

Mr. Kenny Voss, PE  
Local Program Administrator  
Missouri's Local Program (LPA)  
[MaryAnn.Jacobs@modot.mo.gov](mailto:MaryAnn.Jacobs@modot.mo.gov)

November 15, 2013

Subject: Letter of Interest for LPA Construction Inspection On-Call Services

Dear Mr. Voss and Members of the Selection Committee:

Horner & Shifrin appreciates this opportunity to present our qualifications to Missouri's LPA for **Construction Inspection On-Call Services**. To demonstrate our capabilities and expertise in providing construction engineering services for roadway improvements, bridge replacements, pedestrian facilities, and other transportation improvements we have prepared this letter for your review. Our team is uniquely qualified to assure this project achieves or exceeds the project goals of success by offering the following.

- Perform Quality Assurance duties on behalf of the owner
- Assist owner's staff with bidding, award and preconstruction phases
- Maintain constant communication between the owner, contractor, subcontractor, stakeholders, utilities, testing firms, designer, etc.
- Schedule quality control and quality assurance inspection of daily activities
- Review and approve shop drawings, requests for information and initiate requests for proposals as needed
- Perform construction inspection and documentation
- Coordinate and direct weekly progress meetings
- Produce monthly progress reports
- Perform all labor and CUF interviews
- Measure, quantify and document performance of work items pertaining to the project
- Review and approve the contractor's schedule and work plans
- Review and coordinate change orders and/or claims
- Review contractor invoices for payment
- Document material acceptance and material receiving
- Maintain a non-conforming and deficient work list; reject materials as needed
- Coordinate, witness and review all material testing procedures and results
- Create punch lists from pre-final and final inspections
- Maintain and submit as-built plans
- Project closeout
- Workforce Diversity Plan

#### PREQUALIFICATION

Horner & Shifrin maintains our prequalification with MoDOT and is compliant with all of the requirements.

#### WORKFORCE DIVERSITY

As our Workforce Diversity Plan demonstrates, diversity in our personnel is an important aspect of Horner & Shifrin's policy and operations. We value differences in culture and life experience throughout our community, and we continue to work towards harnessing the benefits of a diverse workforce through our recruitment procedures and practices to ensure that employment at Horner & Shifrin is open to all. Horner & Shifrin is committed to attain, to the best of its abilities, the diversity reflected by the diversity of the general population of our community. We strive to be involved in community outreach with organizations such as local secondary and higher education institutions to educate individuals in the field of engineering, as well as various minority professional and business associations. Horner & Shifrin has a cooperative & training program in place specifically for interns, and it is our goal to focus on including diverse groups of people in that program including individuals with diverse characteristics such as age religion, gender, race, ethnicity, disability and sexual orientation. We are currently in need of engineers and technical support personnel to add to our staff, and have advertised these needs in The St. Louis American and the Illinois Institute of Technology (Chicago) campus in order to search out qualified minority candidates. This approach to staffing needs will be continued by Horner & Shifrin as another avenue to attain a diverse workforce in our firm.

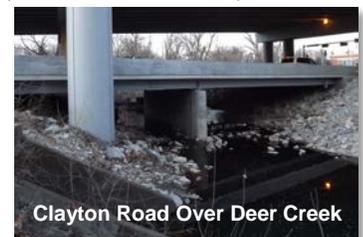
#### GENERAL EXPERIENCE OF FIRM

Horner & Shifrin's Construction Management team has successfully managed numerous construction projects from the bidding phase through project closeout. Our team has the experience necessary to identify and resolve conflicts early, avoiding construction delays. Our extensive construction management experience and familiarity with the requirements associated with the Federal Highway Administration, and the Missouri Department of Transportation on Surface Transportation Programs (STP) funded projects provides us with the ability to efficiently process change orders, pay requests, and final closeout documentation.

Our employees "go the extra mile" to give our clients the best, most cost-effective methods in achieving project goals. Because we believe that quality and cost savings go hand-in-hand, our staff members often find, and are able to take advantage of, existing situations which result in saving time and money for the client, while still producing the desired project outcome. Because Horner & Shifrin has a long-standing, history with many contractors, project coordination is usually a smooth process which ultimately may lead to time and cost savings for the client.

**Olive Boulevard Streetscape, Phases I - III | City of University City, MO (LPA-Funded).** We provided design, as well as construction administration and inspection, for a wide range of improvements including completing sidewalks along both sides of the street, bicycle/pedestrian trail, on-street bike routes, implementing major improvements at the Skinker/Olive intersection, erecting shelters at bus stops, providing for bicycle racks, using pedestrian level lighting at major intersections and in the redevelopment areas, and coordinated the planting of numerous trees with an emphasis on locating them in the redevelopment areas. Phase III improvements included removal and replacement of asphalt-paved shoulders with concrete shoulders, installation of ADA-compliant sidewalks and curb ramps between Eastover and Pennsylvania Avenues and utility adjustments. Other Phase III tasks included energy-saving modifications to existing light fixtures along the corridor.

**Clayton Road over Deer Creek | City of Ladue, MO.** Design of a two-span prestressed concrete I-girder bridge, 106 feet long, in Seismic Performance Category B with concrete pile cap integral end bents and an open concrete intermediate bent on spread footings. The plans include widening the bridge and maintaining pedestrian access, and storm sewer.





**Warson Road Phases II & III Improvements | City of Ladue, MO (LPA-Funded).** We provided design, as well as construction administration and inspection, including preparing bid documents, administering contracts and performing construction documentation and inspection. Improvements consisting of a new bridge, pavement milling and overlay, new concrete curbs and asphalt swales, as well as drainage improvements of storm sewers and water quality Best Management Practices (BMPs).

**Salt River Road Extension | City of St. Peters, MO.** Horner & Shifrin provided design, as well as construction administration and inspection, for an extension to Salt River Road that is helping to relieve congestion on I-70 by removing local traffic. New four-lane, 1.5 mile-long project included three four-lane bridges with 10-foot-wide pedestrian/bicycle trail, as well as a traffic signal at a major intersection. Horner & Shifrin provided an economical, cost effective yet innovative solution by designing a tight diamond interchange that minimized the amount of right-of-way takings. Because this project is included with three other projects that will extend Salt River Road from Hwy 79 to Hwy 370, it involved a high degree of coordination with other municipalities, consultants and agencies. The project had a moving target completion date, yet was completed on an accelerated schedule.

## PAST PERFORMANCE

Horner & Shifrin takes great pride in our commitment to our clients and always strives to achieve the highest level of quality, service and responsiveness. We have shown the ability to complete concurrent projects involving multiple teammates on fast-track schedules. A table of actuals versus estimated construction costs as well as few client quotes ratings follows:

PROJECT/CLIENT	ESTIMATED and ACTUAL DESIGN SCHEDULE COMPLETION		ESTIMATED and ACTUAL CONSTRUCTION COSTS	
	ESTIMATED	ACTUAL	ESTIMATED	ACTUAL
<b>OLIVE BOULEVARD STREETScape, PHASE III</b> CITY OF UNIVERSITY CITY, MO	ESTIMATED	11/2010	ESTIMATED	\$867,272
	ACTUAL	11/2010	ACTUAL	\$834,109
<b>CLAYTON ROAD OVER DEER CREEK</b> CITY OF LADUE, MO	ESTIMATED	04/2010	ESTIMATED	\$1,431,000
	ACTUAL	02/2010	ACTUAL	\$1,188,500
<b>WARSON ROAD, PHASE III</b> CITY OF LADUE	ESTIMATED	10/2011	ESTIMATED	\$868,979
	ACTUAL	10/2011	ACTUAL	\$650,049
<b>WARSON ROAD, PHASE II</b> CITY OF LADUE	ESTIMATED	04/2009	ESTIMATED	\$353,290
	ACTUAL	03/2009	ACTUAL	\$320,347
<b>WARSON ROAD OVER DEER CREEK</b> CITY OF LADUE, MO	ESTIMATED	08/2009	ESTIMATED	\$477,130
	ACTUAL	08/2009	ACTUAL	\$380,675
<b>ZERO ROAD BRIDGE</b> FRANKLIN COUNTY, MO	ESTIMATED	11/2008	ESTIMATED	\$677,421
	ACTUAL	11/2008	ACTUAL	\$674,832
<b>FEMME OSAGE &amp; CAPPELN OSAGE BRIDGES</b> FRANKLIN COUNTY, MO	ESTIMATED	01/2014	ESTIMATED	\$500,000
	ACTUAL	01/2014	ACTUAL	NA
<b>LONEDELL ROAD BRIDGE</b> JEFFERSON COUNTY, MO	ESTIMATED	06/2010	ESTIMATED	\$618,000
	ACTUAL	06/2010	ACTUAL	\$485,000

**Outstanding Performance Quotations** – Kelly has a proven reputation for providing excellent service to her clients. The following are a few supporting quotes.

"I have been wanting to write to you about the service we've been receiving from Jon and Kelly...As for Kelly, she has garnered quite a professional reputation on this project. I receive compliments from everyone on the job about her abilities to organize and control the numerous processes. The COE has stated "Best QC Manager they ever worked with", the Olin rep stated, "Kelly really keeps these guys in line and on target, she thinks of everything!" Brent Peterlein related that Olin's management told him, "this is the best run project we've ever had (in our area)". He added that he told them, "Their QC Manager is the prime reason".

What I have personally noted is that Alberici, although one of the better construction companies that I've worked with, clearly does not attempt to impress her with their "we know better" bravado, but rather they seem to take their lead from her. Most of my QC Manager's are too quick to let the construction boss run the project without regards to the endless coordination's, meetings, specifications, etc. - *Timothy Cox*, Project Manager, Lime Energy dba Applied Energy Management, Inc.

## QUALIFICATIONS OF PERSONNEL

It is imperative that good practices are followed throughout the course of a project, from preliminary plans to construction completion, including close coordination, construction surveillance, procurement, and cooperation and communication among the stakeholders involved with the project, such as our client, the contractor, designers, utility companies and property owners. Our construction managers successfully complete project monitoring and control, value engineering, scheduling, cost control, procurement and logistics and project accounting.

Horner & Shifrin's construction managers have taken numerous documentation and materials classes for certification to provide complete and accurate construction engineering services. This training provides each of our clients with continuity in construction observation practices and procedures, and helps to ensure a project that is completed on time and within budget. Certifications are through International Code Council (ICC), United States Army Corps of Engineers (USACE), Missouri Department of Transportation (MoDOT), Illinois Department of Transportation (IDOT), and American Concrete Institute (ACI).

## Project Team



**Kelly L. Hayes, P.E. | Project Manager.** I will serve as Owner's Representative and be your eyes and ears on the project site. I will oversee all activities of team members and contractors. As Manager of our Construction Engineering Department, I am a construction engineer with over 16 years of experience, specializing in construction administration and contractor management, and have successfully managed numerous roadway and bridge construction projects from the bidding phase through project closeout. I have extensive experience with FHWA, MoDOT, USACE and LPA funded projects, and a wide range of certifications for construction support and field surveillance services, providing clients with the most current practices and procedures. My certifications include:

*I receive compliments from everyone on the job about her abilities to organize and control the numerous processes. The Corps of Engineers has stated "Best QC Manager they ever worked with."*

*Timothy Cox, Project Manager  
Lime Energy dba Applied Energy Management, Inc.*



USACE Construction Quality Management Course for Contractors ▪ American Concrete Institute, ACI ▪ Concrete Field Testing Technician - Grade 1 ▪ IDOT Certificate of Proficiency in Documentation of Construction Quantities ▪ IDOT Hot Mix Asphalt Level 1 Technician & Nuclear Density Tester ▪ IDOT Mixture Aggregate Technician Certification ▪ IDOT & MoDOT – Concrete Field Testing Technician – Grade 1 ▪ MoDOT, Bituminous Technician, Superpave QA/QC, TSR Certification  
My experience includes:

**Olive Boulevard Streetscape, Phase III | City of University City, MO.** Resident Engineer/Owner's Representative for the construction of over 100 ADA-compliant curb ramps, sidewalks and entrances along a busy MODOT Right of Way corridor. Throughout the course of the project, change orders were added to incorporate changes in the field. Kelly managed a large team of field personnel, design personnel, lighting and concrete crews and testing firms. Over 20 curb ramps and several entrances were field engineered and added to the contract. Also involved in this LPA project, was ADA documentation. Administered construction contract and performed all construction documentation for the City of University City and still completed the contract within budget.

**Salt River Road Extension, Phases II and III | City of St. Peters, MO.** Resident Engineer/Owner's Representative for the construction of over one mile of new four-lane roadway crossing two creeks and USACE-regulated levees. Coordination with multiple adjacent developments and USACE was required. The project also includes intersection work, traffic signals, realignment of roadways, extensions of roadways, and 10-ft-wide pedestrian/bike path. Work also includes grading, paving, striping, drainage, sanitary sewer, and signing. Administered construction contracts on three bridges and all MSE walls. Coordinated work with earthwork and paving contractors as well. **2012 ACEC-MO Engineering Excellence Honor Award Winner.**

**Zero Road Bridge over Little Berger Creek | Franklin County, MO.** We provided design and construction administration services for this LPA-funded project that involved a 163-ft, 3-span prestressed concrete bridge. One end bent is constructed on piles and the other end bent is constructed of soldier pile walls. The intermediate bents are drilled shafts and rock sockets. The project also included incidental roadway work and grading.

**Warson Road/Woodlawn Avenue, Phases II & III | City of Ladue, MO.** Resident Engineer/Owner's Representative for the milling and asphalt overlay for more than 3 miles of roadway. In addition to milling and overlay, a new bridge, pavement patching, concrete curbs, asphalt swales and storm sewers were included in the project. The project limits extended from the city limits on Woodlawn Avenue to the intersection of Warson and Conway Road in Ladue. Prepared construction bid documents, administered contract and performed all construction documentation for the City. The projects were LPA-funded.



**Allan A. Erdman, P.E. | Project Engineer.** With over 30 years of experience in design and construction administration of transportation projects, Allan has a Master's Degree in Construction Management, and is experienced in meeting tight schedule requirements. His experience in construction management covers streetscape, bridge, roadway and water/sewer projects for municipalities, county and state government agencies. Specific projects include:

**Delmar Boulevard Streetscape Phase II | City of University City, MO.** Construction Engineer for sidewalk repairs, utility adjustments, tree grates, cable detector loops and other miscellaneous repairs. Added to this project is the construction of several ADA ramps and curbs. Tasks include administration of contract and coordination with City, County and State personnel.

**Olive Boulevard Streetscape Phase III | City of University City, MO.** Construction Engineer for improvements in phases including implementing ADA-compliant sidewalks, curbs, ramps, gutters and shoulders; installation of energy-saving pedestrian-level lighting, and bus stop shelter improvements. LPA federally funded project.

**Ames Place Streets Improvements | Agents of Ames Place, University City, MO.** Construction Administrator for resident-governed subdivision requiring infrastructure assessment report and engineering design. Responsibilities include surveying, construction observation and administration for overlay of existing roadways, ADA-compliant curb ramps with detectable warning panels, reconstruction of sidewalks, curb and gutter replacement and drainage improvements to all intersections. Preparing construction bid documents, coordination with contractor, administering contracts and inspection during construction. Coordination with contractor, materials testing and local utility companies.

#### FAMILIARITY AND CAPABILITY

Evidence of implementing Horner & Shifrin's construction management efforts become evident when reflected in a project that has been completed on schedule and within budget, with the least amount of impact to the community and the environment. We also understand the importance of federal reimbursement. A lot of money is spent not only by the federal government, but also by our clients, during construction. Our staff will assist the owner throughout the construction process to maintain a current inventory of federal reimbursement invoices.

#### ACCESSIBILITY OF FIRM & STAFF

With offices in St. Louis, Springfield and Poplar Bluff, MO, we have good coverage of the state for early planning trips and site visits. Our construction engineers are experienced working on projects throughout Missouri, and will be available for meetings with clients for site visits, public informational meetings or other events.

Contract administration of federally funded projects involves close attention to detail, along with thorough and accurate project documentation. It is vital to maintain communication and coordination among the parties involved to keep the project on schedule. Potential conflicts encountered during construction will be identified and resolved early and efficiently to avoid construction delays and project overruns. An environment of cooperation among involved parties needs to be established and maintained so that field questions, pay requests and change orders can be addressed efficiently.

Horner & Shifrin has the relationship and expertise to professionally perform all of your On-Call projects on-time and on-budget. Our staff will continue to suggest better practices that save the client time and money on projects. Our team of construction engineers will be committed and available to dedicate the time needed for all of your potential On-Call projects. We are committed to utilizing a diverse workforce for this and all LPA projects.

Thank you for considering the Horner & Shifrin team for your project. We look forward to working with the Missouri's LPA on these On-Call projects. Should you have questions, please contact me at 618-530-0294.

Very truly yours,

Kelly L. Hayes, P.E.  
Project Manager / Manager, Construction Engineering

HORNER & SHIFRIN 72 EMPLOYEE-OWNERS	
15	TRANSPORTATION / CIVIL ENGINEERS
2	CONSTRUCTION ENGINEERS
13	STRUCTURAL ENGINEERS
13	ENVIRONMENTAL / SANITARY ENGINEERS
4	ELECTRICAL / MECHANICAL ENGINEERS
10	DESIGNERS/CAD OPERATORS
4	GIS SPECIALISTS
3	SURVEYORS
8	ADMINISTRATION

Founded in 1933, Horner & Shifrin has been providing professional engineering services to municipalities across Missouri for the past 80 years.

Horner & Shifrin has designed numerous successful projects for Local Public Agencies (LPAs). We have a thorough understanding of all federal requirements, funding obligation deadlines, and specification requirements mandated by MoDOT Local Roads.



**Roadway Design**



**Trails & Sidewalks**



**Construction Inspection**



**Traffic Engineering & TEAP**



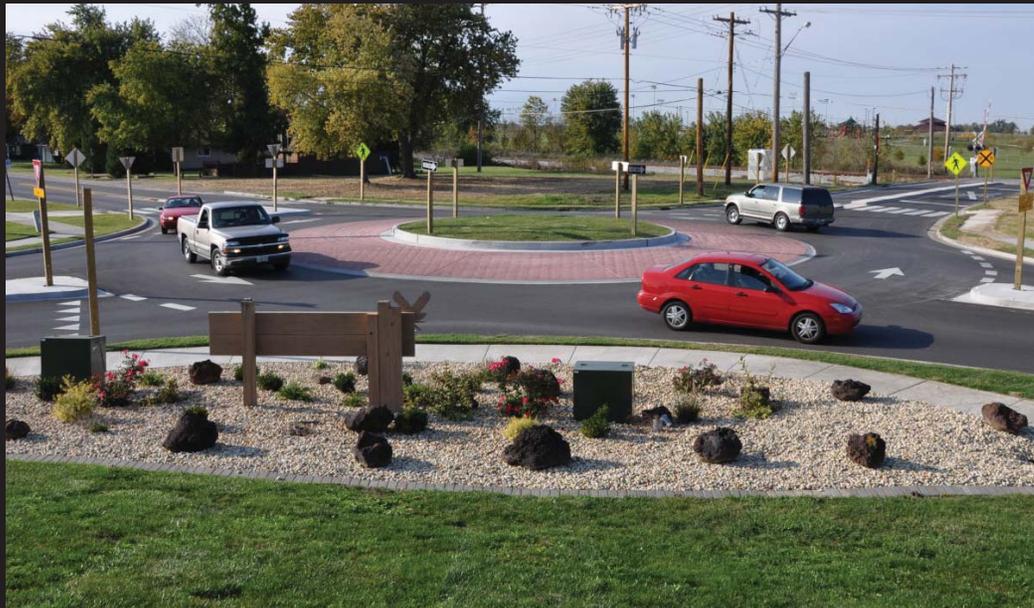
**Structures**

# ROADWAY DESIGN



Horner & Shifrin uses creative design techniques and practical measures, including a strong quality control program, to decrease project costs and provide the highest quality while maintaining the integrity of our transportation projects.

- Highway Planning and Design*
- Local Road and Street Design*
- Internal Roadways and Parking Design*
- Traffic Calming Design*
- Air and Noise Pollution Reduction Design*
- Public Involvement/Community Relations*
- Environmental Impact Assessment Studies*
- Major Investment Studies*
- Corridor Location Studies*
- Feasibility Studies*
- Funding Applications*
- Transportation Funding Alternatives*
- Safety and Accessibility*
- City Engineer and On-Call Services*



## TRAILS & SIDEWALKS



Horner & Shifrin has extensive experience in the planning and design of pedestrian and bicycle trail projects.



Sidewalks | Multi-Use Trails  
On-Street Bike Routes | Streetscapes  
ADA Compliance | Signage



## TRAFFIC ENGINEERING



Horner & Shifrin has the experienced staff and state-of-the-art equipment required to provide the very highest quality data for use in reducing congestion and improving traffic flow and the quality of life for the traveling public.

*Traffic Calming Design*

*Traffic Capacity and Signaling Design*

*Traffic Studies*



## CONSTRUCTION INSPECTION

Our construction engineers have successfully managed numerous projects from the bidding phase through project closeout. Our team has the experience needed to identify and resolve conflicts early, avoiding construction delays.



Our familiarity with Federal Highway Administration and MoDOT requirements on Surface Transportation Programs (STP) funded projects provides us with the ability to efficiently process change orders, pay requests, and final closeout documentation.

# STRUCTURES

Horner & Shifrin provides a complete array of structural engineering services related to the design and construction of bridges. Our structural engineers are experts in the research, planning, design, construction, inspection, monitoring, maintenance, rehabilitation and/or demolition of permanent and temporary structures.



*New Bridge Design*  
*Rehabilitations*  
*Replacements*  
*Bridge Studies*  
*Bridge Hydraulics*



*Culverts*  
*Arch Structures*  
*On-call Services*  
*Foundations*  
*Value Engineering*



*Load Ratings*  
*Pedestrian Structures*  
*Retaining Walls*  
*Seismic Analysis and Design*



*Fracture Critical Bridge Inspections*  
*Seismic Retrofits*  
*Sign Structures*  
*Funding Application Assistance*