

H. ADDITIONAL INFORMATION

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CAPACITY

The Suhail / RW Armstrong JV has the capacity to efficiently work, complete, and deliver on AFCEC Eastern Region Title I, Title II, and other A-E Task Orders as described in the solicitation. Each team member is ready to administer and coordinate Task Orders with current staff in order to meet the needs of AFCEC’s programs. With the acquisition of RW Armstrong by CHA in 2012, the CHA team has over 1,100 employees with over 40 offices in AFCEC’s Eastern Region. CHA provides a significant resource to the JV and will allow the JV to provide a wide range of services within close proximity to eastern region installations.

a. Capacity to Perform Work (In-House and with Team Members)

Based on review of our current workloads, the Suhail / RW Armstrong JV confirms available capacity to accomplish the work in the required time with adequate reserve staffing to cover any surge in workload or contingencies. Key team member schedules have been reviewed and each team member has immediate and continuing availability. Resumes of the core team members are shown in SECTION E. The JV and its partners commit the required resources to the contract and assure their availability. The following table highlights resources available to AFCEC projects.

Design Discipline	Suhail/RW Armstrong JV	RSP	VAA	Fisher Engineering	McGuiness	Total
Architects	9	44				53
Civil Engineers	88		7		2	97
Electrical Engineers	75		3			78
Structural Engineers	71		24			95
Fire Protection Engineers / Designers	2			7		9
Construction Inspectors (QA)	35	1				36
Mechanical Engineers	39		4			43
Project/Program Managers	48	19	5			72
Schedulers	5				1	6
Cost Engineers/Estimators	10				1	11
Landscape Architects	15	2				17
Specification Writers	24	4				28
Planners: Urban / Regional	25	7				32
Planners: Military / Strategic		4				4
Environmental Engineers	28					28
Interior Designers	1	30				31
Telecommunications Designers	16					16
Geotechnical Engineers	11					11
Land Surveyors	48					48
CADD Technicians	80	41	43	1		165
LEED AP	33	20	7			60

The Suhail / RW Armstrong JV has major in-house primary service capabilities as shown in the above table and in Part II. We have included sub-consultants in our team for specialty services, AFCEC experience, or because they are trusted partners with whom we have worked previously and who we feel will bring value to the team and augment our capabilities.

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b. Ability to Support Concurrent and Geographically Dispersed Multi-Million Dollar Projects

While this contract contemplates only work in the Eastern Region of CONUS, the Suhail / RW Armstrong JV and its partners are accustomed to working across the world...literally. CHA has completed numerous projects for federal clients in places such as Afghanistan, Egypt, Italy, Spain, Florida, Georgia, South Carolina, Virginia, Maryland, New Jersey, Pennsylvania, New York, Connecticut, Maine, Texas, California, Washington, Guantanamo Bay, and Guam – **many concurrently.**

Clearly we are able to work across multiple time zones and wide geographic areas fluently. We pride ourselves on being flexible to accommodate our federal clients and design partners where they sit....**not where we sit.** We do this through continuous communication and project management best practices.

For instance, our project managers place a heavy emphasis on scheduling the design phase and meeting deadlines. While this contract will not span several time zones, geography will still inevitably separate AFCEC from the team and team members from each other on certain task orders. A schedule for each task that is developed with input from AFCEC and clearly communicated to the design team is the common thread that binds the process together.

Scheduling practices do not end here, though. Through the process, unforeseen circumstances often arise that require schedules to be shifted or accelerated. Our project managers will recognize these shifts, respond decisively and insure the design team stays on track.

Another project management best practice we employ to overcome geographical constraints is “over communication”. This means reaching out to AFCEC as often as needed to actively engage you in the process. It also means being proactive with the design team and conducting regular meetings via teleconference or web-based conferencing to insure team members have what they need to complete their work and adequate coordination is taking place.

Finally, we leverage technology to make project documents as accessible as desired. This may mean setting up a shared web-based file management system where AFCEC and team members have free access to documents as they are being developed. The goal is to break down the barriers created by distance separation any way needed to insure quality project delivery.

By working on international and regional projects, our team has gained the skills to work a full time table efficiently, and this is reflected in our management approach on a daily basis, regardless of whether we are working in Afghanistan or in our own backyard.

c. Project Management

i. Administrative

Our program / project management approach is centered on achieving the goals and meeting the planning, design, and construction management needs of our clients. We are client centric; therefore, ***all of our actions are based on the unique needs of our clients.*** This management approach is reflected in the diagram on this page.

You, the Air Force Civil Engineering Center, are the core of our business. We have assigned a Client Service Team that will work directly with you to achieve your objectives. The Client Service Team consists of Client Service (or Task) Managers (Mark Vilem, P.E., and Frank LaVardera, M.S., and the Program Manager, Ehtesham “Sam” Suhail, P.E. Other key technical leaders are identified in Section E.



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Surrounding your Client Service Team are the technical and administrative professionals that work directly with the Client Service Team to produce the deliverables that are required by each assignment. These people include engineers, architects, planners, technicians, designers, LEED professionals, inspectors, schedulers, and cost estimators. The corporate leadership of CHA provides the essential support services that enable your Client Service Team and the Technical and Administrative Staff to provide creative and effective solutions that achieve your goals on every assignment.

Because our partnership together as the Suhail / RW Armstrong JV is a mentor-protégé arrangement, we have the overall program management being jointly provided by Frank LaVardera and Sam Suhail. Both sit on the JV board of control and are officers of their individual corporations. This empowers them to not only sign contracts but commit resources of the JV to meet your needs.

Frank has over 34 years of experience and has successfully managed multiple task order contracts similar in scope and size to this one. The strategy behind having Frank and Sam work together is for Frank to mentor Sam in the spirit of the 8(a) program as he manages this overall contract.

Under the capable direction of Sam, we have identified two initial task managers that will be assigned depending on the specific nature of the work. Mark Vilem and Frank LaVardera have led teams similar to the one being proposed on a wide variety of large, DoD projects around the world. Similar to the program management arrangement, other managers will be mentored by Mark and Frank at the task manager level on individual tasks. This team will interact directly with AFCEC and respond to your specific needs for each task.

Our internal project management procedures require a Project Management Plan (PMP) to be developed at the outset of every task. This plan addresses in writing the scope, schedule and budget of the project as well as administrative procedures that will be employed. This includes the roles and responsibilities of each team member, contact information, filing procedures / locations, CADD standards and procedures, QA/QC plan and more.

The development of the PMP assists the Task Manager in planning the project thoroughly but also provides a reference for each team member throughout the project. A high level of consistency and quality are the result of this practice. The Task Manager is required to update the PMP if and when it changes through the project.

QUALITY MANAGEMENT PROCEDURES

The Suhail / RW Armstrong JV's Quality Assurance/Quality Control plan incorporates Quality Control Procedures which will ensure that our deliverables meet or exceed the expectations of our clients. The QA/QC plan is based on our collective experience in delivering high quality products to DOTs, DoD, and other Federal agencies, and public and private sector clients.

Our Quality Management procedures have been developed around the concept of Designing Once and Designing Correctly. Discipline specific QA/QC and Overall Team QA/QC (including sub-consultants) is built into the project schedule. We have a set of basic established and documented QA/QC procedures which are common for all projects, and others which are reviewed and tailored for each project, right at the onset. QA/QC Manager(s) administer these procedures and ensure that Principals of the company stay involved ensuring compliance.

QA/QC of a project begins at the internal Design Team Kick-Off Meeting and continues throughout the design and construction of the project. Project development starts with a discussion of the QA/QC procedures, and the Project Manager's vision and understanding of the SOW is shared and understood by all team members as a central part of the PMP. Sub-consultant QA/QC procedures are reviewed and modifications are recommended, if required. At this stage specific criteria are established that will be ultimately used to evaluate project performance. This would include, but not be limited to:

- Scope of services to be provided
- Construction budget as applicable

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- Time schedule
- Milestones for project review
- Man-hour allocations for each discipline & work phase
- Special client requirements

We have rigorous standards and procedures for the technical checking and interdisciplinary coordination reviews of our drawings and specifications. Our projects are checked at least twice for smaller projects and a minimum of three times on large or complex projects. The checking process involves drawings, specifications and calculations. Our in-house review process includes:

- Checking Documents/Validating Design Decisions
- Color Coded Drawing Checks
- Checkers with qualifications equal to original designers
- Alternate Calculations Requirement
- Independent review by personnel outside of design team
- Design Once Procedures

There will be several key processes in place to ensure the quality of this contract, such as:

- Assigned Design Team will be committed to the Project throughout the design and construction period.
- Each discipline leader will have an assigned backup professional.
- Design Team will develop a complete understanding of the Project Scope and the needs of the Client.
- Clear and acknowledged communications with all sub-consultants.
- Design data will be available to Design Team Members through secure electronic means
- Clear lines of communications will be established between the design team and AFCEE
- Documentation of all communication during the design process.
- Weekly Design Team meetings and teleconferences with AFCEE as required.
- Weekly Project Update reports to the AFCEE PM throughout the project design and construction.
- Discipline and Design Team review of data prior to a design submittal to the Government.
- Assigned Quality Control Officer who will monitor project QA/QC procedures.
- Reviews of all design submittals by an independent QA/QC review team.

The objective of the Design Team is to earn an Excellent Design rating for each Project. In order to accomplish this goal, Quality Control is of utmost importance.

In summary, our quality control process involves maintaining key people on the project throughout its various phases; checking, reviewing, and documenting everything that is done, and communicating effectively with the design team and the client.

The JV feels that quality is a mindset, not just a list of procedures. Our Quality Control system will ensure that our employees are producing the high quality work that will be expected at every stage of the project.

ii. Communication

Open communication and constant updates are crucial in maintaining a flow of communication among all team members of the Suhail / RW Armstrong JV team, and our Project Managers are responsible for holding and attending these meetings. Formal meetings are important but informal meetings between team members keep everyone up to date on interdisciplinary tasks and goals. As specified in SOW for the contract, a web site tailored to each project (if necessary) will be established with real time worldwide access to authorized government personnel and team members. The website will include status reports, photo logs, and project schedules, and will be updated regularly. This website is not intended to be a substitute for direct communication.

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Communication between team members is vital to management of the project, but communication from the Project Manager to a liaison with you, the client, is just as important. Constant updates to the client require us to keep our team in check, while also giving constant reassurance to AFCEC that we are on track and headed in the right direction.

iii. Project Tracking

The Suhail / RW Armstrong JV has created an efficient work process resulting in cost effective projects. Our weekly cost reports and design meetings, daily time sheets and regular on-site inspections create a streamlined method of working with no time or money wasted.

At the center of this practice is our web-based project accounting system Deltek. Deltek has been customized specifically for us and allows us to track, control and plan project budgets in a "real-time" manner. As employees enter their time into the program, task managers are able to track the project and produce reports easily and quickly. These reports can be sent to the client as part of progress reporting.

Another part of project control is tracking and resolution of the client's comments. Our task managers are well versed in the use of Dr. Checks if AFCEC prefers its use. Alternative methods are available such as gathering review comments, combining them into one document and tracking them until they are resolved to the client's satisfaction. We take seriously the feedback we receive on our work and the best way to show that is to address each comment individually until it is resolved.

iv. Issue Resolution

We believe the best method of dealing with issues is a preventative approach, accomplished through heavy communication and good detailed documentation of project meetings. As evidenced by our weekly exchange with each other and constant communication with the AFCEC, we believe that the more communication there is, the fewer the problems that will arise, whether internal or external.

If a problem does arise, we believe that the best method to resolution is through collaboration of **all** interested parties, including the client. With all input and options readily on the table, selecting the best course of action with everyone's consent is the best and fastest way to resolution.

d. Active Ongoing Federal and Non-Federal CONUS Work

We are estimating this contract to provide somewhere between \$3 and \$5 million per year depending on task order frequency and size. Based on the groups we are proposing to work on this contract, we anticipate having a pool of approximately 90 managers, engineers, architects and other technical and administrative support staff being involved to some extent in task orders under this contract at any given time. A review of this group's current backlog shows utilization rates ranging from 50-60% over the next 12 months based on revenue projections for active ongoing Federal and Non-Federal CONUS work.

Traditionally, the firms on our team can operate up to 80 to 85% capacity before they are considered "at capacity". Based on the current outlook, this means our group has between 20-30% average availability to service task orders on this contract. This translates into around \$4 million per year in available capacity when taking salaries and overhead into account. As noted earlier, CHA has over 1,100 employees and provides significant resources for this contract.

From a management perspective, we review our capacity monthly and project staffing based on future need. This allows us to react and supplement staff to handle increased workload. If AFCEC has needs greater than our current capacity, staff will be added to meet those needs.