oversight of federally-funded projects. All plans and business processes developed by Luster to supplement existing GDOT processes will be submitted to the District for approval. It is anticipated that our role will be to bring industry leading practices to the program and collaborate with the District on innovative solutions to reoccurring problem areas. The foundation of our Success Plan will be built on Luster’s 100% assuming responsibility and taking ownership of our assigned projects. The pillars of our Success Plan include program Key Performance Indicators.
closeout.

dispositions are promptly addressed at an early stage to facilitate a smooth project
work, needed documentation for a timely material certificate, and other issues or
extensive GDOT testing and materials experience to help ensure needed corrective
The District 7 Work Program indicates that almost two-thirds of the work by dollar
and economically scalable.

A11. Detailed plan identifying resources necessary to accomplish turn-key
objective, as described in Exhibit I, Section 6, Method B.

The Luster Team is committed to delivering construction engineering and manage-
ment services in a cost-effective and timely manner. We understand that at the dis-
cretion of the District Construction Engineer our team will be required to provide
100% frontline CEI services, on selected projects, in a turnkey manner. This will re-
quire Tony to provide overall day-to-day management of the assigned Method B
projects, along with identifying the resources to ensure prosecution and progress of
the work under each contract is achieved.

At its core, each project will be assigned a scalable staff of Project Engineers, Junior
Project Engineers, Senior Inspectors, Office Managers, Inspectors, and Inspector
Aids to meet the unique demands of the project. Resource management of each
project, and the program in general, will be implemented in the manner described in
the following paragraphs.

Core Engineering and Management Staff – Resource identification and allo-
cation of each project’s core engineering and management staff will be determined
through the use of a detailed resource-loaded schedule, another key component of

(KPI) to align with GDOT metrics, FHWA compliance, continuous training that cap-
tures knowledge and is made available to GDOT employees, effective communica-
tion that aligns with the GDOT communications plan, and proactive project man-
agement that resolves problems as they occur at the lowest appropriate manage-
ment level. Elements of our Success Plan will detail how we propose to manage the
day-to-day construction management services.

Field Plan Reviews – Plans and specifications will be reviewed prior to the FFPR
meeting by our SME’s such that comments will be submitted to the FFPR Coordina-
tor. As a District representative, Eric Pitts, along with pertinent SME’s, will partic-
ipate in the FFPR office and field reviews. Prior to let, plans and specifications will
again be reviewed to ensure all comments were satisfactorily addressed by the de-
signer and the project is ready to move from the design phase to the construction
phase.

Constructability Review – Our Constructability Review Specialist, Mickey
McGee, will review all plans and specifications on assigned projects for construc-
tability issues such as staging, traffic shifts, equipment access, etc.

Inspection Scheduling – Inspection and testing will be performed in accordance
with the requirements and frequencies in GDOT’s Sampling, Testing and Inspection
Manual. Through proactive project management and open communication with
contractor representatives, our team will stay thoroughly abreast of contractor ac-
tivities and planned mobilizations to ensure inspection is done at the appropriate
time as work is performed.

Personnel Assignments – Bobby Vickery, Resource Allocation, will work with
Tony, Eric, and Roy to ensure our staff is balanced and flexible, based on program
needs. Since an employee who is competent for his/her job can get the job done
most efficiently, a key component of any organization is a core group of highly com-
petent staff. Particularly, with regard to Method B services, we envision a core
group of professionals and technicians being 100% dedicated to District 7 for the
duration of the contract with assignments and duties based on their individual
skills and expertise.

Project Closeout – Our Project Closeout Manager, Don Wishon, will bring his
extensive GDOT testing and materials experience to help ensure needed corrective
work, needed documentation for a timely material certificate, and other issues or
dispositions are promptly addressed at an early stage to facilitate a smooth project
closeout.

The Luster Team has analyzed the CWP, in detail, and assembled our team based on
the anticipated program needs, including project types, complexities, and loca-
tions. The personnel making up the Luster Team are comprehensively assimilated and
economically scalable.

The District 7 Work Program indicates that almost two-thirds of the work by dollar
value over the next five years will be in Area 3 (Clayton, Douglas, and South Fulton)
and in the immediate vicinity of metro Atlanta. Urban widening and reconstruc-
tion, operational and safety improvements, and interchange reconstruction repre-
sent the vast majority of capital improvement projects.

We have assembled an integrated team with a wide variety of transportation ex-
pertise with the Capacity to Lead, and the capability to scale up or down based
on the dynamic needs of the District 7 work program. Our knowledge of the con-
tract area starts with Tony Collins, PMP. The District often looked to Tony to assist in
matters that required division-level input. While Tony served as the Division Direc-
tor of Field Services, he spent a lot of time with the District 7 leadership to better
understand the District’s mission and supporting goals. He aided in securing fund-
ing for a new area office, and new maintenance equipment. Tony was also instru-
mental in making sure the District could fill vacancies in a timely manner. In addi-
tion, Bobby Vickery is the Resource Allocation Manager on the Luster Team. He is a
lifelong resident of District 7 and a Georgia Tech graduate.

Luster’s primary office is within 20 miles of the vast majority of all construction ac-
tivity in the Construction Work Program. This will facilitate our ability to efficiently
move, balance, and reallocate resources. We are aware that District personnel are
stretched thin. Our ability to gather resources must focus on mitigating the District’s
staffing constraints. The bulk of the Luster Team is headquartered in Atlanta with
642 living and/or working in District 7. Our focus will be deploying “Right Person
— Right Place — Right Time” methodology. Also, 30 days prior to our contract
start date, we will begin to work with the District and the incumbent to evaluate
the availability of existing staff in order to provide current effective personnel the
opportunity to join the Luster Team. In addition, our team is fully committed to re-
cruiting new personnel for planned and unplanned out year needs. And our year
round training ensures GDOT and Luster Team personnel are proficient and current
in all GDOT-required training modules. Our team offers unparalleled depth and
breadth of turnkey construction management, and traditional CEI services with the
Capacity to Support District 7 as an extension of GDOT.
Inspection Staff

A majority of the District staffing requirements will be directed at the inspector level positions. Using the same resource-loaded schedule, the inspector level demands of each Method A and B project will be reviewed for their full-time equivalent value and their scheduled start and stop of construction. An optimal number of full-time inspectors will be determined and assigned to projects, along with a group of on-call inspectors that can be mobilized during peak construction timeframes.

Support Staff

- As demonstrated by our Phase I submittal organization chart, our team offers a full-range of turnkey management services. This includes services in support of program and construction management, project engineering, site representation, project controls, and construction inspection of specialized trades.
- The project’s assigned staff members will perform a number of these services on a routine basis. However, many of these necessary services will be required, at least part-time. Individuals with intermittent specialized expertise will be identified and retained on an on-call basis for use as needed.

A12. Ability to manage project from Field Plan Review through project closeout.

One of the comments we hear from our GDOT counterparts is that Field Plan Reviews are “not what they used to be” in terms of identifying real issues that impact cost and schedule during construction. In the past, PFPR and FFPR reviews were performed by very seasoned reviewers who would tear a set of plans up producing comments that would eliminate or reduce problems during construction. Because of time constraints and the loss of institutional knowledge, we understand that these reviews now result in comments that are superficial and sometimes completely missing “fatal flaws” that carry on to the bid documents, resulting in late start, time delays, and SAs on construction.

As defined by GDOT’s Plan Development Process, the first opportunity for construction managers to have input on a project is during the Constructability Review, which occurs between the Concept Approval and PFPR, around the time designers are determining utility impacts, right-of-way limits/easements, maintenance of traffic, and staging. During the constructability review, our team will evaluate the project with a contractor’s eye, identifying, classifying, and tracking risks; providing input on cost estimates and construction schedule; examining access and equipment needs; and assessing property and environmental impacts. To ensure constructability reviews are executed with a contractor’s eye, Luster will draw on the resources in both AECOM and PB. These firms are hybrid design and construction companies that compete in the design-build space where examining alternate technical concepts and construction techniques to save time and money are standard practice. Documentation of the results of the constructability review meeting is important; however, it is critical that the issues identified in this meeting are addressed by the designer through the PPFR and FFPR meetings, and additional issues are identified and resolved before construction letting.

During the construction of the project, Luster will lead all of the construction inspection and contract administration aspects of all the projects, including the following: leading the preconstruction conference, reviewing technical submittals and tracking shop drawing approvals; monitoring contractor’s schedule and performance; coordinating material sampling and testing; inspecting, monitoring and reporting progress of the work; monitoring DBE participation; supporting GDOT with resolving contractor claims and disputes; updating as-built plan sets; and rightsizing the manpower levels, while committing to a robust training and safety program. Luster will manage the project closeout process by proactively addressing punch-list items; finalizing as-built drawings for the closeout conference, acquiring all materials certification approvals, performing the final field inspection, and assisting GDOT with the financial close of the project. Our staff will also provide input into the post-construction evaluation efforts to support continuous improvement of our performance and the District overall.

Conclusion

The Luster Team is prepared to collaboratively work with District 7 to develop and implement a Success Plan that is balanced, flexible, and compliant with all internal and external mandates.

As a Veteran and Minority-Owned firm, we have worked hard to gain the respect of our clients and teaming partners based on our subject matter expertise and sustained ability to deliver quality services. Our DBE status is an additional recognition of who Luster is beyond our core professional service competencies. However, these categorizations often promote exclusion and are used as a basis for decision-making, especially on significant projects. Having advanced to Phase II on qualifications, what’s now really important is your confidence in our approach and your comfort with our staff. Please take reassurance that our approach is founded on the proven experience of three excellent firms, and our staff is really a collection of people that have come together to serve the District, many of which you already know: Tony Collins, Roy Wilson, Eric Pitts, Don Wishon, Dan Coffee, Bobby Adams, Mickey McGee, Lisa Sikes, and Jamie Crisp. We are excited about you meeting the rest of the Luster Team and stand ready to successfully deliver these projects as testament to GDOT’s inclusiveness.

We offer the District a fully integrated and comprehensive solution with unparalleled proven resources. We have the Capacity to Support and the Capability to Lead. Luster endeavors to be your partner!