

**Michigan Department of Transportation (MDOT)
Candidate Application for Dispute Review Board (DRB)**

A. Contact Information

Name: Heather Hedges		Date:	
Address:	City: Portland	State: MI	Zip Code: 48875
Phone #: 616-293-8591	Email Address: heather@hendgesdm.com		

B. Professional Licenses/Registrations (Please provide name/type of license, state, expiration date and number.)

<i>Name/Type of License/Registration</i>	<i>State and Number</i>	<i>Expiration Year</i>

C. Education/Related Training (Please list degree, college/other school and dates. Please indicate the location and date of your training.)

<i>University/College/Organization/Trade School</i>	<i>Degree/Certificate</i>	<i>Date/Year</i>
Grand Valley State University	B.B.A—Finance & Management	Dec. 2001

D. Construction Experience Summary

I have construction experience working in the following capacities:

<input type="checkbox"/>	Civil Engineer	<input type="checkbox"/>	Architect	<input type="checkbox"/>	Builder/Developer
<input type="checkbox"/>	Structural Engineer	<input type="checkbox"/>	Electrical Engineer	<input type="checkbox"/>	Designer/Planner
<input type="checkbox"/>	Geologist	<input type="checkbox"/>	Land Surveyor	<input type="checkbox"/>	Mechanical Engineer
<input type="checkbox"/>	General Contractor	<input type="checkbox"/>	Accountant	<input type="checkbox"/>	Chemical Engineer
<input checked="" type="checkbox"/>	Construction Manager	<input type="checkbox"/>	Supplier/Manufacturer	<input type="checkbox"/>	Environmental Engineer
<input checked="" type="checkbox"/>	Sub/Specialty Contractor	<input type="checkbox"/>	Owner Representative	<input type="checkbox"/>	Landscape Architect
<input type="checkbox"/>	Other (Describe) →				

I have substantial experience in the following types of construction:

<input checked="" type="checkbox"/>	Bridge (Concrete)	<input checked="" type="checkbox"/>	Bridge (Steel)	<input type="checkbox"/>	Buildings
<input checked="" type="checkbox"/>	Earth Retaining Systems	<input type="checkbox"/>	Electrical Systems	<input type="checkbox"/>	Environmental
<input checked="" type="checkbox"/>	Foundation	<input checked="" type="checkbox"/>	Highway	<input type="checkbox"/>	Landscaping
<input type="checkbox"/>	Marine	<input type="checkbox"/>	Mechanical	<input type="checkbox"/>	Tunnel
<input type="checkbox"/>	Other (Describe) →				
			Traffic Control		

E. Qualification Statement

Candidates shall have substantial experience in or directly related to public agency highway and bridge construction projects with or on behalf of federal, state, or local government agencies, particularly MDOT. Experience shall be a minimum of 10 years in active involvement, supervision, or management of public agency highway and bridge construction contracts preferably with an emphasis in resolution of disputes arising out of said contracts. Lawyers, attorneys, and/or legal counsel are not permitted to be DRB candidates nor are they permitted to serve on a DRB panel in any capacity.

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Provide a 500 word or less statement of your qualifications that explain how you meet the aforementioned criteria:

I started in the bridge business working as a laborer trainee, learning from capable mentors who helped me find a love and passion for this trade. Working hands-on gave me an appreciation for the hard physical labor required in the construction industry. Since then, more than 15 years has passed and I have accepted a variety of roles as opportunities arose, moving from laborer trainee to carpenter apprentice in the field, then behind the scenes as an estimator, and finally acquiring the role of project manager. I have developed relationships with contractors, engineers, consulting firms, municipalities, MDOT personnel, and disadvantaged business enterprises. All of this is supplemented by a bachelor's degree in finance and management, which has furthered my understanding of all aspects of business.

Over the years, I have remained actively involved in safety-related discussions, participated in specialty topic forums, and continue to be a regular attendee of Michigan Infrastructure and Transportation Association (MITA) Quarterly Meetings. This engagement helps keep me abreast of all types of issues affecting our industry, with particular attention being paid to MDOT-related issues. I also recently founded Hedges Diversified Management, LLC in order to provide as-needed project management support to small companies who would otherwise be unable to commit to hiring a full-time project manager. With this move, I have been able to continue to apply my expertise in different ways to expand my range of experience.

My in-depth understanding of bidding requirements, techniques, and processes has routinely translated into project awards where I have been responsible for the full project from cradle to grave. I handle nearly all required documentation including pre & post-bid, pre-construction / current project compliance, and final closeout forms. Due to my involvement in all phases of a project, I regularly see multiple conflict scenarios and know that many times disputes arise largely from flaws in the project plan, processes, or from simple misunderstandings. No two construction projects are alike: plans, specifications, site conditions, construction methods, and the goals of the participating parties all vary. Even the understanding and perceptions of the project parameters by the individuals staffing the project can be a point of contention.

Overcoming these variables is imperative, therefore I strive to continually develop and implement strategies to ensure disagreements are kept to a minimum and fair resolutions are found. By identifying and setting up systems to manage potential problems as soon as possible, I am able to help parties achieve universal objectives and improve success rates. I focus on facilitating solutions so that those involved are able to reach common ground by communicating expectations and building positive working relationships based around mutual respect. I work hard to maintain neutrality by ensuring all stakeholders have a voice, their problems are understood, and their concerns are taken under advisement before a decision affecting their situation is made.

I am confident that I possess the necessary background and conflict resolution skills needed to assist owners and contractor representatives to effectively diffuse conflicts that threaten productivity and harness that energy for the benefit of the project. Formal training provided by the Dispute Resolution Board Foundation will enhance my abilities and allow me to utilize my field-acquired experience to assist in the MDOT/Contractor relationship for dispute avoidance and resolution.

F. General Experience Summary

Please provide a brief description of your experience in 25 words or less. If you are approved to be a DRB candidate, this information will be included next to your name on the Dispute Review Board Candidates List posted on MDOT's website.

Description:

Fifteen years in bridge construction with a full understanding of all areas of the industry and proven expertise in estimating, safety compliance, and project management.

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G. DRB Experience (include past and current experience if applicable)

Experience	MDOT	Other Public Agencies	Private Construction	Total
# of Jobs as DRB Member	0	0	0	0
# of Jobs as DRB Chair	0	0	0	0

H. Conflict of Interest and Ethics Statement

I will provide a conflict of interest statement and a disclosure statement describing past, present, anticipated, and planned relationships, including indirect relationships through my present employer, to other parties involved in a construction project, including but not limited to, relevant construction engineering and inspection (CEI) firms, contractors, or suppliers to the parties, parties' principals, or parties' counsel. Furthermore, I will disclose any close professional or personal relationships with all key members in the project. This will be completed prior to accepting a nomination to serve on a DRB panel for any construction project.

<input checked="" type="checkbox"/>	I agree	<input type="checkbox"/>	I do not agree
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I. Compensation

I agree that I will be fully compensated in accordance with the terms and conditions of the contract and Dispute Review Board Agreement. This will be full compensation for on site time, review time, travel expenses, transportation, lodging, time for travel and incidentals for each day, or portion thereof that I am at an authorized DRB hearing. In addition, I will be paid the appropriate rate specified in the Dispute Review Board Agreement for additional days necessary to conduct a hearing that has been authorized.

<input checked="" type="checkbox"/>	I agree	<input type="checkbox"/>	I do not agree
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J. Professional References

Provide the following information for at least two references to attest to your professional experience as depicted in this application. In addition, these references should be able to attest to your suitability to perform as a DRB member and provide additional information about you.

Name:		Phone:
Jill Mullins		517-740-2816
Doug Needham		517-896-6186

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Certification and Acknowledgement

The information in this application is true and accurate to the best of my knowledge, information, and belief. Moreover, I acknowledge that submittal of this application is not a guarantee of work as a DRB panel member. I further acknowledge that there is a selection and approval process that must occur in order to be a part of a project specific DRB panel. (Must be checked to submit form).

Signature of Applicant:

A black rectangular box redacting the signature of the applicant. A horizontal line extends from the right side of the box.

Send Completed Form to: R. Jason Clark, P.E.
Construction Contracts Engineer
8885 Ricks Rd
PO Box 30049
Lansing, MI 48909
ClarkJ25@michigan.gov