

**KSA**

FEBRUARY 2, 2023

THE CITY OF  
**MOUNT VERNON**



Statement of Qualifications for Clean Water State Revolving Fund  
(CWSRF) Program from the Texas Water Development Board (TWDB)



140 East Tyler Street  
Suite 600  
Longview, Texas 75601  
903.236.7700

February 2, 2023

Mayor Brad Hyman  
City of Mount Vernon  
109 North Kaufman Street  
Mount Vernon, TX 75457

**Re: Request for Qualifications for Clean Water State Revolving Fund (CWSRF) Program from the Texas Water Development Board (TWDB)**

Dear Selection Committee:

We understand that all projects come with specific criteria for budget, schedule, and scope. KSA is pleased to submit this proposal to provide engineering services to the City of Mount Vernon for the funding application preparation, design, bidding, and construction management phase services. Our project-related services at a minimum will include the following:

- **Application Development** – KSA will work with the City to develop the Project Information Form and Application Package. Our Team's experience in similar projects will facilitate our goal of providing engineering related information to the City in a timely manner and a format as required by the PIF and Application Package.
- **Preliminary and final design plans and specifications** – KSA has decades of experience providing plan and specification packages for similar projects. Our long running relationships with numerous public and private sector clients enhance our abilities to provide plans and specifications that are easily understood by municipalities, city governments, and other governmental entities. Our attention to clients, budget, schedule and quality control encourages good competitive bidding and leads to a quality project for everyone.
- **Preparation of the bid package** – Prior to bidding, KSA will provide detailed cost estimates to ensure the project is within budget and meets project requirements. Cost estimates will aid in preparation of the bid package. KSA will prepare bid packages, advertisement/solicitation packages, facilitate bid openings, prepare bid tabulations and furnish recommendations regarding bidding results.
- **Conduct all field testing and inspections (interim and final)** – KSA can provide all anticipated field testing and inspection services including construction material testing and resident project representative services. Where services cannot be self-performed, KSA enjoys strong relationships with numerous consultants that could be added to the project team.
- **Other special services** – Other special services typically associated with infrastructure projects include geotechnical investigations, permitting through various governmental agencies, design and construction survey and boundary survey in the event land purchase is necessary. Each of these services can be performed through direct performance by KSA, or through a strategic teaming relationship with other consultants.

Please contact me or your project manager, Brittney Smith, P.E. at 903.236.7700, if you have any questions or require additional information about KSA to complete your assessment of our capabilities. We look forward to hearing from you regarding your review of the proposal and the possibility of working with you on this important project.

Sincerely,

KSA

Mitchell L. Fortner, P.E.  
President

# About KSA

KSA is an industry leader with a proven track record in the fields of civil engineering and architectural design.

Founded in 1978, KSA provides a broad range of consulting, management, engineering, architecture, planning, surveying, and construction services to our clients across the south-central United States.

## KSA Core Values

COLLABORATIVE  
TEAMWORK

COMMITMENT TO  
EXCELLENCE

MUTUAL RESPECT

CONSISTENT  
INTEGRITY

FUTURE FOCUSED

### PRIMARY CONTACT

Brittney Smith, P.E.  
140 East Tyler Street  
Suite 600  
Longview, Texas 75601  
bsmith@ksaeng.com  
www.ksaeng.com

KSA IS LICENSED BY  
THE TEXAS BOARD OF  
PROFESSIONAL ENGINEERS  
FIRM NO. F-1356.

## KSA is dedicated to making life better in communities.

That's why we work every day to improve the quality of life for our communities by making water, wastewater, stormwater infrastructure, city halls, courthouses, fire stations, police stations, libraries, community

buildings, roads, bridges, air, and airports safer. From conception to final completion, our knowledgeable teams oversee all aspects of each project on which we work. This attention to detail has resulted in consistent client satisfaction and an excellent reputation throughout the region. It has also led to a high percentage of repeat clients. In fact, we have been serving many of the same clients throughout our entire history.



KSA has grown to 150 employees located in multiple offices in the south-central U.S. KSA has been named to the ENR Top 500 list as one of the 500 largest design firms in America. KSA was selected as a Zweig Group 2022 Hot Firm and 2022 Best Firms To Work For.

### KSA Office Locations

Amarillo, Texas  
Austin, Texas  
Longview, Texas  
Lufkin, Texas

McKinney, Texas  
Nacogdoches, Texas  
Norman, Oklahoma  
Shreveport, Louisiana  
Sugar Land, Texas  
Tyler, Texas

**Firm Proximity.** We recognize the city's need to select a firm that has the ability to be at the project quickly when a problem arises. In order to provide this service, KSA will support this project from our Longview office.

## SERVICES

# Engineering



## Drainage

Experience with major drainage projects, coupled with the latest computer technology, enables KSA to design and implement innovative drainage solutions. We have in-depth knowledge of Federal Emergency Management Association (FEMA) procedures for letters of map revision (LOMR) and conditional letters of map revision (CLOMR) coordination. Our use of hydrology and hydraulics (H&H) modeling programs allows us to confirm impact of drainage modifications to sensitive sites and design sustainable drainage solutions.

## Mechanical, Electrical, and Plumbing

Our electrical engineers, master electricians and instrumentation technicians design automation and remote monitoring systems for municipalities, airports,

manufacturers, and the oil and gas industry. Our electrical services include design, installation, maintenance and troubleshooting electrical wiring systems to power facilities of varying sizes. We custom-build and program supervisory control and data acquisition (SCADA) systems to maximize operating performance.

## Streets and Roads

Transportation systems like roadways, highways, toll facilities, bridges and water resources play a huge role in our ability to go about our everyday lives – both work and play. At the core, we are committed to improving trip safety and quality for the traveling public. We have extensive experience in street and road development and improvements and we work with municipalities and state agencies for street assessments, safe streets programs, capital improvement plans,

street reconstruction and extension design and other street-related services like stormwater pollution prevention planning (SW3P) and signage, striping, and traffic control.

## Water and Wastewater

Adequate water supply and wastewater treatment capacity are always critical components of a city's ability to grow. KSA serves both public and private sector clients in the areas of water and wastewater treatment, water transmission and distribution and wastewater collection systems. We specialize in the modification of existing water and wastewater treatment plants to meet evolving national, state and local treatment standards. Our staff perform all facets of permitting, treatability studies, design, construction administration and operational training.

At KSA, we recognize in a world crowded with consulting engineering firms, it is our service and experience that separates us from other firms. With that in mind, we are committed to providing exceptional service and quality on every project. We have an exceptionally high percentage of repeat clients. The following pages highlight some of our wastewater experience followed by lists of our local and TWDB experience in the general region of the City of Mount Vernon.

## WATER/WASTEWATER



### Water/Wastewater Treatment Plant Feasibility and Improvements Quitman, Texas

The City of Quitman hired KSA to first provide a feasibility report for both the water and wastewater treatment plants, then design the recommended modifications and manage the construction of those changes. KSA evaluated the city's existing water treatment plant including the raw water pump station, clarifiers, chemical systems, clear wells and high service pumps. We also evaluated the city's existing wastewater treatment plant including headworks, aerobic digesters, clarifier and storm water overflow pond. After our evaluations were complete, we provided budgetary opinions of probable cost for the water and wastewater facilities as well as water line and sewer line replacement.

We then provided professional services for the construction of improvements to the wastewater treatment plant. The improvements consisted of a mechanical bar screen, a grit chamber, clarifier, aeration basin and digester valves, site piping, electrical and controls. Our basic services included a preliminary engineering report, preliminary and final design, bidding and construction administrative services.

Project Status: Completed. Cost: \$3 Million. Client Contact: J.R. Evans, City of Quitman, 903.763.2223

### Moore Lift Station and Line P Replacement Gladewater, Texas

This project designed by KSA involved the abandonment of an old existing, problematic sanitary sewer lift station owned and maintained by the City of Gladewater and the construction of a new Moore Lift Station.

The new lift station provided two new submersible pumps, separate valve vault, 8-inch PVC force main and electrical controls. The project also provided for the replacement of approximately 2,300 feet of 18-inch SDR 26 PVC interceptor sewer line upstream of the new lift station. Other new pipeline work associated with this project included the installation of 120 linear feet of steel casing by dry bore under the UPRR railroad to provide for the outfall of the new 8-inch force main. The project was constructed within schedule with the final construction cost approximately 7% under the contracted construction amount.

Project Status: Completed. Cost: \$475,000. Client Contact: Ricky Tow, City Manager, 903.845.2196

## Southside Wastewater Treatment Plant Primary Treatment System Rehabilitation

Tyler, Texas

KSA was selected by the City of Tyler to replace treatment plant equipment that is poorly performing and reached its useful life, or equipment that was decommissioned and is needed back into service at the Southside Wastewater Treatment Plant to maintain the required water quality of the treatment plant's effluent. Headworks improvements include the removal and replacement of four sluice gates used to isolate the influent screw pumps that were installed in the early 1970's. The rehabilitation will also include new upper and lower anchor bolts and concrete repairs, grouting of screw pump troughs, installation of new grease lines for bearings, and new deflector shields. Two new mechanical bar screens and associated electrical and controls, an ultrasonic level sensor and staff gauge at the influent Pashall Flume and associated electrical and controls are also being installed at the Southside WWTP. Two detritor mechanisms, walkways, and handrails will be removed and reinstalled.

Improvements made to the primary clarifier that was originally installed in the early 1990's include the removal and disposal of sludge, sediment, and debris in two primary clarifier basins including inlet and outlet piping, two primary clarifier mechanisms, weir plates, scum baffles, and associated electrical and controls. The rehabilitation of the primary clarifier spitter box will include new grating, handrails and two downward opening weir gates. Rehabilitation to the existing aeration basin spitting box include three new downward opening weir gates. The primary sludge pump station improvements require the removal and replacement of two primary sludge pumps and primary sludge piping improvements that will impact the discharge to primary sludge in the existing sludge holding tank.

Project Status: Completed. Cost: \$586,000. Client Contact: Darin Jennings, City Engineer, 903.575.7243

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## Sanderson Farms Expansion

Mineola, Texas and Smith County, Texas

KSA was selected by the City of Mineola to provide necessary infrastructure for the Sanderson Farms expansion into the Mineola area using the Texas Capital Fund Infrastructure program administered by the Texas Department of Agriculture. KSA was responsible for design and construction oversight of water and sewer utilities required for the Sanderson Farms Feedmill that was constructed along Loop 564 to support its East Texas Hatchery and Processing Facility Operations. Approximately 4,850 linear feet of 12-inch water line, 700 linear feet of 8-inch gravity sewer line, 1,375 linear feet of 4-inch force main and a 160 gpm lift station were required to service the proposed facility. As part of this project, KSA was also responsible for design management and construction oversight of approximately 8,500 linear feet of 4-inch natural gas piping for Centerpoint to service the new feedmill.

Project Status: Completed. Cost: \$500,000. Client Contact: Mercy Rushing, City Manager, 903.569.6183

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## Lift Station and Sewer Force Mains Upgrade

Palestine, Texas

In an effort to meet current needs and to prepare for future growth and expansion, the City of Palestine retained KSA Engineers, Inc. to review and analyze the City's lift station known as the "Hospital Lift Station." KSA provided design services, construction administration, and resident project representative services for this project. The Hospital Lift Station Improvements consisted of construction of a duplex lift station with submersible pumps that provided a total pumping capacity of 3.0 MGD with provisions to be expanded to 4.5 MGD in the future. The 12'-8" x 14' x 25' deep concrete wet well was located in an area with shallower groundwater and non-plastic silty sand material that required well pointing and use of a slide rail support system to form and pour the wet well structure. The project also included construction of 2,100 LF of all weather road to access the site, 200 kW diesel standby generator, automatic transfer switch, jib crane with electric trolley and hoist, and demolition of the existing lift station.

Project Status: Completed. Cost: \$400,000. Client Contact: Teresa Herrera, City Manager, 903.731.8414

## TWDB Project Experience

- Angelina Neches River Authority (ANRA) - CWSRF IUP Redland Estates and District Sewer Improvements
- Angelina Neches River Authority (ANRA) - CWSRF IUP Redland Estates and District Sewer Improvements
- Angelina Neches River Authority (ANRA) - ANRA Wastewater Facility Collection System Expansion & Headworks Improvements SCADA and Integration of Lift Station Control Panels for 11 Sites TWDB CWSRF
- Bistone Municipal WSD - DWSRF Surface Water Treatment Plant Improvements
- Bistone Municipal WSD - DWSRF Water Meter Replacement
- Central Bowie County Water Supply Corporation - Rock Creek Elevated Storage Tank - TWDB Phase 1A
- Central Bowie County Water Supply Corporation - Water Distribution System Improvements - TWDB Phase 1A
- City of Brady - CWSRF Wastewater Treatment Plant Improvements
- City of Castroville - CWSRF East Side Sanitary Sewer Regional Lift Station
- City of Castroville - DWSRF Water Line Replacement Construction
- City of Castroville - East Side Sanitary Sewer Regional Lift Station (CWSRF Funding - Planning-Design Phases)
- City of Castroville - Water Line Replacement Project (DWSRF, Planning-Design Phases)
- City of Crockett - Hwy 7 Utility Relocation - TWDB
- City of Del Rio - DWSRF & CWSRF - W Line, WW Trunk Line and WWTP
- City of Del Rio - DWSRF Water Line Replacement
- City of Diboll - 2020 CWSRF Wastewater Improvements
- City of Gatesville - DWSRF/CWSRF Water and Wastewater System Improvements
- City of Groesbeck - Automated Meter Reading Installation (TWDB)
- City of Groveton - Economically Distressed Area Program (EDAP) Design and Acquisition
- City of Gunter - Gunter DWSRF Water Distribution System Improvements
- City of Hico - Automated Meter Reading/Water Meter Improvements (DWSRF)
- City of Hico - Water Distribution and Ground Storage Improvements (DWSRF)
- City of Hondo - DWSRF Elevated Storage Tank Replacement
- City of Hondo - DWSRF Tank Rehabilitation
- City of Honey Grove - TWDB DWSRF Water Distribution System Improvements
- City of Hubbard - Pressure Tank - DWSRF Funding
- City of Hubbard - Pressure Tank - DWSRF Funding
- City of Hubbard - Waterline Distribution Lines - DWSRF Funding
- City of Huntington - 2017 CWSRF WWTP Improvements (Construction)
- City of Jefferson - Preparation of TWDB Audit
- City of Lakeport - TWDB Application
- City of Magnolia - DWSRF & CWSRF Water and Wastewater Improvements
- City of Marlin - DWSRF Meter Study
- City of Marlin - DWSRF Real Water Loss Study and Asset Management Plan
- City of Marlin - DWSRF Water Meter Replacement
- City of Marlin - DWSRF Water Treatment Plant Improvements
- City of Marlin - Sanitary Sewer Evaluation Study (SSES) CWSRF
- City of Marlin - Waterline Replacement DWSRF 62520
- City of Marshall - TWDB Wastewater System Improvements
- City of Marshall - TWDB Water Distribution System Improvements
- City of Mexia - Water System Improvements Phase III
- City of Mexia - 2020 DWSRF Water Improvements
- City of Mexia - TWDB Phase II Water Main Improvements
- **City of Mount Vernon - Wastewater Treatment Plant Improvements**
- City of Pottsboro - TWDB - Wastewater Treatment Plant Expansion
- City of Rockdale - CWSRF Wastewater Collection System Improvements
- City of Rockdale - CWSRF Wastewater Treatment Plant Improvements
- City of Rockdale - DWSRF Water Distribution System Improvements
- City of Rockdale - DWSRF Water Treatment Plant Improvements
- City of Rockdale - TWDB Application-Water and Sewer Updates
- City of Rockdale - Wastewater System Improvements CWSRF
- City of Rockdale - Water Distribution System Improvements DWSRF
- City of Rosebud - TWDB Water System Improvements
- City of Rosebud - Wastewater Treatment Plant TWDB Loan
- City of San Angelo - TWDB Funding-Hickory Groundwater Water System Improvements
- City of Sonora - TWDB Water Survey and Audit
- City of Terrell - TWDB Funded Water and Wastewater Projects
- City of Whitehouse - TWDB Flood Protection Planning Grant Application
- City of Whitewright - DWSRF Water System Improvements
- City of Wolfe City - CWSRF Sewer System Improvements



## Brittney Smith, P.E.

PROJECT MANAGER

### EDUCATION

Bachelor of Science in Civil Engineering  
Texas A&M University, 2010

### PROFESSIONAL LICENSES AND CERTIFICATIONS

Professional Engineer / TX #122003, 2015

◀ Brittney serves as a Municipal Team Leader in KSA's Longview office. She has been with KSA since 2017 and has more than 10 years of experience in civil engineering, design and construction administration services. Over the course of her career, she has designed engineering solutions for a wide range of project types. Her diverse background includes engineering for roadways, multi-use trails, utility installation, drainage, aviation and water/wastewater treatment. Brittney has provided project coordination with state and federal programs for purposes of funding and permitting. Programs include Texas Department of Transportation (TxDOT), Texas Water Development Board (TWDB), Texas Department of Agriculture (TDA), Texas Commission on Environmental Quality (TCEQ) and Federal Emergency Management Agency (FEMA).

Brittney has served as a project manager for a number of municipal civil engineering projects during her time at KSA and has learned that client satisfaction is crucial to the success of any project. She recognizes the importance of clear communication and strives to meet the needs and expectations of her clients.

### Project Experience

- City of Athens - West Wastewater Treatment Plant Sewer Collection Line and Water Line Repairs
- City of Grand Prairie - Main and Jefferson Street Storm Drain Improvements
- City of Huntsville - FM2821 Roadway Improvements
- City of La Porte - Drainage Feasibility Study
- City of Lakeport - 2019-2020 TxCDBG Street Reconstruction
- City of Longview - 2016 Bridge and Culvert Improvements
- City of Longview - Cotton Street Streetscape
- City of Longview - FM 2275 Utility Relocation (White Oak City Limits to S.H. 300)
- City of Longview - Grace Creek WWTP CIP
- City of Longview - Greggton Lift Station Improvements
- City of Longview - Industrial Drive At-Grade Railroad Crossing Improvements
- City of Longview - Lake Cherokee Water Treatment Plant Improvements
- City of Mount Pleasant - 12-inch West Loop Water Line
- City of Mount Pleasant - Big Tex Lift Station Improvements
- City of Mount Pleasant - I30 Storage Tank Rehabilitation
- City of Mount Vernon - Downtown Revitalization
- City of Mount Vernon - TCF Dallas Street Downtown Sidewalk Improvements Phase II
- City of Paris - 17th Street Improvements
- City of Rockdale - New Police Station
- City of Whitehouse - Strategic Plan for City of Whitehouse
- City of Winnsboro - 2019-2020 TxCDBG Street Reconstruction
- City of Winnsboro - Elm and Walnut Street Sidewalk Replacement
- City of Winnsboro - Market Street Redevelopment
- City of Winnsboro - Meadows and Knight Street Sidewalk
- City of Winnsboro - Water Distribution System Analysis





## Lanny Buck, P.E.

**QUALITY ASSURANCE /  
QUALITY CONTROL**

### EDUCATION

Master of Science in Civil Engineering,  
Texas Tech University, 1989  
Bachelor of Science in Civil Engineering,  
Texas Tech University, 1988

### PROFESSIONAL LICENSES AND CERTIFICATIONS

Professional Engineer / TX #79270, 1993;  
LA #37987, 2013

### PROFESSIONAL AFFILIATIONS

American Society of Civil Engineers  
Texas Society of Professional Engineers

◀ Lanny Buck, a principal at KSA, has been working in the civil/environmental engineering field for more than 33 years. He has extensive experience with municipalities and has completed water and wastewater, street, bridge, drainage, pedestrian walkways and other civil engineering projects for over 40 municipalities. Lanny has provided project coordination with many state and federal programs, including United States Department of Agriculture (USDA), Community Development Block Grants, TWDB, Texas Department of Transportation (TxDOT), U.S. Department of Housing and Urban Development (HUD), and Texas Department of Rural Affairs (TDRA). Project review and permitting has been coordinated through the TCEQ, USEPA, USACE and other local, state and federal agencies.

### Project Experience

- City of Bartlett - TxCDBG Sewer Line Improvements
- City of Brady - TxCDBG Water Mains Improvement
- City of Carthage - TWDB Water Conservation Plan Annual Report
- City of Elkhart, TX - 2019-2020 TxCDBG Water Transmission Line
- City of Hamilton - 2019-2020 TxCDBG WWTP Improvements
- City of Hughes Springs - WWTP Influent Sewer Line Replacement
- City of Kilgore - Water and Wastewater Consulting
- City of Lone Star - 2019-2020 TxCDBG Sanitary Sewer Line
- City of Marshall - AMI Water Meters & System Evaluation
- City of Mount Pleasant - New City Lake Spillway Repair
- City of Mount Pleasant - Wastewater Treatment Plant Rehabilitation
- City of Mount Pleasant - 12" West Loop Water Line
- City of Mount Pleasant - Water & Sewer Service Evaluation
- City of Mount Pleasant - Storage Tank Rehabilitation
- City of Mount Pleasant - Big Tex Lift Station Improvements
- City of Mount Pleasant - 24" Waterline Replacement
- City of Mount Vernon - TCF Sidewalk Improvements
- City of Pittsburg - Downtown Streetscape Improvements
- City of Quitman - Water Distribution System Improvements
- City of Rankin - TxCDBG Water Main System Improvements
- City of Rockdale - TxCDBG Water Transmission Lines
- City of San Augustine - USDA Wastewater Collection and Treatment System Improvements
- City of Terrell - Hwy 80 and Hwy 205 Utility Relocations
- City of Winnsboro - Market Street Rehabilitation Project
- City of Winnsboro - Elm and Walnut Street Sidewalk Replacement
- City of Winnsboro - 12" Water Line Upgrade
- City of Winnsboro - WTP Addition of Clearwell No. 2
- City of Woodville - TxCDBG Wastewater Screen Replacement



## Blake Powell, P.E.

### PROJECT ENGINEER

#### EDUCATION

Bachelor of Science in Civil Engineering,  
The University of Texas at Tyler, 2015

#### PROFESSIONAL LICENSES + CERTIFICATIONS

Professional Engineer / TX, #133210, 2019  
American Society of Civil Engineers

#### PROFESSIONAL AFFILIATIONS

ASCE Environmental & Water Resources  
Institute  
ASCE Texas Section - Northeast Texas  
Branch

◀ Blake Powell, P.E., is a project manager for KSA's Municipal Services. Mr. Powell graduated from the University of Texas at Tyler and has a B.S. in Civil Engineering. Blake is passionate about the projects that he works on because they have a direct impact on the everyday life in communities. Blake is proficient in AutoCAD Civil 3D and has been a member of Water Environmental Association of Texas (WEAT) since 2017. Blake is no stranger to being faced with unique problems and finding solutions that will directly impact communities in a positive way.

Blake has experience with a variety of municipal project types including water distribution lines, storage tanks, water treatment, water wells, sewer lines, wastewater treatment, street rehabilitation, drainage, site development, disaster recovery, planning and permitting. With this project experience, he has worked closely with city officials and government entities.

#### Project Experience

- City of Alto - TWDB CWSRF WWTP & Collection System Improvements
- City of Bridgeport - Water Treatment Plant Sludge Improvements
- City of Ennis - TWDB CWSRF Phase 2 WWTP improvements
- City of Gladewater - TWDB CWSRF WWTP & Collection System Rehabilitation
- City of Jefferson - TWDB CWSRF Downtown Sewer Improvements
- City of Kilgore – UT21-07 Highway 42 Utility Relocation
- City of Mount Pleasant – Wastewater Treatment Plant Rehabilitation
- City of Mount Vernon – WWTP PER
- City of Mount Vernon - ARPA Project
- City of Mount Vernon - Highway 37 Tank Rehab
- City of Winnsboro – Senate Bill 3 Emergency Preparedness Plan



KSA's staff of over 30 municipal engineers focuses on affordable design solutions for the civil, drainage, paving and water/sewer needs of many mid-sized Texas clients.

### PROJECT MANAGEMENT

KSA's project managers utilize standard project management techniques derived from the requirements of the Project Management Institute (PMI). The PMI certification program is accredited by the American National Standard Institute (ANSI) against the International Organization for Standardization (ISO) 17024, which provides a standardized method to evaluate project managers and establishes industry standard project management techniques. By following this standard, KSA utilizes verifiable and repeatable procedures for successful project management.

KSA begins every project by working closely with the city to develop a project charter. A Capital Improvements Plan typically has a basic statement of work and budget. However, when we begin a project, we further develop the project scope to include milestone summaries, initial stakeholder identification, success criteria, project objectives and high-level project risks.

The project charter becomes a tool for both KSA and the City of Mount Vernon during contract negotiation to assure reasonable and achievable expectations. From the project charter, the project manager is able to identify the engineering specialties that must be included in the project. Key engineering professionals are selected from the project organization chart and our preselected sub consultants based on project specific expertise. These engineers, when combined with city staff, form the core

of the project team and will work together to develop a detailed work breakdown structure, identify other team members needed to complete the work and integrate them into the project team. The team will continue to develop a detailed work schedule and budget.

The schedule and budget become a formal part of the project record and may only be changed through formal action of the project team. KSA is organized as a balanced, functional matrix where our project managers are also direct managers for local staff and project-specific managers for staff from other KSA offices. Resource evaluation and allocation is a continual process throughout the life of the project. The project manager is constantly evaluating team performance with regard to schedule, cost and quality. Modifications to allocated resources are made to assure compliance with milestones.

We believe that communication is key to project success and the county's satisfaction with KSA's service. Therefore, we strive for near constant communication with critical project stakeholders. At a minimum, the project manager will provide the city with formal monthly progress reports scheduled to allow integration into city council packets. Key project milestones such as completion of preliminary or final design, or realization of significant external factors that impact schedule or budget would also trigger specific and formal reports to the city.

KSA utilizes one team from design through construction. KSA's project manager is in charge of all project efforts regardless of project phase and provides accountability for the team's performance.

## QUALITY CONTROL

At KSA, our commitment to the production of quality work is non-negotiable. We understand the value of complete and accurate deliverables. In an effort to continuously heighten the quality of our work, we implemented a refresh of our existing quality review program that includes a system of independent peer quality reviews.

Our project managers are responsible for obtaining a peer quality review from individuals who are not associated with the project team. The disassociation of the reviewers is critical because of their propensity for a fresh and unbiased perspective. With fresh eyes, these reviewers can see elements of the design the project team may be too close to realize objectively.

This review philosophy has refined the value of our deliverables, which consist of engineering reports, planning documents, preliminary engineering reports, plans, specifications, contract documents, plats, legal descriptions, renderings, conceptual drawings, master plans, and similar items. Peer reviewers are engaged early to establish a plan that involves a discussion of design basis, schedule for reviews, and the anticipated man hours. We are also careful to allow time for the implementation of the required changes.

When appropriate, KSA also performs contractual/legal reviews to ensure we are in compliance with each specific provision of funding source, permitting, and environmental requirements. At the request of a KSA senior executive or client, the project team will submit designs for an external review.

Ultimately, our goal is the production of technically

accurate, constructible designs that meet the needs of our clients in a timely and cost-effective manner.

## SCHEDULE AND BUDGET

KSA is very successful at complying with project baselines including schedules and budgets. Adherence to baselines is a function of proper planning. We consider budget and schedule early in the development of the project charter to assure that both are reasonable, adequate and meet the needs of the city.

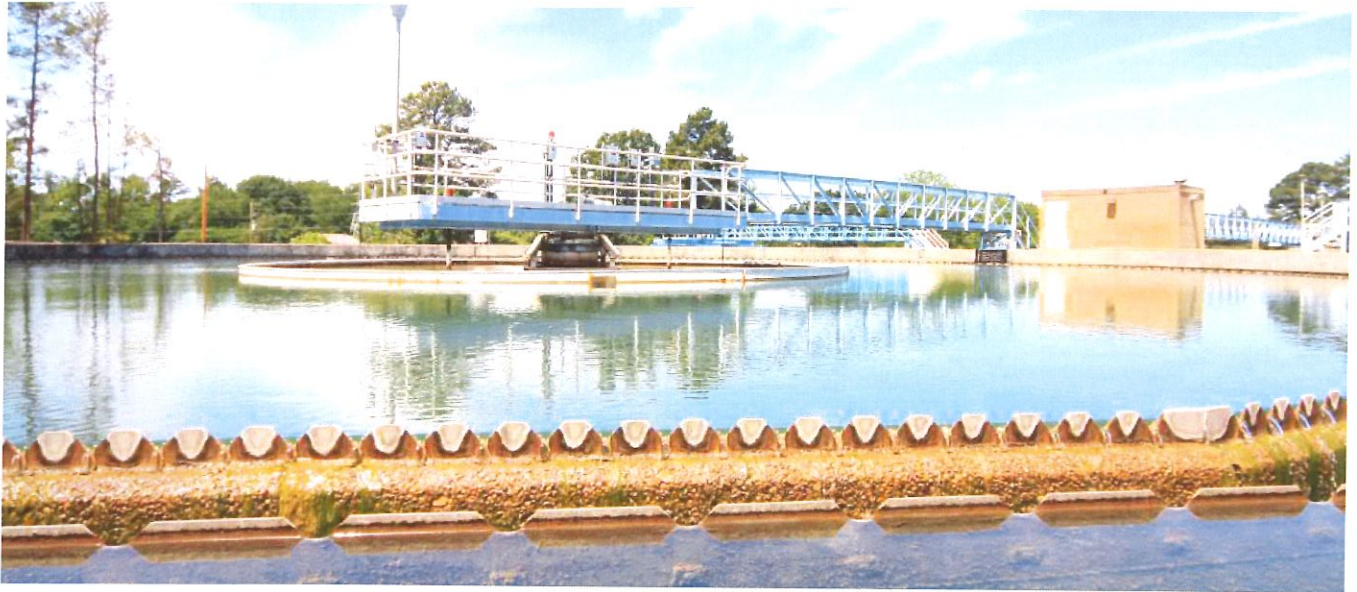
We properly plan our work based on the charter and apply sufficient manpower and resources to complete the work according to the agreed contract. Not every challenge can be anticipated during project planning. KSA's project managers have authority to implement procedures to regain a schedule should delays occur including allocating additional staff from our pool of 150 employees. Once we agree upon a schedule, you may be assured that we will meet the required deadlines.

KSA builds review milestones into each design and production schedule. We use review milestones as the basis for critical path method scheduling of the project. Using the notice to proceed date, completion date and our estimated man hours, we develop slack and float projections for each task and milestone. Our project manager continually monitors progress and makes adjustments as necessary.

For each milestone, sufficient time is included for a thorough review by the next level manager and city staff as appropriate. Peer and independent reviews are also scheduled later during design of the project to minimize project costs while ensuring accurate deliverables.

## SAMPLING OF PROJECTS COMPLETED ON TIME AND UNDER BUDGET

| Project Name  | Estimated Cost | Actual Cost | Contract Completion Date | Actual Completion Date |
|---|----------------|-------------|--------------------------|------------------------|
| City of Groveton - TxCDBG Street Improvements                     | \$182,468      | \$182,468   | 10/19/20                 | 10/6/20                |
| City of Hubbard - CDBG-DR Trimble Lift Station Improvements       | \$510,000      | \$382,262   | 3/30/21                  | 3/30/21                |
| City of Hubbard - 2017-2018 TxCDBG Sewer Line                     | \$328,500      | \$245,727   | 7/10/19                  | 11/12/19               |
| City of Mount Pleasant - New City Lake Spillway Repair and Bridge | \$800,000      | \$738,600   | 1/3/2022                 | 9/25/2021              |
| City of Mount Pleasant - 12-Inch West Loop Water Line             | \$948,228      | \$612,423   | 11/29/2021               | 11/27/2021             |
| City of Thornton - 2017-2018 TxCDBG Sanitary Sewer Rehabilitation | \$233,000      | \$202,350   | 9/27/20                  | 10/17/20               |
| Mexia EDC - EDA Street and Drainage Improvements                  | \$2,463,714    | \$2,069,573 | 3/26/20                  | 3/26/20                |



At KSA, we understand the importance of project schedule and budget, as well as the quality of the final product. You can be assured that KSA and the staff assigned to your project are knowledgeable, experienced, responsive professionals who are effective communicators and will represent your interest. You can also be assured that coordination, exchange of information and quality control are critical issues for KSA and all will be addressed in our project approach.

As an illustration of our firm's qualifications and ability to undertake high quality work, the following provides our typical project approach that we employ to ensure our client's preferences and standards are met:

#### **APPLICATION PHASE**

1. Set up a formalized kickoff meeting with all stakeholders, to establish goals, communication methods, and expectations.
2. Provide coordination and support to prepare the Project Information Form (PIF) and full application.

#### **DESIGN PHASE**

1. On the basis of approved study phase documents, the project will be designed by the Engineer in accordance with the intent of the contract between the city and the Funding Agency.

2. Design the improvements in accordance with applicable regulatory and industry standards.
3. Furnish to the city, where applicable, the engineering data necessary for applications for routine permits required by local, State, and Federal authorities (as distinguished from detailed applications and supporting documents for government grants, planning advances, environmental and cultural resources investigations or permits).
4. Prepare detailed contract drawings and specifications for construction.
5. Prepare detailed opinions of probable cost.
6. Meet with the city to review the plans and opinions of probable cost for comparison with the project budget and requirements of the project.
7. Furnish the city with plans, specifications, notice to bidders, and bidders' proposals.
8. Meet with the city to discuss comments and concerns regarding the preliminary submittal. Make any necessary changes and complete detailed design.
9. Submit final design plans and specifications for a second review.
10. Meet with city staff to discuss comments and concerns regarding the preliminary submittal.
11. Prepare final sealed construction documents that incorporate any additional requested changes.

Perhaps the most important criteria for your selection team is KSA's reputation for excellence. We have worked diligently to build a reputation for completing our projects on time and within budget. These characteristics, coupled with high quality projects designed by service-oriented team members, set us apart when it comes to client satisfaction. The following list contains a few of KSA's most valued assets, our clients. We encourage you to contact them for an assessment of our performance on previous and ongoing projects. Additional references will be provided upon request.



Kate Dietz, Water Utilities Systems Manager  
**City of Tyler**

212 North Bonner, Tyler, Texas 75702  
903.531.1250  
kdietz@tylertexas.com

Charles West, City Manager  
**City of Van**

PO Box 487, Van, Texas 75790  
903.963.7216  
cwest@vantx.gov

Rolin McPhee, City Manager  
**City of Longview**

P.O. Box 1952, Longview, Texas 75601  
903.237.1336  
rmcphee@longviewtexas.gov

Mercy Rushing, City Manager  
**City of Mineola**

PO Box 179, Mineola, Texas 75773  
903.569.6183  
mrushing@mineola.com



Ed Thatcher, City Manager  
**City of Mount Pleasant**

501 North Madison, Mount Pleasant, Texas 75455  
903.575.4000  
ethatcher@mpcity.org

Stephen Williams, CPA, City Manager  
**City of Carthage**

PO Box 400, Carthage, Texas 75633  
903.693.3868  
swilliams@carthagetexas.com

Teresa Herrera, City Manager  
**City of Palestine**

504 North Queen Street, Palestine, Texas 75801  
903.731.8400  
therrera@palestine-tx.org

Honorable Stephen Lucas, Mayor  
**City of Hawkins**

PO Box 329, Hawkins, Texas 75765  
903.769.2224  
hawkinsmayor@hawkinstx.org