



May 16, 2013

Ms. Melissa Sambiagio
Department of Technology, Management and Budget
Facilities and Business Services Administration - Design and Construction Division
Stevens T. Mason Building
530 W. Allegan Street, 2nd Floor
Lansing, Michigan 48909

Re: Proposal - 2013 Indefinite-Scope Indefinite-Delivery (ISID) General Professional Design Services

Dear Ms. Sambiagio:

DLZ Michigan, Inc. is pleased to submit four hard copies and two electronic copies of our proposal to demonstrate our experiences and qualifications to perform professional design services associated with this Indefinite-Scope Indefinite-Delivery (ISID) contract with the Michigan Department of Technology, Management, and Budget (MDTMB).

DLZ is a full-service, multidisciplinary engineering/architectural Minority-Owned Business Enterprise (MBE) that has, for 58 years, provided quality professional services throughout Michigan and the Midwest. Through this period, DLZ has established a reputation for quality in investigating, evaluating, designing, and preparing the plans and specifications for a variety of project types, including a full range of project complexities.

The DLZ team is uniquely qualified for this project because we possess experience and knowledge of similar ISID contracts for capital improvement projects at public-use facilities throughout the Midwest. Drawing upon on depth of experience, combined with our technical expertise allows the DLZ team to effectively approach and manage anticipated projects. As you review our qualifications, we trust that key characteristics of our team will become apparent:

- ◆ ***Project Understanding*** – DLZ understands the nature of anticipated projects that may be assigned. DLZ fully understands the nature of this effort including the demands that are placed on staff in executing multiple simultaneous work orders, and the need to be **flexible, communicate and integrate the MDTMB and Client Agency staff, operations and procedures.**
- ◆ ***Design Capacity and Strength*** – DLZ is composed of **nearly 600 qualified professionals** who are available to meet your projects specific needs. Complete architectural, landscape architecture, structural, mechanical, plumbing, fire protection, electrical, civil engineering, environmental, construction inspection services are provided for a successful project that is developed on schedule, within the established budget, and to the level of quality that the MDTMB demands. DLZ's **full-service** ability allows informed decisions to be made and appropriate design solutions developed within a timely manner. **No subconsultants will be utilized**, except for those projects which warrant the use of highly specialized expert consultant.
- ◆ ***Project Process and Approach*** – DLZ has a long, successful history in working with various federal, state, and local government agencies. For example, DLZ currently holds indefinite delivery contracts with several governmental agencies such as the United States Postal Service

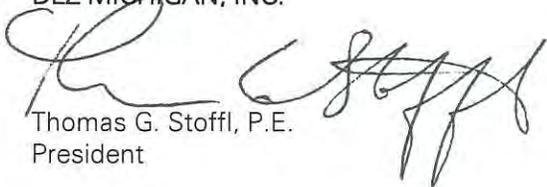
(USPS), United States Property and Fiscal Office (USPFO), Lansing Community College, Capital Area Transportation Authority (CATA), Ann Arbor Transportation Authority (AATA), Wayne County Airport Authority, and many others. We understand the procurement and administrative process and the necessary approach in project development and delivery for similar contracts.

- ◆ ***Key Staff*** – Mr. Eric T. Beaulieu, AIA, LEED, CxA, has been assigned as the Project Manager for this contract. Mr. Beaulieu is a seasoned professional architect, with **experience in indefinite scope and delivery contracts**. Mr. Beaulieu is based in our Lansing office, which allows him to respond to your needs and to the necessary demands of the assigned projects.
- ◆ ***Quality Management*** – DLZ has emphasized **Quality Management into the overall culture** and working environment of our employees. DLZ's is known for its personal service, responsiveness, and teamwork. Our goal is to exceed your expectation and provide a high level of service which allows our team to partner with the MDTMB and Client Agencies in their operations. Over **90% of DLZ projects involve repeat clients**, which is a testimony to our personal service and attention of staff to provide a quality project, on budget, and on schedule.
- ◆ ***Commitment*** – DLZ is located in Lansing, Michigan with additional offices in Kalamazoo and Detroit. Despite the economic times, **DLZ remained in Michigan for the past 57 years**. Our employees are part of the areas' communities and have a vested interest in securing this work and successfully completing each project.

DLZ appreciates this opportunity to present our qualifications. Thank you for our past Indefinite Scope-Indefinite Delivery contract; we look forward to continuing our relationship with Michigan Department of Technology Management and Budget. If you have any questions do not hesitate to contact our office.

Very Truly Yours,

DLZ MICHIGAN, INC.


Thomas G. Stoffl, P.E.
President

TGS/etb/eh

**Response to
Request for Proposal**

Project

2013 Indefinite-Scope Indefinite-Delivery
General Professional Design Services
(Architecture, Engineering, Landscape Architecture)

Issuing Office

Michigan Department of Technology, Management and Budget
Facilities and Business Services Administration
Design and Construction Division
Second Floor, Stevens T. Mason Building
530 West Allegan Street
Lansing, Michigan 48933

Submitted By

DLZ Michigan, Inc.
1425 Keystone Avenue
Lansing, Michigan 48911
Telephone: (517) 393-6800
Fax: (517) 272-7390
E-mail: lansing@dlz.com

May 16, 2013



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PART I – TECHNICAL PROPOSAL

Understanding of Project and Tasks

DLZ's client base concentrates on the governmental and institutional market. More than 90% of projects are publically funded projects. We understand the need to be fiscally responsible and provide overall quality. In addition, a majority of projects involve renovations and system/equipment upgrades associated with facility maintenance and alterations projects. As a full-service **multidisciplinary engineering/architectural Minority-Owned Business Enterprise (MBE), DLZ Michigan, Inc.** has provided quality professional services throughout Michigan and the Midwest for the past 58 years. Through this period, DLZ has established a reputation for quality in investigating, evaluating, designing, and preparing the plans and specifications for a variety of project types, sizes, and complexities.

The DLZ team is best suited for this project because we possess experience and knowledge of similar Indefinite Scope-Indefinite Delivery Contract for capital improvement projects at public-use facilities throughout the Midwest. Drawing upon on depth of experience, combined with our technical expertise allows the DLZ team to effectively approach and manage anticipated projects.



**MDTMB Record Center – Building Renovations
Lansing, Michigan**

DLZ understands the nature of anticipated projects that may be assigned and the demands that are placed on staff in executing multiple simultaneous work orders, and the need to be **flexible, communicate and integrate the MDTMB and Client Agency staff, operations and procedures.**

DLZ employs **nearly 600 qualified professionals** who are available to meet your projects specific needs. Complete architectural, landscape architecture, structural, mechanical, plumbing, fire protection, electrical, civil engineering, environmental, construction inspection services are provided for a successful project that is developed on schedule, within the established budget, and to the level of quality that the MDTMB expects. DLZ's **full-service** ability allows informed decisions to be made and appropriate design solutions developed within a timely manner.

DLZ has a long and successful history in providing infinite delivery service contracts for various federal, state, and local governmental agencies. Currently DLZ holds Indefinite Scope-Indefinite Delivery contracts with several federal, state, and local agencies. Following is a partial list of current contracts:

- United States Postal Service (USPS), Great Lakes Facilities Service Office (FSO)
- USPS Eastern Facilities Service Office (FSO)
- United States Property and Fiscal Office (USPFO) for Indiana, Indianapolis, Indiana
- United States Army Corps of Engineers, Multiple Districts
- Capital Area Transportation Authority (CATA), Lansing, Michigan
- Ann Arbor Transportation Authority (AATA), Ann Arbor, Michigan
- Suburban Mobility Authority for Regional Transportation (SMART); Oakland, Macomb, and Wayne Counties
- Wayne County Airport Authority, Romulus, Michigan



- Lansing Community College, Lansing, Michigan
- Lansing Housing Commission, Lansing, Michigan
- Porter County, Indiana, Valparaiso, Indiana
- Northern Indiana Commuter Transportation District (NICTD), Michigan City, Indiana
- Indiana Department of Natural Resource (IDNR), Indianapolis, Michigan
- Arcelor Mittal USA, Burns Harbor, Indiana
- U.S. Steel, Gary, Indiana and Detroit, Michigan
- The Ohio State University, Columbus, Ohio
- Cuyahoga Metro Housing Authority, Cuyahoga County, Ohio
- Central Ohio Transit Authority (COTA), Columbus, Ohio
- City of Reynoldsburg, Ohio
- Michigan Department of Military and Veterans Affairs (MDMVA)
- 2008 Michigan Department of Environmental Quality (MDEQ) Level of Effort (LOE) Contract
- Board of Water and Light As-Needed Owner’s Representation and Program Management Services, Lansing, Michigan
- Wisconsin Department of Transportation (WisDOT) Statewide Roundabout Design
- Michigan Department of Transportation
 - MDOT Grand Region As-Needed MOT Services
 - MDOT Aeronautics As-Needed Environmental Services
- City of Lansing Parks Dept As-Needed Services
- 2013 City of Kalamazoo Environmental Services As Needed
- 2010 Michigan State Housing Development Authority (MSHDA) As-Needed Environmental Review Consultants



**MDTMB Photo Laboratory Roof and Air-Handling Units Replacement
 Lansing, Michigan**

Best Suited Firm

Our team offers an experienced, full-service team with professional expertise. DLZ’s depth of services provides thorough project coordination, exploration of design alternatives, cost efficient and functional designs, and the ability to complete work within budget and on time.

For this important project DLZ will perform all professional services with in-house personnel. **DLZ will not require the use of subconsultants for this project except for those assignments that may require a specialized consultant.** The ability for DLZ to self perform all work will allow the project to be managed with a tighter control and more detailed coordination of design efforts. In addition, the project schedule can be expedited without other outside influences that can arise when subconsultants are utilized and other commitments must be considered.



Porter County, Indiana, Indefinite Delivery Contract Various Building Capital Improvements

DLZ is an architectural/engineering consulting firm, rooted within the Lansing community and has proven process and approach that provides innovative planning and design solutions for our clients. Our staff brings together the experience and expertise of professionals who have extensive renovation experience with similar projects that will prove to be invaluable throughout this project. This experience creates technically sound solutions **within the practical constraints of budget and schedule.** Moreover our cohesive project management approach, integrates a facility design solution that consider the conditions and parameters of the existing building systems, create a new, yet seamless design that meets the goals and objectives of the client.

Article 1: Organization Chart – Key Personnel for Typical Assignment



KEY PERSONNEL

ARCHITECTURE

Paul F. Weber, AIA, LEED AP*
 Jason C. Vetne, AIA, LEED AP*
 Scott D. Laubenthal, Assoc. AIA, LEED AP*
 Renee Christenson, Assoc. AIA
 Zachary Flagle
 Robert A. Green, AIA

STRUCTURAL ENGINEERING

Corey A. Van Luchene, P.E., S.E.*
 Elliott G. Allen, P.E., S.E.
 Brian M. Voll, P.E.
 Bahjat R. Hashlamoun, P.E.

MECHANICAL ENGINEERING

Eric S. Acker, P.E., CxA, LEED AP*
 Joshua R. Apling, P.E., CxA, LEED AP*
 Richard M. Dorney, P.E.
 Marvin L. VanMeter, P.E., LEED AP
 Laura E. Bickers, E.I.

ELECTRICAL ENGINEERING

Timothy K. Fought, P.E.*
 Walter L. Lopez
 Edgar W. Phelps, Jr., P.E., CxA
 Joan M. Zbin, P.E.
 Andrew William Hesse, Jr., P.E.

BRIDGE ENGINEERING

Kyle C. Kopper, P.E.*
 Paul Izzo, E.I.T.
 Michael A. Kummeth, P.E.
 Talia N. Belill, P.E.
 Matthew J. Lawler, P.E.

CIVIL ENGINEERING (UTILITIES)

Mark A. Mattson, P.E.*
 Ruben Alvarado, P.E.
 Mark H. Nye, P.E.
 Anthony J. Kenning, M.S., P.E., C.F.M.
 Jonathan E. LaTurner, P.E.

CIVIL ENGINEERING (ROAD)

John D. Wilkerson, P.E.
 Brian M. Smith, P.E., LEED AP
 Mathieu D. Doyle, P.E., LEED AP
 Matthew M. Hamel, P.E.
 Sean P. Riley, P.E.

ENVIRONMENTAL

Curtis G. Roebuck, C.P.G., LEED AP
 Steven J. Winters
 Dirk Anderson, AAI
 Michael E. Tuckey, Ph.D., C.P.G., C.P
 Emily N. Caskey

NEPA/ECOLOGICAL SERVICES

Stephen G. Metzger, AICP, PWS*
 Natalie A. Dingedine
 Jason T. Whitten
 Jason A. Stone
 Daniel J. Stevens

LANDSCAPE ARCHITECTURE

Robert M. Sherman, RLA*
 Jeffrey K. Hirsch, PLA, LEED AP
 Craig G. Hudson, PLA, ASLA

SURVEY

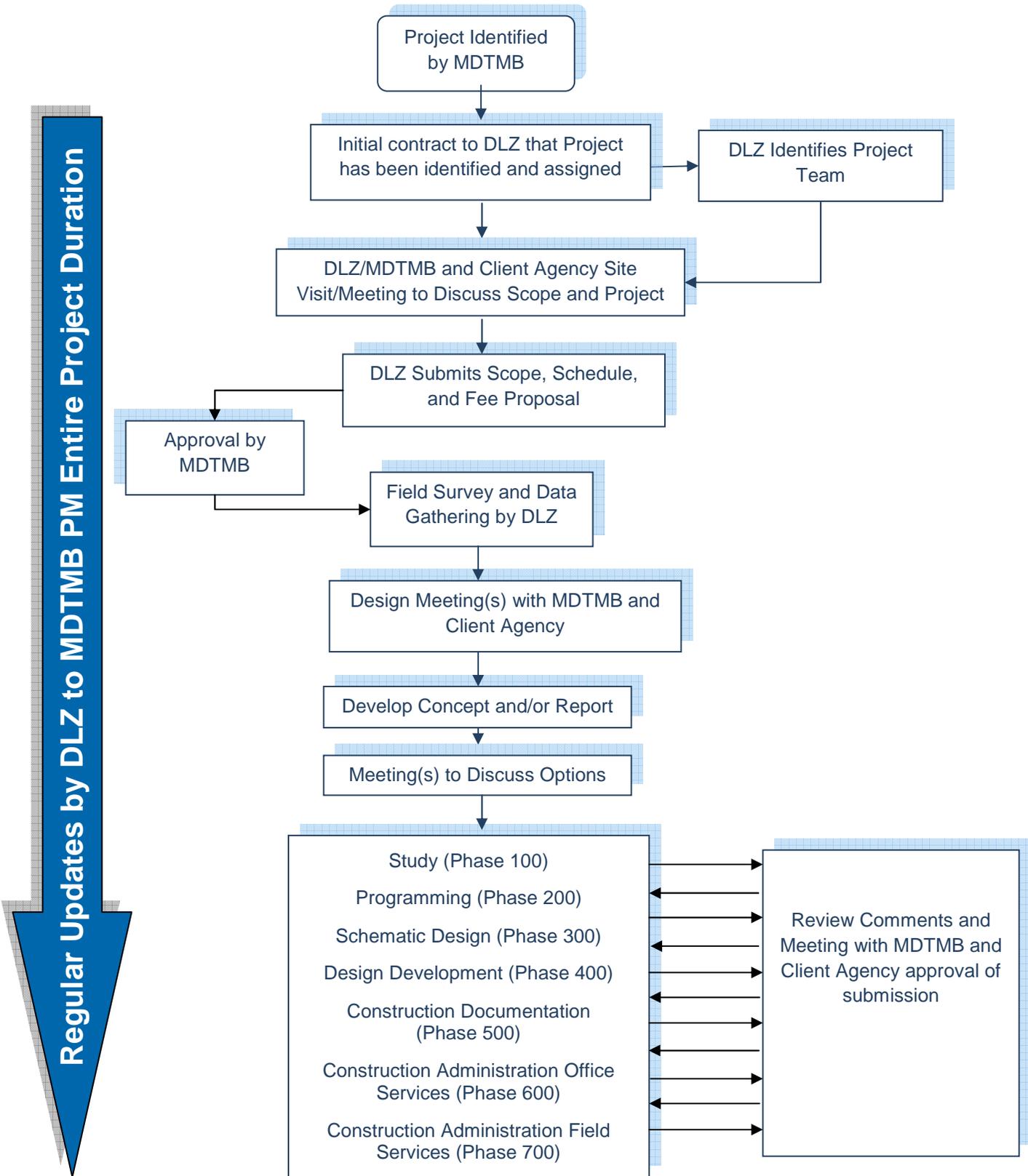
Steven A. Jones, P.L.S., CFedS*
 Christopher T. Cotter, P.S., P.E.
 Raymond H. Keilman, L.S.
 Michelle M.G. Slack, L.S.

CONSTRUCTION OBSERVATION

Gerald K. Johnson
 Dirk Anderson, AAI
 Jennifer M. Moser
 David R. Bennett
 Steven R. Fletcher



Design and Construction Project





Questionnaire



Questionnaire for Professional Services
Department of Technology, Management and Budget
2013 Indefinite-Scope Indefinite-Delivery – Request for Qualifications
Architecture, Engineering, and Landscape Architecture Services
Various Locations, Michigan

INSTRUCTIONS: Firms shall complete the following information in the form provided. A separate sheet may be used if additional space is needed; please key the continuation paragraphs to the questionnaire. Answer questions completely and concisely to streamline the review process.

ARTICLE 1: BUSINESS ORGANIZATION

1. Full Name: DLZ Michigan, Inc.
Address: 1425 Keystone Avenue, Lansing, Michigan 48911
Telephone and Fax: (517) 393-6800; (517) 272-7390
Website: www.dlz.com E-Mail: tstoffl@dlz.com
Professional(s) federal I.D. number(s): 35-1291652

If applicable, state the branch office(s), partnering organization or other subordinate element(s) that will perform, or assist in performing, the work: Kalamazoo Office: 535 S. Burdick Street, Suite 248, Kalamazoo, Michigan 49007; Detroit Office: 151 W. Congress, Suite 328, Detroit, Michigan 48226

2. Check the appropriate status:

Individual firm Association Partnership Corporation, or Combination – Explain:

If you operate as a corporation, include the state in which you are incorporated and the date of incorporation: Michigan, November 18, 1999 (Current Corporation Name)

Include a brief history of the Professional's firm: DLZ's Michigan operation was founded in 1955 by Dr. John R. Snell (Snell Environmental Group, Inc.). In 1998, to supplement and expand our engineering capabilities, Cole Associates (founded in 1916) joined with Snell Environmental Group as a separate corporation (Cole Associates of Michigan). In January 2000, the Michigan operation assumed the DLZ corporate name to form DLZ Michigan, Inc.

Provide an organization chart depicting all personnel and their roles/responsibilities.

Provide an organization chart depicting key personnel and their roles for a typical assigned project. Include generic supporting staff positions.

ARTICLE 2: PROJECT TYPES AND SERVICES OFFERED

Identify the project types and professional services for which your firm is exceptionally qualified and experienced. Provide attachments illustrating a minimum of three examples, with references, of successful projects performed in the last five years for each item checked. Identification of specialties will not exclude selected firms from project types, but will assist the DCD Project Directors in matching firms with projects.

- ADA facility assessment and remodeling
- Boilers and steam systems
- Bridges – pedestrian and vehicular
- Building and structure additions
- Building envelope investigation, repair, upgrade
- Correctional facilities
- Door and window replacement
- Fire and security alarm systems
- Fish passage structures
- General architectural and/or engineering design
- HVAC equipment replacement, upgrade, selection
- HVAC controls replacement, upgrade, selection
- Interior remodeling and renovation
- Laboratory facilities
- Landscape architecture
- Land Planning
- Locks and dams
- Maintenance and facility preservation
- Marine work - boat launch facilities, docks, harbors
- Parking and paving
- Roof repair, restoration and/or replacement design
- Site surveying
- Stormwater management and drainage plans
- Structural investigation and assessment
- Toilet and/or shower room remodeling or design
- Trail design and development
- Wastewater systems
- Water supply systems
- Water diking systems, water control structures

ARTICLE 3: PROJECT LOCATION

Identify the regions where your firm can most efficiently provide services. Assignments may vary from the regions checked, depending on the specialties and services required.

- Western Upper Peninsula (west of Marquette)
- Eastern Upper Peninsula (east of Marquette)
- Northern Lower Peninsula (north of Grayling)
- Saginaw Bay area (east of 127, north of I-69 and M 57, south of Grayling)
- Western Lower Peninsula (west of 127, north of Muskegon, south of Grayling)
- Central Lower Peninsula (east of Battle Creek, west of Chelsea, south of M 46 and M 57)
- Southwestern Lower Peninsula (west of Battle Creek, south of Muskegon)
- Southeastern Lower Peninsula (east of Chelsea, south of I-69)

ARTICLE 4: CONTRACT UNDERSTANDING: The following items should be addressed on the assumption that your firm is awarded an Indefinite-Scope, Indefinite-Delivery contract. (See attached sample contract).

- 4.1 Is it understood that your firm is required to respond to small projects (less than \$25,000) as well as large projects?
Yes No
- 4.2 Is it understood that there is no guarantee of any work under this contract?
Yes No
- 4.3 Is it understood that your firm will be required to execute the attached standard State of Michigan contract language for professional services?
Yes No
- 4.4 Is it clearly understood that professional liability insurance is required at the time of execution of the ISID contract? (See Article 5 of the attached Sample Contract.)
Yes No
- 4.5 Is it understood that your firm must comply with State of Michigan law as it applies to your services?
Yes No
- 4.6 It is understood that your firm must obtain a State of Michigan, Department of Civil Rights Certificate of Awardability (see RFP for information regarding the Certificate of Awardability)? If your firm currently has a Certificate of Awardability, provide its expiration date. _____
Yes No

ARTICLE 5: CAPACITY AND QUALITY

- 5.1 Briefly describe your firm’s methods and procedures for quality control for your deliverables and services. DLZ maintains a strong commitment to quality. Our product’s quality has been primarily verified through the professional competence of the personnel performing the assigned project/task. Assignments of projects/tasks are based on the demonstrated capabilities of the personnel and the establishment of internal procedures and guidelines in order to safeguard and maintain a consistent and effective process for quality management/quality control (QM/QC). DLZ will implement a three-step process for providing a quality project on time and within schedule.

Step 1: For each assigned project, DLZ will develop a project work plan consistent with State policies and procedures to facilitate the administrative supervision of the work. DLZ will control and manage scope, budget, and schedule to verify that we provide the work for which we have been contracted. The plan will include computer generated project scheduling; costs and labor tracking; monthly progress reports; and status presentations and proactive communications with the State Project Manager, project staff, subconsultants, regulatory agencies and other involved stakeholders.

Step 2: All project personnel are responsible for verifying a quality product in their functional area through internal design checks, design reviews and interaction with the DLZ project manager and QM/QC team members representing their functional area. The project will be undertaken with full communication

between project team members so that the development of one discipline's task features does not interfere with another discipline's task features.

Step 3: Each project will include a QM/QC team. This team is responsible for documentation concerning the actions and decisions of the QM/QC team. The QM/QC team and the DLZ project manager will periodically review the project for completeness and constructability as is relates to the project.

In addition to the above, projects that are large in scale, and/or complex in nature, often benefit from additional technical reviews. DLZ has offered, and successfully coordinated, independent technical reviews (ITR) for many of our projects. For instance, ITR is part of every project undertaken between DLZ and the United States Army Corps of Engineers (COE). ITRs are a continuing evaluation of the adequacy of project design and constructability as the project progresses, as well as the final evaluation of the completed project. Independent reviews, when utilized, will be a seamless value added process between the project team and the QM/QC team.

5.2 Has your firm been involved in claims or suits associated with professional services errors and/or omissions?

Yes No

If yes, explain: Over the past five years, DLZ Michigan, Inc. has been involved in the following claims or suits associated with its professional services:

(1) Nottawaseppi Huron Band of Potawatomi v. DLZ Michigan, Inc., American Arbitration Association Case No. 54-124-01563-08 and 54-110-00281-09 – arbitration regarding responsibility for alleged insufficient capacity of storm water system. Resolved in May 2010 following an arbitration hearing.

(2) M&M Construction v. Otsego County Road Commission. Contractor sought additional expenses for removal of larger number of tree stumps than anticipated. DLZ was not a party to the lawsuit but agreed to participate in an April 2010 mediation. The Commission resolved the matter at mediation.

(3) Charter Township of Lansing Downtown Development Authority aka Eastwood Downtown Development Authority v. DLZ Michigan, Inc., John M. Salman and Farid "Fred" Pezeshk, Ingham County Circuit Court Case No. 09-1270-CK – dispute regarding additional soil removal project expenses. The parties settled the matter at a June 2010 mediation.

(4) Battle Creek Motor Lodge, Inc. v. Clark Construction Company, Inc., Hoffman Bros., Inc., DLZ Michigan, Inc., and Michigan Paving and Materials Company, Calhoun County Circuit Court Case No. 2011-2856-NZ – this lawsuit was filed in September 2011 against a number of companies, including DLZ, that worked on a roadway project. The plaintiff was an adjacent property owner who claimed that as a result of the roadway work, its property sustained some flooding damage during a heavy rainfall in June 2009. In November 2012, the plaintiff agreed to dismiss its lawsuit for a very small nuisance amount.

(5) Estate of Bruce D. Boone and Jill E. Boone v. DLZ Michigan, Inc., Ingham County Circuit Court Case No. 05-1479-NI and 06-662-NI – in July 2007, DLZ and a number of other companies were sued by the estate of a man who crashed his motorcycle in a construction zone while riding on the shoulder of the road. In April 2011, the court granted DLZ summary judgment because the plaintiff did not have any evidence suggesting that DLZ was at fault.

5.3 Will there be a key person who is assigned to a project for its duration?

Yes No

5.4 Please present your understanding of the relationship between your firm, the DTMB Design and Construction Division, and the State Agency for whom a project will be completed.

DLZ has a proven project approach, which consists of a strong, proactive project management philosophy. DLZ contract is with the MDTMB Design and Construction Division. Our contractual obligation must be met and fulfilled. The State Agency is who the project will ultimately serve. The project is requested by the State Agency to the MDTMB. DLZ corresponds directly with the MDTMB Project Director/Manager and keeps the State informed of project progress on a monthly basis, attends coordination meetings, minimizes surprises, resolves issues as soon as possible, produces designs in conformance with all applicable codes, standards and guidelines, maintains an aggressive quality control process, submits ahead of schedule and maintains the project budget. DLZ, in conjunction with the MDTMB will confirm the proposed design solutions with the State Agency.

5.5 Describe your approach if a bidder proposes a substitution of a specified material during bidding.

DLZ's standard procedure requires that bidders submit substitution requests no less than ten calendar days prior to the bid date to allow adequate review time for the proposed substitution. DLZ includes a Substitution Request Form within the Project Manual; bidders must complete the proper form and submit adequate backup documentation to evaluate the proposed product or system. With input from the Owner, DLZ reviews the proposed substitution to determine if the proposed product or system complies with the design intent and meets or exceeds the performance criteria of the specified product or system. If the specified procedure is followed and the proposed substitution is found to be acceptable, then the product is added by addendum as an acceptable product.

5.6 Describe your approach if a contractor proposes a substitution of a specified material or detail with shop drawing submittals or in construction.

When a contractor proposes a substitution or revised detail during construction, DLZ reviews the proposed solution with the Owner and the contractor along with specific reasoning behind the proposal and identifies potential alternatives that will result in the best value for the Owner. Typically, product substitutions are not approved after the bidding phase without good cause or documentation of a hardship associated with the specified product.

5.7 How will your firm provide consistent and continuous communication pertaining to project activities and project status to the State of Michigan during the progress of projects?

DLZ will identify a Project Manager that will be the single point-of-contact for all work performed under this ISID contract. The Project Manager will remain in regular communication with the MDTMB and client agency representatives throughout the progress of each project. DLZ will provide written progress status reports for each project under this contract; status reports will be submitted on a regular basis.

DLZ will provide and maintain, to the State of Michigan, a proactive approach regarding the exchange and processing of information by implementing several actions to minimize the potential for problems. First, we will identify interests, goals and positions between the user and stakeholders (if appropriate) early in the process. This will maximize the amount of time available for resolving and minimizing conflicts. We also make sure that discussions during progress meetings are for agency interests, rather than on positions and perceptions.

The DLZ approach to this contract will not be unlike our other multidisciplinary discretionary contracts where the emphasis of careful preliminary analysis, close client contact throughout project development, and communication with all appropriate parties prior to commencing design is stressed. Each project will begin with a project kickoff meeting. DLZ will meet with the State and other applicable agencies, together with other stakeholders deemed necessary. The main purpose of this meeting will be to exchange information, define the established level of quality for the project, discuss opportunities and constraints of the project, establish communication protocols, discuss project goals and objectives, and review the scope of work and schedule for the project. This meeting will develop a baseline for coordination and communication throughout the project. During project development, periodic progress meetings will be conducted. The frequency of these meetings will be determined during the kickoff meeting and based primarily on the size, complexity and schedule of each project. For a "fast track" project, additional forms of coordination and communication, including video and phone conferencing and/or web-based communications, can be utilized.

Beyond these items, we structure meetings so that we obtain consensus at key decision points and build on previous decisions. This prevents revisiting old decisions and redoing work. We effectively apply this approach of conflict avoidance/resolution to each of our projects, regardless of size, from kickoff to project construction closeout.

5.8 Does your company have an FTP or similar site for quick posting and distribution of information, drawings, field inspection reports, and other communications?

Yes No

5.9 Describe your method of estimating construction costs and demonstrate the validity of that method.
DLZ uses a combination of previous project bid results for similar projects, RSMeans National Cost Estimating Guidelines, and resources from the local construction market to validate and verify the anticipated project budget through considerations of the local bidding climate and historical data. When appropriate, DLZ utilizes the services of an independent cost estimating consultant or a contractor to confirm the opinion of probable construction costs. Using a combination of various references has proven to be an effective approach to developing cost estimates. For example, DLZ has a good track record of developing cost estimates early in the design process for over 75 projects under our current Indefinite Quantity Contract (IQC) with the United States Postal Service; for projects under this IQC the project funding is typically requested during the design phase based on preliminary design estimates.

5.10 Describe your approach to minimizing construction cost over-runs.
DLZ takes pride in our track record of cost management during construction. This process begins early in the design process by establishing an understanding of the project parameters and maintaining a high standard for communication and quality management throughout the project. DLZ has successfully implemented a variety of strategies to manage costs during construction; specific strategies may depend on project goals, schedule, funding source, and procurement process. DLZ will work closely with the Owner to develop the most effective strategies for cost management. As an example, DLZ has successfully completed numerous projects without change orders under DLZ's current IQC with the United States Postal Service. DLZ has found that the most effective strategy is to develop a set of construction documents that clearly identifies the scope of work and the design intent.

Cost overrun is typically a result of unforeseen conditions, owner requested changes, errors or omissions or schedule delays. DLZ's approach to controlling change orders begins with a clear understanding of the project scope, budget, level of quality, and schedule for each assignment. We then prepare accurate and

detailed construction documents in accordance with our work plan; perform constructability reviews of construction documents; and make certain regulatory agencies with jurisdiction over the project, as well as appropriate stakeholders, that coordination and communication has been fully implemented throughout the design process.

- 5.11 What percentage of construction cost should be devoted to construction administration (office and field)?
The appropriate percentage varies based on project size, complexity, location, and degree of service required. Typically, fees for construction administration basic services vary between 1.75% and 4%
- 5.12 What portion of the assigned work will be performed with your staff and what portion will be provided by sub-consultants?
DLZ Staff: 95-100% Specialty Subconsultants 0-5%
- 5.13 On a typical project, what would be your response time, from the time receive a project assignment to starting investigation and design work? A typical project might be one involving several disciplines and in the neighborhood of a \$25,000 fee.)
For a typical project, DLZ anticipates making contact with the MDTMB Project Manager within 24 hour notice of potential project, at which time a scoping meeting will be scheduled to define the Scope of Work and project parameters. Typically an initial site visit is conducted within three days after notice of assignment, and a proposal is submitted for review within seven calendar days thereafter. Upon receipt of a Notice to Proceed, DLZ anticipates beginning the project with a kickoff meeting within seven calendar days after the Notice to Proceed. In special circumstances that require urgent attention, DLZ has a strong record of responding to the immediate needs of the project, especially in emergency conditions which immediate timely response and action. 7 Calendar Days
- 5.14 How do you assess whether a construction bidder is responsive and responsible?
DLZ's process to assess whether or not a bidder is responsive and responsible includes a thorough review of the bid packets received from each bidder, including documentation of a checklist for each bidder to identify if all the appropriate documents were filled out in their entirety and included proper signatures and certifications. In the event that minor irregularities are identified, these are documented and discussed with the Owner. Depending on the circumstances, the bidder may be afforded the opportunity to correct minor irregularities, if appropriate and with the Owner's concurrence. Typically, DLZ also performs post-bid interviews with the three apparent low bidders to confirm bid amounts and to verify that bidders have a thorough understanding of the project requirements and scope of work. In the event that qualifications and references are also to be considered part of the evaluation criteria, then DLZ also reviews the bidder's qualifications and may contact references as appropriate. If there are no discrepancies found in the documents and all other factors appear to be in order, then DLZ will discuss with the Owner and prepare a recommendation of award based on all the information available.
- 5.15 Describe your firm's understanding of Sustainable Design and LEED Certification.
DLZ has a significant amount of experience with sustainable design efforts and LEED Certification. DLZ has LEED Accredited Professionals in multiple design disciplines and has successfully completed a variety of LEED Certified building projects throughout the Midwest. DLZ understands the challenges and opportunities involved in implementing a variety of sustainable design strategies and the LEED Certification process.

Sustainable Design

Sustainable design seeks to reduce negative impacts on the environment, and health and comfort of building occupants, thereby improving building performance. The basic objectives of sustainability are to reduce consumption of non-renewable resources, minimize waste and create healthy, productive environments. Utilizing a sustainable design philosophy encourages decisions at each phase of the design process that will reduce negative impacts on the environment and the health of the occupants, without compromising the bottom line. It is an integrated holistic approach that encourages compromise and tradeoffs. Such an integrated approach positively impacts all phases of a building's life cycle, including design, construction, and operation.

LEED Certification

LEED is a third party certification program and a nationally accepted benchmark for the design, construction and operation of high performance buildings. LEED certification is available for all building types such as new construction, major renovation, existing buildings, commercial interiors, core and shell, schools and homes. LEED is a point-based system where projects earn LEED points for satisfying specific green building criteria within six categories: Sustainable Sites, Water Efficiency, Energy and Atmosphere, Materials and Resources, Indoor Environmental Quality, and Innovation in Design. The number of points a project earns determines the level of LEED certification the project receives. LEED certified projects blend environmental, economic and occupant-orientated performance, are easier to operate and maintain, are energy efficient, and are healthier and safer for occupants.

- 5.16 Describe your experience with similar open-ended contracts.

DLZ has a significant amount of similar experience with open-ended and as-needed type contracts for federal, state, and local government agencies. Currently DLZ holds several such contracts with governmental agencies such as the MDTMB (LOE Contract), MSHDA, MDOT, Lansing Community College, Capital Area Transportation Authority, Wayne County Airport Authority, and many others. One such example is our Indefinite Quantity Contract with the United States Postal Service, under which we have completed over 75 unique projects including a wide variety of facility repair and alteration projects of various scope, size, and complexity at postal facilities across the Midwest.

- 5.17 Describe your methodology for obtaining information about the existence and condition of an existing, facility's components and systems.

DLZ has extensive experience with repair and alteration projects, remodels, system/equipment replacement, and other facility renovation projects that involve field verification of existing components and systems. Initially, DLZ gathers as much written documentation, existing drawings, and other building that may be available to draw from prior to initiating a field visit. Having reviewed any available information prior to a field visit enables the designers the ability to be prepared for conditions that may be encountered while on site. Designers for each applicable discipline then visit the facility to gather and verify additional information required to complete the intended design. Photographic and/or field survey documentation is taken as appropriate for the project. Higher technology methods are also available depending on the complexity and specific project needs. During the course of the project when additional design parameters become apparent, DLZ routinely makes supplemental site visit(s) to the site to verify and gather specific conditions and details that may be necessary. For mechanical and electrical systems, DLZ routinely documents the existing equipment including loads, model numbers, and serial numbers to gather more information from the manufacturers, gaining a solid understanding of how the existing system operates and functions. DLZ also requests facility energy usage data for the past 12-24 months in order to gain an understanding of the building's energy usage to forecast energy use of the proposed systems. Depending on specific circumstances and project needs, DLZ has gone so far as to perform

special testing, material sampling, and/or exploratory investigation in order to identify specific project parameters necessary to provide the most appropriate recommendations for each project.

- 5.18 Describe your approach to securing permits/approvals for the following: campgrounds, critical dunes, coastal zone management, projects adjacent to Michigan lakes and rivers.

Campground

Campground permits are required to verify that proposed campground construction addresses health and safety of the campground users. The MDEQ administers the campground permit program. DLZ would coordinate early on in the design programming effort to confirm the State permit requirements. The permit application would be completed and submitted to the local Public Health Department who would forward the permit to the MDEQ upon completion of their review.

Critical Dunes

The protection act requires a permit for any activities, including contour changes, in areas identified as critical dunes. Uses are prohibited on slopes measuring greater than 33 percent without a variance, and structures are prohibited on the first lakeward-facing slope of a critical dune area. Environmental impact assessments are required for special use projects (subdivisions, site condominiums, etc.). Local units of government have the opportunity to assume permitting authority under the act by adopting or amending a zoning ordinance. The MDEQ retains final review authority for special use projects. The MDEQ/USACE joint permit application is used for critical dune permitting.

For those jurisdictions that have local permitting authority, application for uses in critical dune areas is made with the local unit. In all other areas, permit applications are submitted to the MDEQ in Lansing. Once a permit application is filed, field staff conducts an on-site inspection of the proposed use. If the proposal does not meet the standards in the act, staff will work with the applicant to determine if there are alternatives on the site that would enable development of the property while meeting the standards in the act. A panel of staff reviewers in Lansing considers variance requests.

Coastal Zone Management

The Coastal Zone Management (CZM) program is a grant program created to encourage projects that reflect Michigan's coastal management objectives. These objectives include:

- Creation and enhancement of coastal public access.
- Protection of sensitive natural resources, such as wetlands and sand dunes.
- Control of development in erosion or flood hazard areas to prevent loss of life and property.
- Education and distribution of information about Michigan's coast and Great Lakes.
- Preservation and restoration of historic coastal structures.
- Redevelopment of urban waterfronts and ports.

DLZ would coordinate early in the project planning process to confirm the priorities and requirements of the CZM program. Using the standard CZM grant application form, DLZ would work with the State to develop a complete grant application that would satisfy the program requirements and promote a successful project in a competitive grant process.

Projects Adjacent to Michigan Lakes and Rivers

DLZ staff has prepared and submitted a number of joint permit applications to the MDEQ for projects in or adjacent to lakes and rivers in Michigan. Our staff routinely performs site reviews along watercourses to determine permit requirements, extent of the ordinary high water mark (OHWM), location of riparian

wetlands and functions of values of each, review of FEMA maps to identify the location and extent of 100-year floodplains, review critical habitat for potential presence of threatened or endangered plants and animals, and review of various physical parameters of streams. Projects that required these reviews have included bridges, roads, seawalls, utility crossings, boat launches, building construction, and others. We understand the process involved and the required materials for submittal with the permit application which varies depending on the type of project. Our scientists and engineers regularly prepare and submit detailed information such as hydraulic analyses to verify no harmful interference with flood flows for bridge and other projects that may encroach on the floodway. Our staff of biologists understands the potential impacts that construction projects can have on the environment and negotiate with MDEQ staff to develop permit conditions that are reasonable and will protect the natural resource.

A key aspect of projects adjacent to regulated water bodies is preparation of a detailed soil erosion and sedimentation control (SESC) plan. Sediment deposition into waters or wetlands can be a major issue and our SESC plans focus on prevention of sediment erosion as the main priority, not simply installing best management practices (BMPs) to collect the sediment. We review topography, vegetation on the site, staging plans, soil types, and other components of each individual site to determine the extent and types of BMPs that should be installed to minimize the potential for deposition of sediment off the construction site. We prepare a separate SESC plan that includes the types and locations of various temporary and permanent SESC measures to be utilized, maintenance requirements of each, staging/schedule for implementation, and detailed notes for the contractor. DLZ has numerous certified Construction Stormwater Operators that review construction sites following precipitation events (at least weekly regardless) to review SESC measures are operating as designed and alert the contractor of which ones need to be repaired, replaced, or maintained.

- 5.19 Describe your approach to a construction contractor's request for additional compensation for a change in the project scope.

In the event the contractor requests additional compensation associated with a change in the project scope, DLZ reviews the circumstances with the contractor to gain an understanding of the questioned scope and whether or not it is a legitimate change or if the scope is actually included within the contract. In the event there is a legitimate change in scope, then the circumstances which led to the change are evaluated and documented. If the change in scope also requires a change in contract amount, the circumstances are discussed with the Owner and a recommendation is prepared for the Owner's consideration.



Article 2 Project Types and Services Offered – References:

Capital Area Transportation Authority

Mr. Fred Sible, General Manager of Facilities and Grounds
4615 Tranter Street
Lansing, Michigan 48910
Telephone: (517) 394-1100
Email Address: fsible@cata.org



**CATA Facility Renovation and
Maintenance Bay Expansion, Lansing,
Michigan**

Lansing Community College

Mr. Timothy Martz, Manager of Field Operations
7230 Physical Plant, P.O. Box 40010
Lansing, Michigan 48901-7210
Telephone: (517) 483-1808
Email Address: martzt@lcc.edu

United States Postal Service

Mr. Donald Kandl, Project Manager
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Email Address: donald.w.kandl@usps.gov



**Blake Transit Center
Facility Assessment and Design
Ann Arbor, Michigan**

Ann Arbor Transportation Authority

Mr. Terry Black, Manager of Maintenance
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United States Property and Fiscal Office for Indiana

LTC Steven R. Hines, Indiana CFMO
Joint Forces Headquarters - Indiana
2002 South Holt Road, Building 1
Indianapolis, Indiana 46241-4839
Telephone: (317) 247-3127
Email Address: Steven.hines1@us.army.mil



**National Guard Armed Forces Reserve
Center, South Bend, Indiana**

Charter Township of Meridian

Raymond O. Severy, P.E., Director of Public Works and Engineering
Charter Township of Meridian
5151 Marsh Road, Okemos, Michigan 48864
Telephone: (517) 853-4448
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City of Mishawaka, Indiana

Mr. Gary West, Director of Engineering
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Mishawaka, Indiana 46544
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Email Address: gwest@mishawaka.in.gov



**Mishawaka Main Street Underpass,
Mishawaka, Indiana**

Mr. Thomas Stoffl
DLZ Michigan
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If your company is interested in participating in the MiDEAL program, please sign below and return to this letter to the letterhead address, Attention: Melissa Sambigiagio

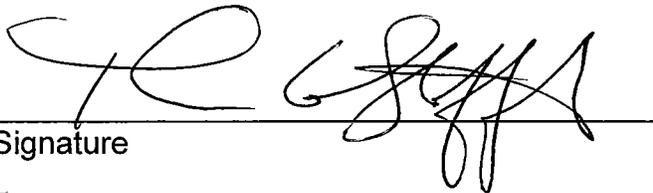
FOR THE STATE OF MICHIGAN



Robert C. Hall, RA, NCARB, Director
Design and Construction Division
Facilities Administration

FOR THE PROFESSIONAL

DLZ Michigan agrees to extend the terms, conditions, and pricing of our 2013 General ISID Architectural/Engineering Services contract, No. 00430, to MiDEAL members and will remit the one percent (.01) administrative payment fee along with the quarterly report as outlined.



Signature

2/17/14
Date

THOMAS G. STOFFL / President
Print Name/Title