



**Indefinite Delivery/Indefinite Quantity Contract
Fort Campbell, KY**

INTRODUCTION

DEL-JEN, INC., (DJI) appreciates this opportunity to submit our proposal to become the best value Construction and Services provider for the Indefinite Delivery/Indefinite Quantity (IDIQ) contract and all follow-on task orders issued under this IDIQ contract at Fort Campbell, KY. DJI is an experienced management group with 17 years of experience managing Indefinite Delivery, Indefinite Quantity (IDIQ) Task Order (TO) projects, including a current contract with Fort Campbell and a prior contract dating back to 1991.

Our major subcontractor, HARZA Architects and Engineers (HARZA) is an experienced international architecture and engineering firm with substantial design/construction capabilities. HARZA provides the design experience that compliments DJI's construction capabilities.

We will be the cooperative, qualified and knowledgeable team member you are looking for to provide management, supervision, labor/personnel, supplies/material and tools/equipment necessary to provide quick responses and superior results to the required Construction and Services. These services include:

- ◆ Construction: New construction & maintenance, repair & rehabilitation (MRR) of facilities.
- ◆ Services: Maintenance, repair, and rehabilitation of equipment, including minor inspections, repairs, testing, and/or preventative maintenance.

DJI will field a high-caliber design/build construction and services management team to execute the IDIQ Contract at Fort Campbell. We will exceed all performance specifications and requirements under the IDIQ contract and each subsequent Task Order by applying professional talent, our ISO 9001 compliant QC Program, and guaranteeing customer satisfaction.

Our Program Goal

DJI's primary goal is customer satisfaction through meeting construction and service objectives and performance requirements. We know from experience that if we meet this goal, important benefits will be realized not only by the government, but also by DJI. We also know that if we do not meet the goal, our secondary objectives, such as corporate profit, reputation, and growth, are exceedingly difficult to achieve.

As your IDIQ contractor, DJI will provide excellence in program management, qualified personnel, compliant technical performance, and a progressive plan for the use of small businesses. We believe that our ability to provide superior construction services to Fort Campbell is evident in our management approach.

DJI Benefits
▪ Strong IDIQ experience and systems
▪ 28 successful IDIQ-type construction contracts over 11 years
▪ ISO 9001 compliant QC program and systems
▪ Proven commitment to quality and partnering
▪ Key personnel experience in construction, repair and renovation
▪ OSHA trained and authorized Corporate Safety Director trains construction teams
▪ Management of more than 700 subcontractors
▪ Corporate resources for management, financial, and technical support

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Our Construction & Services Team

Our on-site team consists of a Project Manager, Project Supervisor, Quality Control Manager and Quality Control Assistant. Design support is coordinated by our Design Project Manager, located off-site at HARZA headquarters.

Our project Manager has complete on-site authority to establish and implement the policies necessary to comply with the intent of the Government in support of the Fort Campbell program. He will coordinate and monitor task accomplishment and application of resources to most efficiently meet customer requirements. He will encourage open and comprehensive communications within the program, with the government, and with associate subcontractors.

DJI's construction team will be available to you 24/7. To facilitate a continuous and reliable communications, we provide our managers and their government counterparts on task orders awarded to DJI, with new NEXTEL mobile phones with two-way communications capabilities with at least 300 minutes of monthly talk time, and BLACKBERRY wireless email communication units. These tools will be provided at no additional cost to the government, and will allow direct exchange of verbal and written information 24 hours a day, seven days a week.

Finally, our on-site construction team is fully supported by a substantial Company Resource Network of administrative and IDIQ construction professionals led by our Construction Division President, Mr. Bob Newberry. Details of our management approach and corporate philosophy of unlimited and immediate site support is presented in the Management Capabilities section.

The background and experience of the Design and Build Construction Team are:

Project Manager, Mr. Kurt Ludwig, PE, a proven top performer, with over 20 years' experience in the construction industry. He holds a Master of Science in Engineering and is currently Operations Manager of DJI's Construction Group in Clarksville, TN.

Design Project Manager, Mr. William Kestelik, AIA, located in HARZA's corporate office in Chicago, Illinois, with over 18 years experience will coordinate all design effort. He holds a Masters of Science in Architecture and maintains four active registrations.

Project Supervisor, Mr. Royce Jennings, who has 35 years' experience in construction management and who was a DJI construction Project Superintendent at Puget Sound Naval Shipyard, currently works as Project Superintendent at our Northwest JOC division.

Quality Control Manager, Mr. Greg Marsh, who has over 22 years' experience in all phases of QC inspection, serving 20 years with the USN Seabees. He is currently DJI's QC/Safety Inspector at our Whidbey Island Naval Air Station JOC, part of our Northwest JOC division.

Quality Control Assistant, Mr. Jim Bowron, who has 30 years' experience in engineering and construction QC, and is currently DJI's QC/Safety Manager at our Silverdale, Washington JOC in our Northwest JOC division.

As you have probably noticed, the team we propose for the Fort Campbell project is an established team of professionals, several from our Northwest JOC division. Since the Northwest JOC program is being set-aside for small business performance, we are fortunate to be able to transfer this experienced US Navy IDIQ construction team to the Fort Campbell program. This construction team is ready and willing to transfer and is excited at the prospect of living and working in a warmer climate.

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Our Subcontractors

DJI's major subcontractor, HARZA Architects and Engineers (HARZA) is an experienced international architecture and engineering firm with substantial design / construction capabilities. HARZA provides over 80 years of design experience complimenting DJI's capabilities.

A multi-discipline engineering consulting firm established in 1920, HARZA's primary office is located in Chicago, Illinois. HARZA employs more than 1,000 full-time personnel and maintains offices in 10 domestic locations and numerous project offices around the world. Services are provided through centralized regional locations in Chicago, IL; Utica, NY; Oakland, CA; and Bellevue, WA.

Our initial selection of specialty and trade subcontractors is the same proven group of subcontractors in use on our current Job Order Contract with Fort Campbell, Contract Number DAKF23-98-D-0211. (This list and appropriate letters of intent are presented in the Subcontractor Data section.) We will supplement this group with additional local and regional subcontractors for specific TO's as necessary during the course of the contract.

Our On-Site Management Tools—Software Solutions, Quality, and Safety Systems

DJI understands that development and maintenance of timely and accurate, resource-loaded schedules are critical to successfully executing task order work. Our CPM schedules will include any proposed design, engineering, procurement, construction, testing and MRR service activities, and will be prepared using the most current version of *SureTrak* software available from *Primavera* at the time of contract start.

Task order estimation is performed using software called *Timberline Precision*. Estimating data we develop in *Precision* easily interfaces with *Primavera's SureTrak* Project Manager software. *Timberline Precision* estimating software will be an integral part of DJI's total software solutions at Fort Campbell in managing the entire construction and service life cycle. *Timberline* has been serving the construction industry for 27 years, and is a recognized as the industry leader for quick, accurate and consistent estimating. The program comes with a pre-loaded database of standard industry items and includes much of our own estimating database and related calculation formulae. Use of this software helps our construction teams streamline the estimating process, from conceptual estimate to final bill of materials. *Timberline's* spreadsheet is backed by a price and cost database, customizable as required, to fit the requirements at Fort Campbell.

In addition, if the Fort Campbell task order frequency warrants, the DJI estimator will use a Personal Digital Assistant (PDA) to acquire key project information remotely and synchronize with desktop software to quickly generate detailed estimates. In this manner, our construction estimator can collect all the information needed to quickly create a complete and accurate bid.

Our Quality Embedded Management System

DJI is an ISO 9001-certified firm and will use ISO-compliant quality systems, policies and procedures to guide each of our Fort Campbell task order projects. Our work procedures will issue from this internationally recognized quality assurance and control system, and as such will provide several immediate and tangible benefits to Fort Campbell:

- ◆ Defined procedures that follow best industry practices to consistently produce high quality work product in a safe environment
- ◆ A thorough internal audit and inspection system
- ◆ A closed loop corrective and preventive action program

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- ◆ The confirmed and documented ability to achieve continuous improvement, cost savings and innovation over the life of the project
- ◆ Clear, regular and productive performance reports to senior management

DJI's General Manager for Quality Control, Mr. Al Cole, will head the ISO 9001-compliant Quality Management System (QMS) and provide monthly reports to site management and the Executive Board. Fort Campbell will benefit from this system via sharing our monthly results with the Contracting Officer. This will allow the Contracting Officer to track our performance relative to the progress, schedule and contents of the task orders developed by the government in concert with DJI. An additional advantage to all concerned is the ongoing quality training for continuous improvement that is an integral part of the DJI ISO 9001 compliant quality system.

Our Aggressive Safety Commitment

Mr. Mark Gapetz, our corporate Safety Officer, is an OSHA trained and authorized Safety Instructor. He will implement our ISO-compliant safety program on every contract we operate. He uses his 14 years' experience (in both the military and private sectors) to ensure Federal and state compliant, safe work environments for all contract team members. Additionally, as an experienced trainer, he routinely visits each site, to provide initial, ongoing, and safety update training on the latest regulatory changes, industry standards and trends, and OSHA reporting and record keeping requirements. This additional facet of our team is an excellent match to the requirements of Fort Campbell, and one that has substantial benefit, as well as one that lowers the overall risk of performance. Table 1, Safety Performance Statistics, summarizes our safety performance, evidences our commitment to and highlights the success of this important corporate initiative.

Table 1 – Safety Performance Statistics. DJI ranking is far better than the national average.

OSHA Category	2000	1999	1988	1997
Injury Incidence Rate	6.7	3.1*	4.3	0
Lost Workday Rate	1.6	3.1*	4.3	0
Experience Mod. Rating	.74	.89	1.24	1.33

*Most recent Bureau of Labor Statistics averages for DJI's SIC code are 6.8 for Incidence Rate, and 6.7 for Lost Workday Rate.

DJI Corporate Support

Our corporate backing includes ***over 300 individual tradesmen and technicians*** in each of the specialized project requirements covered in the RFP, specifically, new construction and routine facility renovation and repair. We expect to subcontract a large portion of the task order work issued under the proposed contract. However, upon Project Manager request we will not hesitate to immediately TDY any of our people to meet urgent requirements or construction deadlines on this contract, just as we have been ready to do for each of our 28 IDIQ contracts.

DJI's Executive Board supports each Project Manager and every contract. DJI assures the government that there will be a single, consistent and constantly available point of contact with the highest level of authority should there ever arise any concern or need for the government to access our executive-level personnel. The Executive Board is comprised of:

John Delane, President of DJI. John is a seasoned federal contracts expert with over 30 years of large and small project construction and services experience. John is an experienced and

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progressive manager who consistently produces quality results for US Government and private sector customers across the country. He is a frequent speaker at industry and Government events and an avid proponent of small business.

Bob Newberry, President of DJI Construction Group. Bob is a degreed civil engineer with 25 years of design and construction experience, providing project excellence at competitive prices to the USACE and other DoD customers across the nation. Bob's reputation for integrity and quality is well known in the industry. His philosophy of quality, safety, cost control, and customer satisfaction ensure that the project management teams he fields, produce to specifications, schedules and client expectations on every task order.

Rex Shaver, President of the DJI Commercial Services Group. Rex is also an IDIQ expert, having run the DJI Construction Group for 14 years before taking on additional commercial sector responsibilities within the company. Rex is a major force behind DJI's stellar reputation on all of its IDIQ contracts, and well experienced in the effective scooping, estimation, planning and quality performance of construction, repair and renovation task order work.

The Executive Board will review project results, quality programs and customer satisfaction monthly. We want to assure Fort Campbell that there will be no gaps between what we promise in this proposal and what we will deliver.

Our Commitment and Conclusion

The Fort Campbell program is in the mainstream of our business plan. The priority we place on this contract is evidenced by our plan to move a portion of our Northwest JOC division personnel to the Fort Campbell area, thereby providing a ready-made senior management team on the this IDIQ program.

DJI is pleased to bring these key elements for IDIQ success together for the program at Fort Campbell. To recap, these elements are a superior organizational structure, proven management techniques, our ISO 9001-based quality control and safety programs, qualified personnel experienced in IDIQ delivery, technical expertise, environmental excellence, and a broad yet approachable corporate support network of personnel and resources.

We eagerly look forward to supporting this program and continuing our tradition of support for the US Army. The remaining pages of Part II demonstrate our past performance and proposed approach to meet the RFQ requirements.