



Statement of Qualifications

A DESIGN-BUILD PROJECT

Interstate 64 Capacity Improvements – Segment I

From: 0.050 Miles East of Route 238
(Yorktown Road)

To: 1.55 Miles West of Route 143
(Jefferson Avenue)

Newport News, Virginia

State Project No.: 0064-965-264,
P101, R201, C501, B616, B617,
B618, B619, B620, B621,
D601, D602

Federal Project No.: NHS-064-3

Contract ID No.: C00104905DB75

Date: April 17, 2014

Begin Project 0.5 Miles
East of Yorktown Rd

End Project 1.55 Miles
West of Jefferson Ave



A Design-Build TEAM

**Attachment 3.1.2
SOQ Checklist
and Contents**



A Design-Build TEAM

ATTACHMENT 3.1.2

Project: 0064-965-264

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Offerors shall furnish a copy of this Statement of Qualifications (SOQ) Checklist, with the page references added, with the Statement of Qualifications.

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
Statement of Qualifications Checklist and Contents	Attachment 3.1.2	Section 3.1.2	no	i-iii
Acknowledgement of RFQ, Revision and/or Addenda	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	iv
Letter of Submittal (on Offeror's letterhead)				1
Authorized Representative's signature	NA	Section 3.2.1	yes	1
Offeror's point of contact information	NA	Section 3.2.2	yes	1
Principal officer information	NA	Section 3.2.3	yes	1
Offeror's corporate structure	NA	Section 3.2.4	yes	1
Identity of Lead Contractor and Lead Designer	NA	Section 3.2.5	yes	1
Affiliated/subsidiary companies	Attachment 3.2.6	Section 3.2.6	no	Appx. 3.2.6
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	Appx. 3.2.7
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	Appx. 3.2.8
Evidence of obtaining bonding	NA	Section 3.2.9	no	Appx. 3.2.9

ATTACHMENT 3.1.2

Project: 0064-965-264

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15- page limit?	SOQ Page Reference
SCC and DPOR registration documentation (Appendix)	Attachment 3.2.10	Section 3.2.10	no	Appx. 3.2.10
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	Appx. 3.2.10
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	Appx. 3.2.10
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	Appx. 3.2.10
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	Appx. 3.2.10
DBE statement within Letter of Submittal confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	1
Offeror's Team Structure				2-5
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	2-3
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	Appx. 3.3.1
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	Appx. 3.3.1
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	Appx. 3.3.1
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	Appx. 3.3.1

ATTACHMENT 3.1.2

Project: 0064-965-264

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
Key Personnel Resume – Lead Structural Engineer	Attachment 3.3.1	Section 3.3.1.5	no	Appx. 3.3.1
Key Personnel Resume – Lead Roadway Engineer	Attachment 3.3.1	Section 3.3.1.6	no	Appx. 3.3.1
Key Personnel Resume – Public Relations Manager	Attachment 3.3.1	Section 3.3.1.7	no	Appx. 3.3.1
Organizational chart	NA	Section 3.3.2	yes	4
Organizational chart narrative	NA	Section 3.3.2	yes	5
Experience of Offeror's Team				6-8
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	Appx. 3.4.1
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	Appx. 3.4.1
Project Risk				9-15
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	9-15

**Attachment 2.10
Form C-78-RFQ**



 **American
Infrastructure**

RK&K



A Design-Build TEAM

ATTACHMENT 2.10**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION**RFQ NO. C00104905DB75PROJECT NO.: 0064-965-264**ACKNOWLEDGEMENT OF RFQ, REVISION AND/OR ADDENDA**

Acknowledgement shall be made of receipt of the Request for Qualifications (RFQ) and/or any and all revisions and/or addenda pertaining to the above designated project which are issued by the Department prior to the Statement of Qualifications (SOQ) submission date shown herein. Failure to include this acknowledgement in the SOQ may result in the rejection of your SOQ.

By signing this Attachment 2.10, the Offeror acknowledges receipt of the RFQ and/or following revisions and/or addenda to the RFQ for the above designated project which were issued under cover letter(s) of the date(s) shown hereon:

1. Cover letter of RFQ 03/14/2014
(Date)
2. Cover letter of RFQ Addendum No. 1 03/28/2014
(Date)
3. Cover letter of _____
(Date)



SIGNATURE

04/17/14

DATE

AMERICAN INFRASTRUCTURE-VA, INC.
by: Aaron T. Myers

PRINTED NAME

Vice President/General Manager

TITLE

3.2
Letter of Submittal





301 Concourse Boulevard, Suite 300

Glen Allen, VA 23059
Phone: 804-290-8500 Fax: 804-418-7935
www.americaninfrastructure.com

April 17, 2014

Joseph A. Clarke, P.E.
Alternative Project Delivery Office
Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219

Letter of Submittal/Statement of Qualifications:
Interstate 64 Capacity Improvements – Segment I
Contract ID Number: C00104905DB75

Dear Mr. Joseph Clarke:

American Infrastructure (AI) and Rummel, Klepper & Kahl (RK&K) / Rinker Design Associates (RDA) have worked together on 20 Design-Build (DB) projects and pursuits for the Virginia Department of Transportation (VDOT) over the last 5 years. Our Team's experience on Interstate Widening projects combined with our team integration and selection of key personnel present VDOT with a qualified team for the Interstate 64 Capacity Improvements – Segment I DB Project (the Project). The AI Team presents the following information required by Section 3.2 of the Request for Qualifications:

- 3.2.1 The full legal name and address of American Infrastructure – VA, Inc. (AI-VA) is as follows:
American Infrastructure – VA, Inc., 301 Concourse Boulevard, Suite 300, Glen Allen, VA 23059
- 3.2.2 Ed Hilferty (DBPM) will serve as the primary point of contact with VDOT for the Project.
Ed Hilferty, Design-Build Project Manager 610.587.2160 (Telephone)
301 Concourse Boulevard, Suite 300 804.418.7935 (Fax)
Glen Allen, VA 23059 ed.hilferty@americaninfrastructure.com
- 3.2.3 The principal officer of AI-VA with whom a design-build contract with VDOT would be written is:
Aaron Myers, Vice President/General Manager 804.290.8500 (Telephone)
301 Concourse Boulevard – Suite 300 804.418.7935 (Fax)
Glen Allen, VA 2305 aaron.myers@americaninfrastructure.com
- 3.2.4 American Infrastructure – VA, Inc. is a registered corporation in the Commonwealth of Virginia and will take full financial responsibility for the Project.
- 3.2.5 American Infrastructure – VA, Inc. will be the Lead Contractor and Rummel, Klepper & Kahl, LLP will be the Lead Designer for the Project.
- 3.2.6 All affiliated and subsidiary companies are identified on the attachment in Appendix 3.2.6.
- 3.2.7 Executed Certification Regarding Debarment Forms are included in Appendix 3.2.7.
- 3.2.8 AI-VA is active, in good standing, and prequalified to bid on the Project. AI-VA's prequalification number is G303 and evidence of prequalification is included as in Appendix 3.2.8.
- 3.2.9 AI-VA has the capability to obtain a performance and payment bond for the \$125M estimated contract value of the Project as exhibited by the surety letter in Appendix 3.2.9.
- 3.2.10 The summary of professional licenses, Attachment 3.2.10, as well as full-size copies of individual licenses for the AI Team business entities and Key Personnel are included in Appendix 3.2.10.
- 3.2.11 AI-VA will achieve the 2% DBE participation goal for the Project. AI-VA consistently meets DBE goals and has met the goal on both of our completed design-build projects in Virginia.

Respectfully,

Aaron T. Myers, Vice President/General Manager
American Infrastructure – VA, Inc.

3.3 Team Structure



A Design-Build TEAM

The AI Team provides VDOT with an experienced and integrated design-build (DB) team for the I-64 Capacity Improvements – Segment 1 Project. Our Team has identified and committed individuals from across our organizations to provide the most qualified staff for this project.

3.3.1 KEY PERSONNEL

3.3.1.1 Design-Build Project Manager (DBPM): AI has committed *Ed Hilferty* as DBPM for the Project and the primary point of contact for VDOT. He will be responsible for the execution of the work under the contract including corresponding with third parties and project stakeholders, coordinating design activities, oversight of construction quality, and managing the project risks and schedule to ensure timely completion. Ed's experience includes the successful management and completion of two recent DB Projects and Interstate Widening (I-95 ETL's) Project working side-by-side with our CM Jeff Snow. Mr. Hilferty /Snow bring the required working relationship and leadership of the DBPM/CM team to manage this project, identify and mitigate risks before they become schedule critical. Further, they will work closely with our PRM, Ms. Shannon Moody and VDOT to advise stakeholders/traveling public of MOT operations, traffic shifts to mitigate potential conflict and maintain safe and continuous traffic flow through the work zone.

3.3.1.2 Quality Assurance Manager (QAM): AMT's *Mike Davis, P.E., CCM* has over 25 years of progressive construction oversight and management experience and will serve as the QAM for this project. Mike will report directly to the DBPM and will have direct, independent access to VDOT. Presently, Mike is the QAM on two VDOT DB project, specifically I-64 and I-264 paving and concrete improvement contracts. In the fall of 2015, Mike will transition to the I-64 Project, maintaining an on-site full-time presence for the duration of construction. Mr. Davis is uniquely suited to serve as the QAM, in part, due to his 5 year career with VDOT HR District and past experience as a CM/Superintendent which provides firsthand experience with how quality is maintained during construction.

3.3.1.3 Design Manager (DM): RK&K has committed *Mike Merritt, P.E.* to serve as DM for the Project. He will be responsible for providing a quality product, meeting all design milestones and interfaces, and ensuring the Design QA/QC Manager's involvement. He was chosen specifically for this project based on his strong DB experience on interstate projects. Mr. Merritt is adept at managing the overall design process, including monitoring project schedules, assigning staff, reviewing work plans, and ensuring project goals and budgets are met. Mike recently completed the \$137M Triangle Parkway DB project where he managed the design of a roadway to Interstate standards and complexity.

3.3.1.4 Construction Manager (CM): AI has committed CM *Jeff Snow* to be on-site full-time for the duration of construction. Jeff has 14 years of progressive construction management experience and will be responsible for managing the construction process and ensuring the materials used/work performed meet all contract/permit requirements and AFC plans and specifications. Throughout Jeff's 12 continuous year career with AI, he has served as the CM on two DB (Interstate and Primary) and one Interstate DBB project, all under the direction Ed Hilferty (DBPM). Currently, Jeff is assigned as the CM on the VDOT C-86 Lynnhaven Parkway Project where he will continue to expand his CM skills and working knowledge of VDOT. This HR District VDOT CM experience will serve him well when transiting to the I-64 Project in late 2015 once C86 is running smoothly and nearing completion. Jeff will hold Virginia DEQ RLD Certification and VDOT ESCC Certification prior to the commencement of construction.

3.3.1.5 Lead Structural Engineer (LSE): *Gary Johnson, PE, DBIA* from RK&K will serve as the LSE for this project as he is completing the design of two bridges associated with the I-64 Widening DB Project and Route 623 Interchange Improvements in Short Pump. Building on his experience with the delivery of DB bridge projects in multiple states and his bridge design experience in Virginia, he will ensure that the structural aspects of the Project are delivered efficiently and safely.

3.3.1.6 Lead Roadway Engineer (LRE): Our Team's selection of the LRE, *Darell Fischer, PE, DBIA* from Rinker Design Associates (RDA), is strategic due to his extensive DB experience within Virginia, his DB working relationship with AI, and his ability to manage all technical aspects of the roadway design.

Darell has worked on six DB projects as the Design Manager and brings 27 years of extensive roadway and drainage design expertise to the team. His DB experience with AI (I-581, Middle Ground Boulevard, and Rolling Road) provides familiarity and hands-on working knowledge of integration between design and construction. Because of this experience, Mr. Fischer will lead a co-located roadway design effort that will allow our team to perform as a single unit – providing VDOT with a cost effective, cohesive quality project.

3.3.1.7 Public Relations Manager (PRM): AI’s Shannon Moody will serve as the PRM. Shannon has worked as a public relations and outreach specialist for VDOT, a private transportation financier, and a public transportation authority, thus gaining experience and expertise serving the communication needs on both all sides of transportation projects. Her recent AI experience serving as the PRM on the Route 460 Project will be invaluable to this project. Her experience with VDOT HR District personnel will help streamline message development and distribution to the local leaders, stakeholders and the traveling public.

Figure 3.3.1 Key Personnel Experience Overview

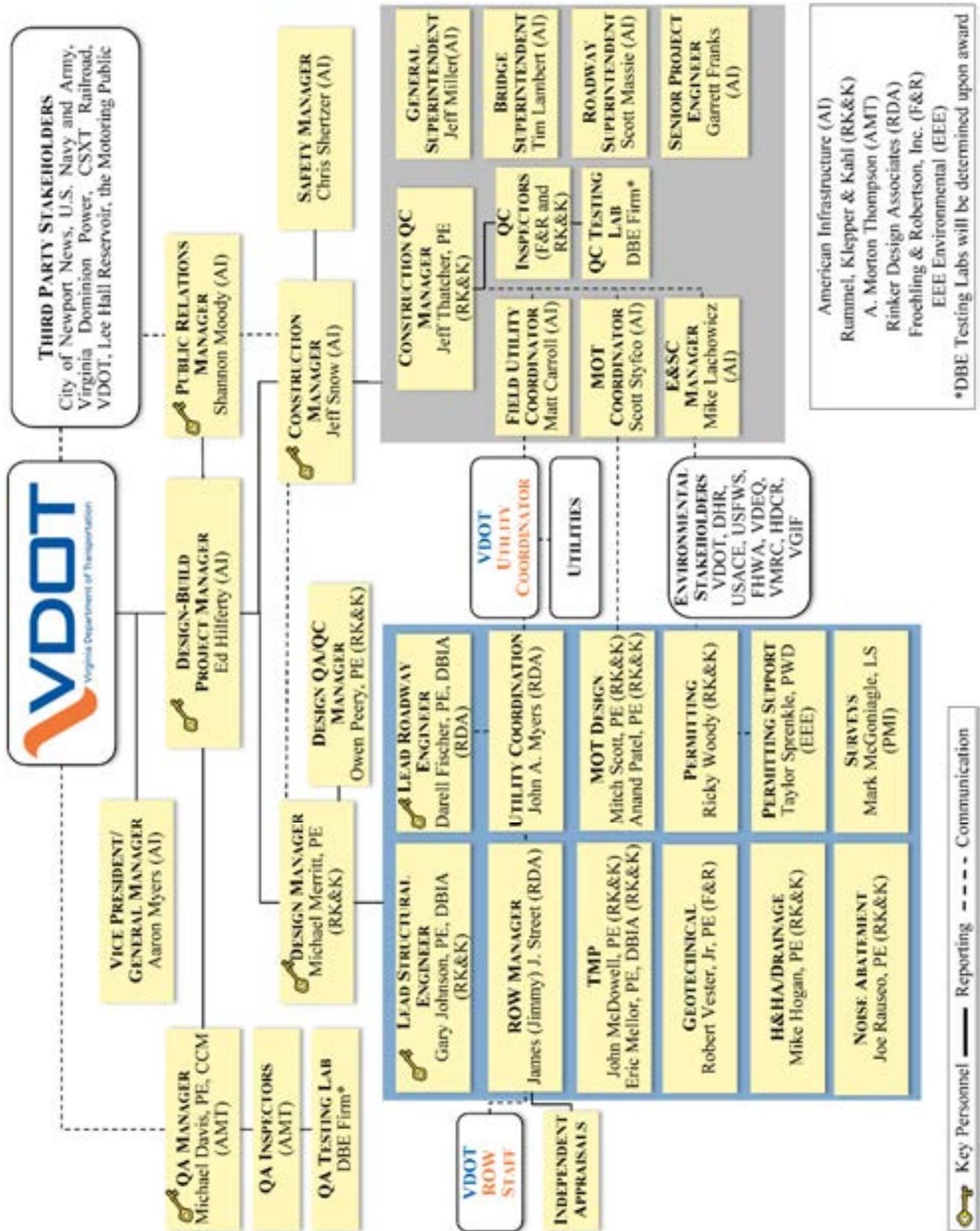


3.3.2 ORGANIZATIONAL STRUCTURE

TEAM MEMBERS – The following firms will support AI and RK&K/RDA for the Project.

- AMT is providing the QAM and QAM inspection services with oversight of the QAM DBE Laboratory. AMT personnel have worked with AI on both DB and DBB in HR and Richmond Districts.
- Froehling & Robertson, Inc. (F&R) has and continues to provide Construction QC inspection support to AI (three VDOT DB Projects) which assists the Team meeting all VDOT QC requirements.
- EEE Environmental (EEE) is proving permitting support service because of their natural resource identification and permitting experience with AI on the Route 460 Project.
- Precision Measurements and Instruments (PMI) is a Virginia-certified DBE firm with local experience and expertise which will assist the Team with design level and ROW acquisition surveys.

ORGANIZATIONAL CHART – The AI/RK&K Team organizational structure shows the chain of command and identifies major functions to be performed for the Project. This structure is similar to the successful model being used by AI on VDOT’s *Walney Road Bridge Replacement DB* project.



FUNCTIONAL RELATIONSHIPS AND COMMUNICATION

The integration of our design and construction staff with VDOT, local jurisdictions, stakeholders throughout the duration of the Project will both address and promote proactive and open communication.

VDOT will coordinate directly with our DBPM for all aspects of design/construction oversight. Bi-weekly design and weekly construction progress meetings will include contract administration, safety, schedule updates, discuss current challenges, and include progress updates for design/construction issues. Open lines of communication between the QAM and VDOT will assist with monitoring quality assurance oversight. We encourage VDOT's participation in formal partnering to foster trust and transparency between VDOT and the AI Team and provide an open forum to address issues that may jeopardize the Project's success.

Our **PRM** will conduct open houses, "Pardon our Dust", and other informal outreach efforts to allow the public to view plans and discuss concerns through the design and construction process. The DBPM, DM, and CM will be present to answer questions and address possible concerns. We anticipate VDOT's oversight and support in our coordination efforts with project stakeholders. Our PRM will facilitate informal meetings and outreach to stakeholders to minimize VDOT's direct efforts associated with public outreach.

Our **DBPM** will serve as VDOT's single point of contact for the Project. Reporting to the DBPM are four primary reports; the QAM, DM, CM and PRM. This structure, combined with our DBPM's maintenance of an action item log for potential issues and three-month look-ahead schedules will ensure the Project remains on-schedule and in conformance with VDOT commitments.

The **QAM** will report to our DBPM, with independent oversight by VDOT. QA Inspectors and Labs will report through the QAM. Our QAM will also monitor the construction QC program to ensure all work and materials, testing, and sampling is performed in accordance with the contract requirements and the "AFC" plans and specifications. The QAM will be on-site full-time for the duration of construction.

Our **DM** will report to the DBPM and coordinate with the CM to develop an efficient and constructible design. During design, he will oversee and work closely with the **LRE, LSE, discipline leaders, and the Design QA Manager** to ensure design schedule and quality is maintained and critical issues are expeditiously resolved. He will work with the CM during construction to confirm field conditions, ensure design assumptions are met, and reevaluate design assumptions as needed. RDA, PMI and EEE will be subcontracted with RK&K and their individual discipline leads will report to the DM.

As VDOT will use this Project as a pilot for pre-RFP utility coordination efforts, **VDOT's UC** will develop UT-9 in advance of the RFP to help manage Project utility risk. Our UC will work with the VDOT UC to ensure a proper transition of utility data and information upon NTP. After NTP, the AI Team UC will conduct pre-UFI, UFI and execute Utility Agreements along with the completed UT-9's. The UC will also confirm utility design and construction schedules. When issues arise, the UC will meet with the DM / LRE / CM to address and resolve potential conflicts then confirm resolution with the utility owners.

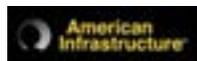
Coordination between the design and construction staff started with preparation of the technical proposal and will continue throughout construction, incorporating means and methods into the design and meeting all VDOT commitments, design assumption, contract requirements and TR's. Meetings will include design disciplinary reviews, over the shoulder reviews, and comment resolution meetings with stakeholders.

Our **CM** will report to the DBPM and communicate directly with the QAM/DM/PRM and VDOT field personnel to provide construction progress updates and verify conformance with the AFC's and TR's. As our CM will be on-site full-time for the duration of construction, he will personally oversee the entire construction team, including the General Superintendent, who will oversee construction crews in the field. Construction leads have been identified for roadway, bridge, environmental compliance, TMP/MOT coordination, field utility coordination and safety, all reporting to the CM. Our QC Manager and QC inspectors/laboratory (F&R) will report to the CM ensuring that our Construction Quality Control program is functioning and construction is compliant with the final design and VDOT specifications.

3.4 Experience of Team



A Design-Build TEAM



American Infrastructure (AI) is a heavy civil contractor that has provided quality construction services in the Mid-Atlantic region since 1939 and in the Commonwealth of Virginia since 1967. AI has performed over \$2.3B of construction in the Mid-Atlantic area over the last five years, including 9 interstate widening projects valued at \$698M. Construction has been completed for 7 of these interstate widening projects including multiple projects along the I-95 corridor. Currently ranked #24 in Top 50 Domestic Heavy Contractors by *Engineering News-Record*, AI has a Virginia workforce of over 300 employees and 250 pieces of heavy equipment. AI-VA is supported by the resources of its affiliated companies which include AI-MD and AAM for a total of 1600 employees and 1300 pieces of heavy equipment throughout the Mid-Atlantic region. These affiliates will provide resources and materials for the successful completion of the I-64 Capacity Improvement Project.



Rummel, Klepper & Kahl, LLP (RK&K) was founded in 1923 and is a multidisciplinary consulting engineering firm providing services throughout the Mid-Atlantic region. RK&K services an array of clients from their four Virginia offices including Newport News. Their staff of 875 employees includes engineers, planners, environmental specialists, surveyors, designers, and inspectors. RK&K’s transportation experience includes interstate widening, bridge remediation and replacement, interchange improvements, and safety modifications. Services provided encompass conceptual designs, alternatives studies, traffic analysis, hydraulic and drainage design, quality assurance, and construction quality control. In the past six years, RK&K has completed numerous transportation design improvement projects including the I-81 Truck Climbing Lane DB project and is currently designing VDOT’s I-64 Widening Project and Route 623 Interchange Improvements DB project.



Rinker Design Associates, PC (RDA) will support the roadway and drainage design efforts and lead the utility coordination and ROW Acquisition efforts. RDA is a mid-sized firm of over 100 employees and a Virginia-Certified Small Business with locations in Manassas, Fredericksburg, and Glen Allen. RDA has been providing professional services throughout Virginia for over 30 years including transportation engineering, ROW acquisition, drainage design, utility design and coordination, environmental, surveying, and permitting services. Additionally, RDA has worked with AI on 5 VDOT design-build projects and served as the Lead Designer on 12 Design-Build/PPTA projects.

DESIGN-BUILD EXPERIENCE

AI and RK&K/RDA have worked together on four VDOT design-build projects in the last five years. AI has served as the lead DB Contractor on 11 DB projects in the Mid-Atlantic region, including over \$500M for VDOT in the past five years. AI’s DB experience is summarized in Table 3.4.1.

Table 3.4.1 AI Design-Build Projects

Awarded DB Projects	Completed DB Projects
Middle Ground Boulevard Extension	Route 29 Bridge over Tye River
I-581 Elm Avenue Interchange Improvements	Route 895 Richmond Airport Connector Road
Route 460 Corridor Improvements	I-95 at Contee Road Interchange
Walney Road Bridge Replacement and Widening	I-476 Roadway Widening and Reconstruction
Rolling Road/Franconia-Springfield Parkway Interchange Improvements	US 40 Interchange at MD 715
	I-695 from I-97 to MD-10

RK&K/RDA’s collective DB experience includes 22 projects in the last 10 years. RK&K has completed 12 design-build projects in the region and is currently supporting VDOT’s Alternative project Delivery Office with the procurement of several design build projects, including the Rolling Road Loop Ramp, Vienna Metro Ramp and a number of pavement rehabilitation projects. RDA has provided design services on 10 DB/PPTA projects which includes 4 completed DB projects in Virginia. Select RK&K/RDA DB experience is highlighted in Table 3.4.2.

Table 3.4.2 RK&K/RDA Design-Build Projects

Awarded DB Projects	Completed DB Projects
Middle Ground Boulevard Extension	US Route 15 Widening PPTA
I-581 Elm Avenue Interchange Improvements	Triangle Parkway
I-64 Widening Project and Route 623 Interchange Improvements	Route 36 Roadway Improvements
I-81 Truck Climbing Lanes	Sudley Manor Drive PPTA
Rolling Road/Franconia-Springfield Interchange Improvements	Farrar Road Bridge replacement at Fort Belvoir
Monroe Connector & Bypass	

DESIGN-BUILD APPROACH – The AI Team’s structured approach to DB has evolved from our team members working together on 22 VDOT design-build projects and pursuit and includes:

- Selecting teaming partners we have worked successfully with on other similar Projects.
- Committing key personnel experienced at assessing and managing Project risks.
- Continuously analyzing and mitigating risks during the proposal, design, and construction phases.
- Utilizing innovative designs to avoid and minimize potential impacts to traffic, utilities, environmental resources, and ROW while maintaining the highest quality standards in design and construction.
- Incorporating construction means and methods and phasing approaches into the proposal/design process and continuing through detailed construction planning and implementation.
- Partnering with VDOT and project stakeholders to achieve project objectives and coordinate effectively.

DESIGN-BUILD TEAM COLLOCATION –AI and RK&K/RDA have local office in Richmond and will collocate for the I-64 Project. By collocating the Design and Construction Teams, efficiencies will be realized with focus placed on risk identification, mitigation, and management. To achieve the Governor’s goal of a Project groundbreaking in late 2015, we believe that collocation is both necessary and appropriate.

TEAM INTEGRATION

AI, our Design Team, and our subconsultants have a strong history of working together on VDOT DB projects. Through working together on 10 projects and 16 design-build pursuits we have developed an integrated team for the I-64 Project. Our recent relevant experience working together on VDOT projects is highlighted in *Table 3.4.3*.

Table 3.4.3 – AI Team Experience Working Together on VDOT Projects

AI Team Experience Working Together on VDOT Projects (Construction Value)	AI	RK&K	RDA	AMT	F&R
Middle Ground Boulevard Extension D/B project (\$32.5M)	✓	✓	✓		✓
Route 460 Corridor Improvements D/B project (\$1.4B)	✓	✓	✓	✓	
Route 29 Approaches and Bridge over Tye River D/B project (\$6.7M)	✓	✓	✓		✓
Rolling Road Interchange Improvements D/B (\$9M)	✓	✓	✓		
Route 60 and German School Road (\$45.5M)	✓	✓			
I-581/Elm Avenue Interchange Improvements D/B project (\$20.4M)	✓		✓		✓
Route 606 Reconstruction and Widening D/B (\$120M)	✓	✓			✓
I-95 at Temple Avenue Interchange Improvements D/B (\$12M)	✓		✓		

Our Team’s combined project experiences summarized in Table 3.4.3 has reinforced the complementary management and technical skills of our Design Team, specifically in the areas of roadway, drainage, SWM, TMP/MOT and environmental design. Further, RK&K/RDA bring supplementary in-house expertise in the areas of structural, ITS, traffic engineering and lighting design, ROW acquisition, survey, and utilities design. Maintaining these in-house areas of expertise enables the AI Team to efficiently direct and manage the design effort, contribute directly to constructability review and construction planning activities and most importantly directly manage and control risks related to TMP / MOT and ROW acquisition.

WORK HISTORY FORMS (APPENDIX 3.4.1)

The AI Team has included work history forms for the Projects that best represent our qualifications and direct working experience for the I-64 Project. AI has included work history forms from our affiliated companies, American Infrastructure – MD and Allan A. Myers. AI-VA routinely utilizes equipment and manpower from affiliated companies to provide VDOT with the most qualified staff for the specific challenges presented by an individual project. Construction staff were selected these projects for the I-64 Project because they have successfully managed similar scope and risk elements based on this specific experience. These individuals will report to executive management of AI-VA for the duration of the Project.

Lead Contractor Work History

- Route 895 Airport Connector Road DB
- Interstate 95 Express Toll Lanes
- Interstate 276 PA Turnpike Widening

Lead Designer Work History

- Interstate 40 Widening DB
- Interstate 95 Auxiliary Lane Improvements and Widening
- Interstate 95 Express Toll Lanes

ADDITIONAL RELEVANT WORK EXPERIENCE

Other recent and relevant work history of our Team are overviewed in the following narrative to provide VDOT a more complete understanding of our relevant qualifications for the Project.

I-64 WIDENING AND ROUTE 623 INTERCHANGE IMPROVEMENTS DB PROJECT

RK&K is designing this project which adds one lane in each direction in the median for four miles of I-64. The Design Team developed an innovative wall system for this project that minimizes the environmental impacts without adversely affecting the schedule. The design also provides for new bridge structures even though the project only required bridge rehabilitation, which reduces maintenance needs for the project. AI is serving in the key role as paving contractor and working closely with RK&K to develop the sequence of construction and MOT plan to incorporate paving operations.



INTERSTATE 476 ROADWAY WIDENING AND RECONSTRUCTION

This project reconstructed 5 miles of roadway within the existing footprint and widened the shoulders. To ensure workforce and commuter safety on this stretch of highway, AI dedicated an experienced construction engineer to manage the design-build traffic control with constructability in mind. Alternative work hours were utilized to minimize delays and accelerate schedule. An aggressive schedule was met by breaking the CPM schedule into a Stage Schedule, weekly schedule, and ultimately shift schedules. This detailed schedule allowed immediate reaction to changing conditions without delaying construction progress.



**3.5
Project Risk**



A Design-Build TEAM

In preparation of this SOQ, the AI Team has reviewed VDOT’s project documents, visited the project site and evaluated the site conditions, especially visual inspections of traffic flow/congestion during AM/PM peak periods. Further, the Team is acutely aware of Governor McAuliffe’s commitment to break ground on the Project in 18 months, or January 2016. Additionally, we recognize that VDOT will continue with the environmental documentation process and not issue an RFP prior to securing a favorable environmental decision for the Project. These factors have led to our initial efforts to estimate an overall Project schedule that includes the following milestones:

PROJECT SCHEDULE MILESTONES	
VDOT Secured Environmental Decision/ Issues RFP	June 2014
Design Build Notice to Proceed	December 2014
VDOT Issues Notice to Commence ROW Acquisition	June 2015
DB Secures Project Permits	November 2015
VDOT Issues Notice to Commence Construction	December 2015
Groundbreaking / Start of Construction	January 2016
Phase I MOT / TMP Implementation	February / March 2016
Final Project Completion	December 2018

This schedule overview has been reviewed by our Design and Construction Team and deemed reasonable. However, based on the compressed design schedule and importance of continuous and safe traffic flow and management, several project risks have risen to a level of significance that require additional investigation, analysis of potential impacts, identification of mitigation measures, and definition of roles in managing/minimizing these risks. Our Team has identified the following three primary Project risks:

1. TMP/ MOT Development and Implementation
2. Geotechnical Conditions and Construction Practices
3. ROW Acquisition

Our Team’s approach to risk management is to complete the requisite analysis, minimize potential impacts through design and construction optimization, and leverage our experience with similar risks through applications of lessons learned.

TMP/MOT DEVELOPMENT AND IMPLEMENTATION

Risk Description: The average annual daily traffic volumes (AADT) on this segment of I-64 are in excess of 80,000 vehicles per day (vpd) and often exceed 100,000 vpd during the peak travel days of the summer - far exceeding the maximum AADT for stable flow on a four-lane urban interstate with only two lanes in each direction. Long term closure of one of those lanes to accomplish this project is not a legitimate option; however, the proposed widening also cannot be accomplished efficiently using temporary lane closures limited to weeknights only. The most logical option is to shift traffic partially onto the outside shoulder in order to maintain two travel lanes in each direction while providing a full time work zone in the median protected by barrier service in each direction. This solution seems simple but has several challenges that must be overcome, including:

- Outside shoulder pavement is not sufficient to handle this volume of traffic.
- Shifting traffic to the outside shoulders limits the space for adequate shoulders during construction.
- Ingress and Egress of construction traffic from the left lane of the highway is a hazard.

Outside Shoulder Reconstruction – A phased approach will be required to adequately maintain traffic during construction. Modifications to the outside shoulders will be one of the first phases and will require temporary lane closures. Other considerations include:

- Limiting lane closures to weeknights and weather events will decrease production rates.
- Reconstructing the shoulders will need to be at grade with the adjacent travel lane before reopening.
- Excavating to subgrade introduces subsurface risk including unsuitable materials.

Shifting Traffic to the Outside Shoulders – Once the shoulder upgrades are completed the next phase will be to shift traffic partially onto the outside shoulders and to set barrier on the inside lanes to establish the work area. Extending the work area in this manor has constructability benefits, but also adds risks including:

- Traffic capacity reduction and greater the impact to traffic flow.
- The potential for disabled vehicles in the work zone increases as the length of the work zone increases.

Ingress and Egress – Median work areas present a challenge for ingress and egress by construction vehicles because they must enter and exit the site from the left lane of the highway. The associated risks include:

- Left lanes are typically used by higher speed thru traffic.
- Lack of space to provide adequate acceleration and deceleration lanes at the work area access points.
- Breaks in the barrier create fixed object hazards for motorists and increase exposure to workers.

Impacts: The maintenance of traffic risk associated with outside shoulder construction, shifting traffic, and ingress and egress of the work zone will impact traffic, the safety of the public and construction personnel, project cost, duration of the construction schedule, and the quality of the final roadway. Each of these potential impacts are described as they relate to the outside shoulder reconstruction, shifting traffic, and ingress and egress for the workzone.

Outside Shoulder Reconstruction

- Temporary lane closures severely reduce capacity which:
 - Increases delays to motorists;
 - Creates queues on the highway (increasing the likelihood of crashes); and
 - Causes more traffic to divert to congested city streets.
- Restricting work time to weeknights would:
 - Increase the cost of construction;
 - Extend the duration of construction by reducing production rates;
 - Reduce the quality of the work; and
 - Increase hazard to workers and motorists.
- Finding unsuitable materials or other unexpected conditions during shoulder reconstruction could:
 - Negatively impact progress/schedule;
 - Prevent reopening the adjacent travel lane on time in the morning; and
 - Require more work vehicles entering and exiting the work area to address the condition.

Shifting Traffic to the Outside Shoulders – This work zone concept includes no left side shoulder and a substandard right side shoulder. Without adequate shoulders available, a disabled vehicle or other minor incident could effectively shut down the highway for extended periods. Closure of a shoulder can reduce roadway capacity as much as 30%, so the impact of this work zone concept will be significant. While the workzone is in place, motorists can expect greater delays and longer queues increases the potential for crashes and diverts more traffic onto city streets to avoid the workzone.

Ingress and Egress – The likelihood of incidents in the work zone will be increased at the access points to the work area. Impacts are magnified by construction vehicles entering/exiting the left side of the highway. Chances of a major incident will be greater during lower volume, higher speed conditions; however, construction area ingress/egress during higher volume/lower speed periods will further impact traffic flow. Providing more access points to the work area reduces safety; however, construction cost and schedule impacts are greater with more restrictive access.

Mitigation Strategies: The MOT risks on this project will be mitigated by evaluating the potential impacts to traffic and safety and developing a design and construction approach that minimizes these impacts in a cost-effective manner.

Strong Communication Plan – Our Team will develop and follow a strong communication plan to keep stakeholders and motorists well informed about the Project and the daily impact to commuters, commercial

users, and visitors/tourists. Our plan will utilize existing permanent and temporary ITS devices to provide real-time travel time information through the work zone and potential alternate routes.

Coordinated Incident Management Plan – Our Team will develop a coordinated incident management plan prior to beginning construction, including:

- Optimizing the length of the work zone
- Developing emergency pull-off areas along the right shoulder
- Providing appropriate means for quickly clearing minor incidents
- Developing an emergency contact list to streamline communication in the event of an incident.

Optimized MOT Design – Evaluate MOT considerations and align to the approach in coordination with VDOT. Potential MOT risk mitigation strategies that may be implemented are described in Table 3.5.1.

Table 3.5.1 – MOT Risk Mitigation Strategies and Benefits

Mitigation Strategy	Benefit
Shifting traffic partially to the outside shoulders.	<ul style="list-style-type: none"> ▪ Allows 24-hour access to the work area with increased safety, quality and productivity. ▪ Improves safety and traffic flow by eliminating daily set up and break down of traffic control devices
Optimizing the design for strengthening the shoulder.	<ul style="list-style-type: none"> ▪ Compresses the schedule by limiting the width needed to shift traffic rather than strengthening the full width of the shoulder.
Raising the elevation of the existing lanes with asphalt overlay to allow adequate thickness on the shoulder without excavating.	<ul style="list-style-type: none"> ▪ Reduces the cost of removing the existing shoulder. ▪ Simplifies restriping to shift traffic and improves the visibility of the new markings. ▪ Improves ride quality of the existing travel lanes. ▪ Eliminates risks associated with excavation of subgrade.
Completing work in WB then shifting EB lanes to the WB side.	<ul style="list-style-type: none"> ▪ Eliminates need for nighttime lane closures for strengthening of EB outside shoulder.
Optimizing the length of lane closures and traffic shifts and placement of access points.	<ul style="list-style-type: none"> ▪ Reduces traffic impact of longer workzones. ▪ Reduces the likelihood of incidents blocking travel lanes. ▪ Provides safer ingress/egress to the work areas.
Providing direct access to work area from cross streets.	<ul style="list-style-type: none"> ▪ Eliminates risks associated with entering/exiting the work area from the left lane of the interstate. ▪ Eliminates breaks in barrier service.
Establishing a temporary mix plant in the median of I-64 at the west end of the Project.	<ul style="list-style-type: none"> ▪ Reduces truck traffic entering/exiting the work area. ▪ Ensures deliveries can be made at the safest time of day. ▪ Provides shorter haul distances to save time and reduce costs.

Lessons Learned/Previous Experience

- ✓ MOT Critical Hauling Operations were scheduled at night to minimize impact to 130,000 VPD on AI’s I-476 Widening project. This required anticipating unsuitable soil removal and replacing with structural material at night. AI’s MOT Coordinator, Scott Styfco oversaw the design-build traffic control on this Project.
- ✓ Communication with all stakeholders and advanced notice of future MOT changes for 80,000 VPD was key to the success of AI’s I-95 ETL project.
- ✓ RDA’s similar TMP experience includes the I-95 Express Lanes project where they designed 21 miles of TMP/MOT plans from Route 234 to Edsall Road.

AI’s I-95 ETL Project



Role of VDOT and other Agencies: Due to the high profile of this Project, we anticipate VDOT and the City of Newport News will take an active role in communicating with motorists and stakeholders about the progress of the Project. VDOT and the City of Newport News will play key roles in gathering real time traveler information and communicating it to motorists in advance of the work zone. We anticipate VDOT's participation in regular press releases and maintaining a website and other media for communicating the progress of the project. Regular coordination meetings will need to be conducted with key stakeholders, including staff from the VDOT and City of Newport News Traffic Operations Centers and key personnel associated with other projects in the area including the Denbigh Boulevard Bridge replacement, Atkinson Boulevard Extension, and Fort Eustis Boulevard reservoir bridge replacement projects. Representatives from Fort Eustis and Yorktown Naval Weapons Station will also need to be included.

GEOTECHNICAL CONDITIONS AND CONSTRUCTION PRACTICES

Risk Description: The geotechnical conditions and construction practices are identified as a risk because the Project is being constructed in the Coastal Plain Geologic Region of Virginia. This geologic region typically exhibits soft, compressible, plastic clay soils interbedded with sandier layers of varying fine-grained silt/clay material. Additionally, the proposed widening crosses areas where a shallow groundwater table may be encountered. The AI Team has reviewed the available existing information provided by VDOT as well as performed a project site visit to evaluate the geotechnical conditions. The geotechnical risk for the Project includes the potential for unsuitable subgrade materials for the pavement section, settlement due to deep fills in the existing median, and down drag of bridge foundation elements due to deep fills.

The City of Newport News experienced problems with water trapped near the surface by a heavy clay liner during the recent construction of the Denbigh Community Center near this corridor.

Unsuitable Subgrade Materials – Prior to placement of embankment fill and pavement, the proposed subgrade soils will need to be evaluated for suitability. Based on review of the provided GDR, the near surface soils appear to have the potential to be suitable subgrade material, however, the sample set of data is small and near surface soil conditions vary greatly along the alignment.

Settlement in the Median – Based on our review of the provided GDR, two areas along the proposed widening alignment were delineated as areas of potential settlement due to highly compressible clays and/or organic soils encountered at relatively shallow depths.

Bridge Foundation Down Drag – There are three locations along the proposed widening alignment where widening of the existing eastbound and westbound bridges are anticipated (Lee Hall reservoir, Fort Eustis Boulevard, and Industrial Park Drive/CSX). As the widening of the roadway approaches occurs in preparation of the bridge widenings, there is the potential for settlement of the existing subsurface soils in the vicinity of the existing and proposed bridge abutments. Based on our site visits, it does not appear that deep fills will be needed in the vicinity of the abutments at the Lee Hall Reservoir and Fort Eustis Boulevard bridges, however, deep fill will likely be required at the Industrial Park Drive/CSXT bridges. The potential settlement of these subsurface soils could drag (pull) down existing and proposed deep foundation elements as the soil moves downward in relation to the particular foundation element, thereby, creating additional loading. This condition is critical because it not only effects the proposed construction but the existing structures as well.

VDOT encountered a thick layer of organic materials during the construction of the I-64/Jefferson Blvd. interchange and the Denbigh Blvd. bridge over I-64. Settlement of the approaches has been a continuous problem at the Denbigh Blvd. bridge.

Impact – The recognition and mitigation of these geotechnical conditions will impact traffic, public safety, quality, schedule (including the critical path), and construction costs for the Project.

Traffic and Public Safety – Removal and replacement of unsuitable materials would increase trucks entering and exiting the project site and present traffic and safety impacts for the travelling public. Maintaining traffic on the existing bridges during placement of fill may present a safety risk for the travelling public if the bridge foundations experience down drag.

Quality – Unanticipated settlement could require additional fill material to maintain the roadway grade and create future maintenance issues for the roadway. The impact of down drag on foundations elements could have an effect on the performance of the bridge joints and bearings, which would impact the quality of work and could end up providing an uneven riding surface.

Construction Duration and Costs – Unsuitable subgrade materials, settlement of embankment fills, and foundation down drag all have the potential to extend the duration of construction and increase costs.

Mitigation – The AI Team will mitigate the geotechnical risks associated with the Project by confirming the extent of the potential impacts, selecting appropriate design and remediation strategies in coordination with VDOT’s recommendations, and safely and efficiently managing construction operations to minimize cost and schedule impacts. Successful mitigation will require the following measures and considerations:

- Additional sampling of subsurface surface soils during the scope validation period will confirm locations of unsuitable soils and evaluate the potential for settlement of fills in the median and adjacent to the existing bridge foundations. Additional tests will be done in order to provide adequate supplemental information to assist with more realistic engineering soil parameters and address potential down drag considerations.
- Locations where unsuitable soils are anticipated to be encountered will be delineated on the project drawings (both area and depth). A Soils Remediation Plan will be developed prior to the commencement of construction and may include undercut/replacement, drying/scarification, and lime/cement stabilization. Potential borrow sources will be identified and approved by VDOT prior to the start of construction to provide suitable fill material for the roadway fills and potential undercuts.
- Potential mitigation strategies for settlement in the median by 1) utilizing light weight fill material, 2) installing stabilization geosynthetics, or (3) surcharging embankment fills with or without wick drains. These approaches will be evaluated by the AI Team and our approach finalized in alignment with VDOT.
- If bridge foundation down drag is deemed to be a viable risk after further investigation, mitigation strategies may include oversizing the foundation elements, using light weight fill material to minimize settlement of subsurface soils, using bituminous coating on piles to reduce friction of subsurface soils pulling down on the pile, or modifying the construction sequencing to allow for settlement of subsurface soils to occur prior to driving of foundation elements.
- During the foundation installation process, both proposed and existing structures can be monitored for ground movement. Existing piers and bridge beams will be protected during construction and construction will be sequenced to ensure global stability of the foundations during construction.

Lessons Learned/Similar Experience – AI, RDA, and F&R collectively developed design and construction solutions to mitigate poor soils encountered on VDOT’s Middle Ground Boulevard Extension DB project in Newport News and are detailed in Table 3.5.2. The soils conditions on the I-64 Project are anticipated to be very similar to Middle Ground Boulevard.

Table 3.5.1 – Lessons Learned from Middle Ground Boulevard

Challenges	Mitigation Strategies
<ul style="list-style-type: none"> ▪ Onsite soils did not meet the CBR requirements for the roadway typical section. ▪ The soil classification seems to change every 500’. ▪ None of the soil within the first 5’ of excavation was suitable for roadway subgrade. ▪ Borrow pit material was typically 30% above optimum moisture and lacked cohesiveness. 	<ul style="list-style-type: none"> ▪ Dry soils by scarifying or utilizing off-site materials when rain is forecasted. ▪ Using geotextile fabric under sandy soil. Stabilization of sandy soils was not effective. ▪ Stabilize clayey soils and reduced moisture content with a lime/cement additive.

Role of VDOT and other Agencies – Our geotechnical engineer will engage VDOT’s geotechnical and materials engineers in discussions during the early stages of the design process to reach consensus on geotechnical recommendations. VDOT’s input will be requested in selecting borrow site sources for the Project and identifying preferred methods of mitigation for settlement and bridge foundation down drag.

RIGHT OF WAY ACQUISITION

Risk Description: When assessing the project schedule, Right of Way (ROW) acquisition is squarely on the critical path. Successful and timely ROW acquisition is predicated on individual issue identification and is affected by human factors that are both variable and unpredictable. In order to maintain a rigid ROW acquisition schedule, the AI Team will manage the development of the following influencing factors:

- Early utility coordination and utility easement identification;
- Design and VDOT acceptance of Stormwater Management (SWM) facilities, including location, configuration and type of pond (i.e. dry extended detention, retention basin, water quality swales, etc.);
- Intricacies and interests of parcel owners, specifically churches, government agencies, and CSXT;
- Prepare a complete FI/ROW Plan suitable for signature by the Chief Engineer the first time; and
- Assembling accurate and verified ROW appraisals to minimize VDOT oversight.

If one of the above factors causes late changes or delays in the FI/ROW plan development it will have a direct and cascading effect on the acquisition.

Impact: The impact that ROW presents to the Project is directly related to the schedule and more specifically the authorization to commence construction. As we digest the phases of work that are necessary in order to ultimately widen the roadway to the median, we realize that these operations are time-consuming and puts design, utility coordination, and ROW acquisition on the fast track. Each of the “elements” above can independently cause delays in ROW acquisition, as discussed below, which in turn delays construction.

Utility Coordination – Utility companies have limited resources and are often late in providing easement needs, plans and estimates, and easement documents. All of these items are necessary to incorporate onto the ROW plans and into the offer packets prepared.

SWM Facilities – Location of SWM facilities is critical to meet the erosion and sediment control aspects of the project, the final water quality and quantity needs of the project, and to ensure that environmental resources are not impacted in the process. Design details are often incomplete when ROW is initiated. If the design causes changes in the facilities, there could be ROW changes that are impacted as well. Additionally, locating a facility on church property or City owned property can cause further delays or trepidations due to long-term maintenance and aesthetic issues.

Parcel Ownership – Several parcels that require ROW acquisition for the Project are owned by the City of Newport News, which is generally a cooperative owner. However, all ROW matters must be presented to the City Council after being reviewed and accepted by City staff. Additionally, there are several church owned parcels that are anticipated to be impacted by the Project which can cause significant delays due to procedural differences associated with non-profit organizations. Finally, CSXT Railroad right of way impacts, whether it is physical ROW or aerial easements, are consistently long lead items.

If one of these elements delays or changes, adjustments can be made. When one or more changes and causes others to change, then the impact to schedule can be significant.

Mitigation: In developing mitigation strategies for each of these ROW schedule influences, our Team will take a proactive approach to ROW acquisition. Our approach will identify critical areas for ROW acquisition and phase the Project to prioritize ROW Acquisition in critical areas, as well as identify areas where activities can start without ROW acquisition.

Utility Coordination – Our team’s utility coordination staff includes RDA who recently performed the utility coordination for AI on the Middle Ground Boulevard Extension project in Newport News. The impacted

utilities and utility company personnel on that project are anticipated to be the same for the I-64 Project. This familiarity and strong working relationship will assist our Team to keep the utility companies on schedule. We will also perform “enabling” work (i.e. preliminary design layouts of their systems) to facilitate obtaining their easement documents which must be a part of any offer packet prepared.

SWM Facilities – At the RFP stage and continuing through contract execution, the design will be fully assessed to ensure that the amount of SWM is appropriately identified. Location of each facility can then be better assessed and avoidance of critical or time sensitive issues can be minimized (i.e. environmental constraints, sliver impacts, etc.). Integration of our ROW staff into weekly design meetings will facilitate quick turnarounds where changes cannot be avoided.

Parcel Ownership – Understanding and having the experience in dealing with the challenges on varying parcel ownerships is critical to the success of the Project. When dealing with the City owned parcels, our team fully understands is the limitations the City has providing easements. They can, by City Ordinance, only grant a 45 year easement for utilities, grading, drainage, etc. As a result, the only course of action to provide permanent easements, especially for utility companies, is to file a Certificate of Take (COT). A timeline will be established for filing a COT that can still integrate the necessary staff and City Council considerations.

Church properties, as non-profit organizations, are dealt with differently. We know from our investigations that the churches along the corridor are not incorporated which could have simplified the process. Any acquisition or right of entry from a church owned property will need approval of the Circuit Court, which will be taken into account in the project schedule. We will also pursue what is called a friendly filing of a Certificate in which the church Board of Trustees would sign a resolution indicating they are willing to accept the stated consideration for the needed ROW and/or easements and ask the Court to approve conveyance. Based on our past experience, our Team will also have an attorney available to provide legal assistance to the church(es) in preparation and submission of needed petitions and orders for the naming of Trustees (if needed) and the approval of the conveyance.

Experience Acquiring ROW on Church owned property
RDA has two recent projects where ROW was acquired from churches (Route 28 Widening and Prince William Parkway – both in Prince William County). Additionally, James (Jimmy) J. Street, our ROW Manager for this project handled all Court documents in Fredericksburg District when he worked for VDOT.

At Notice to Proceed, our Team will request permission from VDOT to begin negotiations with the CSXT, well ahead of approved ROW Plans. This advanced request will be made knowing that we have a clear plan of what acquisition rights we will need from CSXT. By advancing this acquisition, we can integrate the additional time necessary to negotiate with CSXT which we know will be needed based on our past and recent experience. Having just acquired aerial easement to build a bridge over the CSXT on the Middle Ground Boulevard Extension project, the AI Team understands the long lead times associated with acquisition of rights. Mr. James Shircliff with CSXT (Jacksonville, FL) will be contact by our ROW Team to initiate and facilitate expansion of aerial rights and any needed ground easements. Understanding CSXT’s process and who we need to coordinate with allows us to better phase construction and appropriately schedule the work associated with this property.

Role of VDOT and other Agencies: The City of Newport News will play a significant role in the success of our ROW acquisition plan. Their cooperation and timely response to submitted materials will be anticipated in preparing a reasonable schedule for the project. VDOT’s role in mitigating this risk will also be one of cooperation and collaboration. We understand that filing a COT is not the first choice of actions, especially on City or church owned property. However, we request that VDOT not hesitate in such action, knowing that we will only pursue using a COT when necessary and not as a convenience. Partnering with and by CSXT will ensure that the right people are involved at the right level and that negotiation packets are processed in a timely manner.

**Appendix 3.2.6
Affiliated/Subsidiary
Companies**



A Design-Build TEAM

ATTACHMENT 3.2.6

State Project No. 0064-965-264

Affiliated and Subsidiary Companies of the Offeror

Offerors shall complete the table and include the addresses of affiliates or subsidiary companies as applicable. By completing this table, Offerors certify that all affiliated and subsidiary companies of the Offeror are listed.

The Offeror does not have any affiliated or subsidiary companies.

Affiliated and/ or subsidiary companies of the Offeror are listed below.

Relationship with Offeror (Affiliate or Subsidiary)	Full Legal Name	Address
Affiliate	American Infrastructure, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Myers Aviation Company, LLC	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	American Infrastructure-MD, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Allan A. Myers, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Allan A. Myers, Co.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Allan A. Myers, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	American Infrastructure Investments, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Devault Partners, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Devault Crushed Stone Partners, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	The Myers Group, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Compass Quarries, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	AI Transport Co	1805 Berks Road, P.O. Box 98, Worcester, PA 19490

ATTACHMENT 3.2.6

State Project No. 0064-965-264

Affiliated and Subsidiary Companies of the Offeror

Relationship with Offeror (Affiliate or Subsidiary)	Full Legal Name	Address
Affiliate	Independence Construction Materials, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	ICM of Maryland, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	ICM of Pennsylvania, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	ICM of Delaware, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	D. M. Stoltzfus & Son, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Elk Mills Partners, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Cedar Hill Quarry Partners, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Talmage Partners, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	440 Twin Oaks Drive, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Jessup Asphalt Partners, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Subsidiary	US 460 Mobility Partners, LLC	301 Concourse Blvd, Suite 300, Glen Allen, VA 23059

**Appendix 3.2.7
Debarment Forms**



**American
Infrastructure**

RK&K



A Design-Build TEAM

ATTACHMENT NO. 3.2.7(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

Project No.: 0064-965-264

1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:

a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency.

b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; and have not been convicted of any violations of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false statements, or receiving stolen property;

c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph 1) b) of this certification; and

d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this form.

The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.


Signature Aaron T. Myers Date 04/08/14 Vice President/General Manager
Title

American Infrastructure-VA, Inc.
Name of Firm

ATTACHMENT NO. 3.2.7(b)

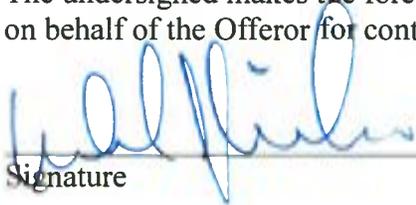
**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-965-264

1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this form.

The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.



April 7, 2014

Principal

Signature

Date

Title

A. Morton Thomas and Associates, Inc.

Name of Firm

ATTACHMENT NO. 3.2.7(b)

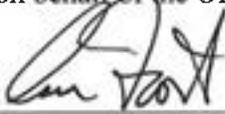
**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-965-264

- 1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

- 2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this form.

The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.



Signature

April 4, 2014

Date

President

Title

EEE Consulting, Inc.

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-965-264

1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this form.

The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.


Signature

3/28/2014
Date

President
Title

Froehling & Robertson, Inc.

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-965-264

1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this form.

The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.

William J. Sney April 2, 2014
Signature Date

President
Title

Precision Measurements, Inc.
Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-965-264

1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this form.

The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.


Signature

March 28, 2014
Date

General Manager/Principal
Title

Rinker Design Associates, P.C.

Name of Firm

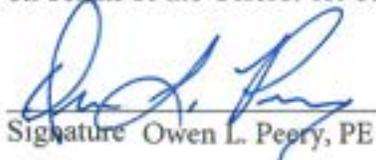
ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-965-264

- 1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- 2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this form.

The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.


Signature Owen L. Peery, PE

April 1, 2014
Date

Director, Transportation
Title

RK&K

Name of Firm

**Appendix 3.2.8
VDOT Prequalification
Evidence**



**American
Infrastructure**

RK&K



A Design-Build TEAM

PREQUALIFIED VENDORS SORTED BY VENDOR NAME
THIS LIST INCLUDES ALL PREQUALIFIED LEVELS
AS OF 04/04/2014
- A -

=====

G303
AMERICAN INFRASTRUCTURE-VA, INC.
PREQ. EXP : 01/31/2015

--PREQ ADDRESS -----	WORK CLASSES (LISTED BUT NOT LIMITED TO)
301 CONCOURSE BLVD	002 - GRADING
SUITE 300	003 - MAJOR STRUCTURES
GLEN ALLEN, VA 23059	004 - ASPHALT CONCRETE PAVING
PHONE : 804-290-8500	007 - MINOR STRUCTURES
FAX : 610-222-3308	013 - ROADWAY MILLING
	171 - SURFACE TREATMENT

BUSINESS CONTACT: MCDERMOTT, MATTHEW
EMAIL: MATT.MCDERMOTT@AMERICANINFRASTRUCTURE.COM

-----DBE INFORMATION-----

DBE TYPE : N/A
DBE CONTACT: N/A

=====

A426
AMERICAN LIGHTING AND SIGNALIZATION, INC.
PREQ. EXP : 01/31/2015

--PREQ ADDRESS -----	WORK CLASSES (LISTED BUT NOT LIMITED TO)
11639 DAVIS DREEK ROAD EAST	018 - ELECTRICAL INSTALLATION
JACKSONVILLE, FL 32256	052 - TRAFFIC SIGNALIZATION
PHONE : 904-886-4300	072 - ROADWAY LIGHTING
FAX : 904-886-4422	

BUSINESS CONTACT: HARDIMAN, JAMES RICHARD
EMAIL: HARDIMAN@ASPLUNDH.COM

-----DBE INFORMATION-----

DBE TYPE : N/A
DBE CONTACT: N/A

=====

**Appendix 3.2.9
Evidence of
Obtaining Bonding**



A Design-Build TEAM

ROSENBERG & PARKER®

SURETYBOND.COM

Philadelphia · Toronto

April 8, 2014

Commonwealth of Virginia
Virginia Department of Transportation
1401 East Broad St.
Richmond, VA 23219

Re: American Infrastructure-VA, Inc.
Contract ID Number: C00104905DB75 – Federal Project No. NHS-064-3 – State Project No. 0064-965-264,
P101, R201, C501, B616, B617, B618, B619, B620, B621, D601, D602. Interstate 64 Capacity Improvements –
Segment I From 0.05 Miles East of Route 238 (Yorktown Road) To 1.55 Miles West of Route 143 (Jefferson
Avenue), Newport News, VA

To Whom It May Concern:

American Infrastructure-VA, Inc., a subsidiary of American Infrastructure, is a highly regarded and valued client of Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Arch Insurance Company. Fidelity and Deposit Company of Maryland is rated A+ XV in the Best's Key Rating Guide, listed in the Department of the Treasury's listing of Approved Sureties (Department Circular 570) and licensed to transact business in the Commonwealth of Virginia. Zurich American Insurance Company is rated A+ XV in the Best's Key Rating Guide, listed in the Department of the Treasury's listing of Approved Sureties (Department Circular 570) and licensed to transact business in the Commonwealth of Virginia. Arch Insurance Company is rated A+ XV in the Best's Key Rating Guide, listed in the Department of the Treasury's Listing of Approved Sureties (Department Circular 570) and licensed to transact business in the Commonwealth of Virginia. Fidelity and Deposit Company of Maryland, Zurich and Arch have expressed to them their willingness to provide bonding to support on individual projects in the amount of \$250,000,000.00 and aggregate of \$600,000,000.00. As surety for American Infrastructure-VA, Inc., Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Arch, with A.M. Best Financial Ratings as stated above, is capable of obtaining a 100% Performance Bond and a 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction, and said bonds will cover the Project and any warranty periods on behalf of the Contractor, in the event that American Infrastructure-VA, Inc. be the successful bidder and enter into a contract for this project.

In accordance with the normal practice, the willingness of Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Arch Insurance Company to extend suretyship will be based on their underwriting of the account at the time the bonds are requested. This letter shall be valid for a period of 180 days from the date of this letter.

In addition, we would expect that the execution of any final bonds would be subject to a review of the contract documents by American Infrastructure-VA, Inc., Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Arch Insurance Company as well as satisfactory evidence of financing for the project.

This letter does not constitute an assumption of liability. The issuance of bonds in connection with this Project is a matter solely between the Surety and Contractor. We assume no liability to you or to any third party by the issuance of this letter.

If we can provide any further assistance, please do not hesitate to call upon us.

Sincerely,

Rosenberg & Parker, Inc.

Harry C. Rosenberg
Chairman

HCR/dmb

cc: Mr. John Souder, Fidelity and Deposit Company of Maryland and Zurich American Insurance Company and Mr.
Joe Crawford, Arch Insurance Company



455 SOUTH GULPH ROAD • SUITE 400 • KING OF PRUSSIA, PENNSYLVANIA 19406

p 610.668.9100 • p 800.394.9200 • f 610.667.5200

info@suretybond.com • suretybond.com

**Appendix 3.2.10
Scc and DPOR
Registration
Documentation**



A Design-Build TEAM

ATTACHMENT 3.2.10

State Project No. 0064-965-264

SCC and DPOR Information

Offerors shall complete the table and include the required state registration and licensure information. By completing this table, Offerors certify that their team complies with the requirements set forth in Section 3.2.10 and that all businesses and individuals listed are active and in good standing.

SCC & DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)							
Business Name	SCC Information (3.2.10.1)			DPOR Information (3.2.10.2)			
	SCC Number	SCC Type of Corporation	SCC Status	DPOR Registered Address	DPOR Registration Type	DPOR Registration Number	DPOR Expiration Date
American Infrastructure-VA, Inc	0113780-1	Corporation	Active	301 Concourse Blvd, Suite 300 Glen Allen, VA 23059	Contractor	2701009872	12-31-2014
Rummel, Klepper & Kahl, LLP	K000417-8	LLP	Active	2100 E. Cary Street Richmond, VA 23223	ENG	0411000271	02-29-2016
				2901 S. Lynnhaven Road, Suite 300 Virginia Beach, VA 23452	ENG	0411000667	02-29-2016
				721 Lakefront Commons, Suite 203 Newport News, VA 23606	ENG	0411000443	02-29-2016
				10306 Eaton Place, Suite 240 Fairfax, VA 22030	ENG	0411000577	02-29-2016
				900 Ridgefield Dr., Suite 350 Raleigh, NC 27609	ENG	0411001046	02-29-2016
				81 Mosher Street Baltimore, MD 21217	ENG	0407002860	12-31-2015

ATTACHMENT 3.2.10
State Project No. 0064-965-264
SCC and DPOR Information

Rinker Design Associates, PC	0227062-7	Corporation	Active	4301 Dominion Blvd. Suite 100 Glen Allen, VA 23060	ENG	0410000220	02-29-2016
				9385 Discovery Blvd. Suite 200 Manassas, VA 20109	ENG LS	0405000502	12-31-2015
				927 Maple Grove Dr. Suite 105 Fredericksburg, VA 22407	ENG LS	0410000156	02-29-2016
A Morton Thomas and Associates, Inc	F049431-2	Corporation	Active	1530 Breezeport Way, Suite 300 Suffolk, VA23435	ENG	0411000693	02-29-2016
Froehling & Robertson, Inc	0027211-2	Corporation	Active	3015 Dumbarton Rd Richmond, VA 23228	ENG LS	0407000098	12-31-2015
EEE Consulting, Inc	0504941-6	Corporation	Active	8525 Bell Creek Rd Mechanicsville, Virginia 23116	ENG	0407003798	12-31-2015
Precision Measurements, Inc	0450436-1	Corporation	Active	851 Seahawk Circle, Suite 103 Virginia Beach, VA 23452	LS	040703345	12-31-2015
				813 Diligence Drive, Suite 121-B Newport News, VA 23606	LS	0411000292	02-29-2016

ATTACHMENT 3.2.10

State Project No. 0064-965-264

SCC and DPOR Information

DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.10.3 and 3.2.10.4)						
Business Name	Individual's Name	Office Location Where Professional Services will be Provided (City/State)	Individual's DPOR Address	DPOR Type	DPOR Registration Number	DPOR Expiration Date
A Morton Thomas and Associates, Inc	Michael Ray Davis, PE	Suffolk, VA	29070 Sunbeam Rd Franklin, VA 23851	Professional Engineer	0402028305	07-31-2014
Rummel, Klepper & Kahl, LLP	Gary Sebastian Johnson, PE	Richmond, VA	3808 Ivory Court Richmond, VA 23233	Professional Engineer	0402033863	09-30-2015
	Michael Merritt, PE	Raleigh, NC	1005 Settlers Landing Court Wake Forest, NC 27587	Professional Engineer	0402048200	10-31-2014
Rinker Design Associates, P.C.	Darell Lee Fischer, PE	Glen Allen, VA	14101 Spring Gate Terrace Midlothian, VA 23112	Professional Engineer	0402023296	06-30-2014
	N/A (Not Key Personnel)	9385 Discovery Blvd. Suite 200 Manassas, VA 20109	N/A (Not Key Personnel)	Real Estate Appraiser	4008001684	02-28-2015
	N/A (Not Key Personnel)	927 Maple Grove Dr. Suite 105 Fredericksburg, VA 22407	N/A (Not Key Personnel)	Real Estate Appraiser	4008001739	04-30-2014



Commonwealth of Virginia
State Corporation Commission

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CISM0180

CORPORATE DATA INQUIRY

04/09/14

17:49:32

CORP ID: 0113780 - 1 STATUS: 00 ACTIVE STATUS DATE: 11/19/13
 CORP NAME: American Infrastructure-VA, Inc.

DATE OF CERTIFICATE: 10/06/1967 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX ROAD, SUITE 285 AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 10/04/13 LOC : 143
 ACCEPTED AR#: 213 15 0219 DATE: 10/07/13 HENRICO COUNTY
 CURRENT AR#: 213 15 0219 DATE: 10/07/13 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
13	670.00					100,000

 (Screen Id:/Corp_Data_Inquiry)

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF FACT

I Certify the Following from the Records of the Commission:

On September 25, 2001, a statement of registration as a foreign registered limited liability partnership was filed in this office by Rummel, Klepper & Kahl, LLP, a Maryland limited liability partnership.

This certificate of registration is in effect as of this date.

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:
January 24, 2013*

Joel H. Peck
Joel H. Peck, Clerk of the Commission

CIS0357



COMMONWEALTH OF VIRGINIA
STATE CORPORATION COMMISSION

Office of the Clerk

June 5, 2013

CT CORPORATION SYSTEM
4701 COX RD STE 301
GLEN ALLEN, VA 23060-6802

RECEIPT

RE: RUMMEL, KLEPPER & KAHL, LLP
ID: K000417 - 8
DCN: 13-06-05-0507

Dear Customer:

This is your receipt for \$50.00 to cover the fee for filing the annual continuation report for the above-referenced registered limited liability partnership.

The annual continuation report was filed on June 5, 2013.

If you have any questions, please call (804) 371-9733 or toll-free in Virginia, 1-866-722-2551.

Sincerely,

A handwritten signature in black ink that reads "Joel H. Peck".

Joel H. Peck
Clerk of the Commission

GPACCEPT
CIS0363

P.O. Box 1197, Richmond, VA 23218-1197
Tyler Building, First Floor, 1300 East Main Street, Richmond, VA 23219-3630
Clerk's Office (804) 371-9733 or (866) 722-2551 (toll-free in Virginia) www.scc.virginia.gov/cik
Telecommunications Device for the Deaf-TDD/Voice: (804) 371-8286



Commonwealth of Virginia
State Corporation Commission

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CORPORATE DATA INQUIRY

04/09/14

17:50:18

CORP ID: 0227062 - 7 STATUS: 00 ACTIVE STATUS DATE: 04/22/91
 CORP NAME: **Rinker Design Associates, P.C.**

DATE OF CERTIFICATE: 02/24/1982 PERIOD OF DURATION: INDUSTRY CODE: 70
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: JOHN S WISIACKAS

STREET: ODIN FELDMAN & PITTLEMAN PC AR RTN MAIL:
 1775 WIEHLE AVENUE STE 400
 CITY: RESTON STATE : VA ZIP: 20190
 R/A STATUS: 4 ATTORNEY EFF. DATE: 08/27/12 LOC : 129
 ACCEPTED AR#: 214 03 0074 DATE: 01/30/14 FAIRFAX COUNTY
 CURRENT AR#: 214 03 0074 DATE: 01/30/14 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
14	190.00					20,000

 (Screen Id:/Corp_Data_Inquiry)



Commonwealth of Virginia
State Corporation Commission

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CISM0180

CORPORATE DATA INQUIRY

04/09/14

17:51:03

CORP ID: F049431 - 2 STATUS: 00 ACTIVE STATUS DATE: 12/15/09
 CORP NAME: THOMAS & ASSOCIATES, INC., A. MORTON

DATE OF CERTIFICATE: 11/26/1997 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: MD MARYLAND STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX ROAD, SUITE 285 AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 10/04/13 LOC : 143
 ACCEPTED AR#: 213 15 2685 DATE: 10/16/13 HENRICO COUNTY
 CURRENT AR#: 213 15 2685 DATE: 10/16/13 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
13	400.00					52,000

 (Screen Id:/Corp_Data_Inquiry)



Commonwealth of Virginia
State Corporation Commission

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CISM0180

CORPORATE DATA INQUIRY

04/09/14

17:51:27

CORP ID: 0027211 - 2 STATUS: 00 ACTIVE STATUS DATE: 11/13/09
 CORP NAME: FROEHLING & ROBERTSON, INCORPORATED

DATE OF CERTIFICATE: 10/11/1924 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: 2480.00 MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: WILLIAM H HOOFNAGLE III

STREET: 1900 ONE JAMES CENTER AR RTN MAIL:
 901 E CARY ST
 CITY: RICHMOND STATE : VA ZIP: 23219
 R/A STATUS: 4 ATTORNEY EFF. DATE: 09/21/11 LOC : 216
 ACCEPTED AR#: 213 13 1636 DATE: 08/26/13 RICHMOND CITY
 CURRENT AR#: 213 13 1636 DATE: 08/26/13 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
13	1,700.00					1,100,000

 (Screen Id:/Corp_Data_Inquiry)



Commonwealth of Virginia
State Corporation Commission

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CISM0180

CORPORATE DATA INQUIRY

04/09/14

17:51:50

CORP ID: 0504941 - 6 STATUS: 00 ACTIVE STATUS DATE: 08/04/04
 CORP NAME: **EEE CONSULTING, INC.**

DATE OF CERTIFICATE: 06/23/1998 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: 700.00 MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX ROAD, SUITE 285 AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 10/04/13 LOC : 143
 ACCEPTED AR#: 213 52 4464 DATE: 05/24/13 HENRICO COUNTY
 CURRENT AR#: 213 52 4464 DATE: 05/24/13 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
14	1,700.00				1,700.00	333,000

 (Screen Id:/Corp_Data_Inquiry)



Commonwealth of Virginia State Corporation Commission

S
Cor

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04/09/14

CISM0180

CORPORATE DATA INQUIRY

17:52:15

CORP ID: 0450436 - 1 STATUS: 00 ACTIVE STATUS DATE: 08/22/13
 CORP NAME: PRECISION MEASUREMENTS, INC.

DATE OF CERTIFICATE: 07/24/1995 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: DOUGLAS W DAVIS

STREET: WYNNGATE BUSINESS PARK AR RTN MAIL:
 516 BAYLOR CT
 CITY: CHESAPEAKE STATE : VA ZIP: 23320
 R/A STATUS: 4 ATTORNEY EFF. DATE: 06/04/02 LOC : 236
 ACCEPTED AR#: 213 08 8925 DATE: 05/23/13 CHESAPEAKE CITY
 CURRENT AR#: 213 08 8925 DATE: 05/23/13 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
13	100.00	10.00				5,000

(Screen Id:/Corp_Data_Inquiry)

**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA**

EXPIRES ON
12-31-2014

NUMBER
2701009872

9960 Mayland Dr., Suite 400, Richmond, VA 23233
Telephone: (804) 367-8500

BOARD FOR CONTRACTORS
CLASS A CONTRACTOR
CLASSIFICATIONS H/H

AMERICAN INFRASTRUCTURE-VA INC
300 CONCOURSE BLVD
SUITE 301
GLEN ALLEN, VA 23059



Nick A. Christner
Nick A. Christner, Interim Director

ALTERATION OF THIS DOCUMENT, USE AFTER EXPIRATION, OR USE BY PERSONS OR FIRMS OTHER THAN THOSE NAMED MAY RESULT IN CRIMINAL PROSECUTION UNDER THE CODE OF VIRGINIA.

(SEE REVERSE SIDE FOR NAME AND/OR ADDRESS CHANGE)

(POCKET CARD)

COMMONWEALTH OF VIRGINIA
CLASS A BOARD FOR CONTRACTORS
CONTRACTOR

CLASSIFICATIONS H/H
NUMBER: 2701009872 EXPIRES: 12-31-2014



AMERICAN INFRASTRUCTURE-VA INC
300 CONCOURSE BLVD
SUITE 301
GLEN ALLEN, VA 23059

(DETACH HERE)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
9960 Mayland Dr., Suite 400, Richmond, VA 23233

(FOLD)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION

COMMONWEALTH OF VIRGINIA

9960 Mayland Dr., Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON
02-29-2016

NUMBER
0411000271

BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS
AND LANDSCAPE ARCHITECTS
BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

RUMMEL KLEPPER & KAHL LLP
RK&K
2100 EAST CARY ST
SUITE 309
RICHMOND, VA 23223



Nick A. Christner
Nick A. Christner, Interim Director

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA

BUSINESS ENTITY BRANCH OFFICE REGISTRATION

NUMBER: 0411000271 EXPIRES: 02-29-2016

PROFESSIONS: ENG

RUMMEL KLEPPER & KAHL LLP

RK&K

2100 EAST CARY ST

SUITE 309

RICHMOND, VA 23223



(DETACH HERE)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
9960 Mayland Dr., Suite 400, Richmond, VA 23233

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**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA**

EXPIRES ON
02-29-2016

9960 Mayland Dr., Suite 400, Richmond, VA 23233
Telephone: (804) 367-8500

NUMBER
0411000667

**BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS
AND LANDSCAPE ARCHITECTS**
BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

RUMMEL KLEPPER & KAHL LLP
2901 S. LYNNHAVEN RD
SUITE 300
VIRGINIA BEACH, VA 23452



Nick A. Christner
Nick A. Christner, Interim Director

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA
BOARD FOR APPLICIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000667 EXPIRES: 02-29-2016
PROFESSIONS: ENG
RUMMEL KLEPPER & KAHL LLP
2901 S. LYNNHAVEN RD
SUITE 300
VIRGINIA BEACH, VA 23452



(DETACH HERE)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
9960 Mayland Dr., Suite 400, Richmond, VA 23233

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**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA**

EXPIRES ON
02-29-2016

9960 Mayland Dr., Suite 400, Richmond, VA 23233
Telephone: (804) 367-8500

NUMBER
0411000443

**BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS
AND LANDSCAPE ARCHITECTS**
BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

**RUMMEL KLEPPER & KAHL LLP
RK & K
721 LAKEFRONT COMMONS
SUITE 203
NEWPORT NEWS, VA 23606**



Nick A. Christner
Nick A. Christner, Interim Director

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(SEE REVERSE SIDE FOR NAME AND/OR ADDRESS CHANGE)

(POCKET CARD)

**COMMONWEALTH OF VIRGINIA
BOARD FOR APPELSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000443 EXPIRES: 02-29-2016
PROFESSIONS: ENG**

**RUMMEL KLEPPER & KAHL LLP
RK & K
721 LAKEFRONT COMMONS
SUITE 203
NEWPORT NEWS, VA 23606**



(DETACH HERE)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
9960 Mayland Dr., Suite 400, Richmond, VA 23233

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

9960 Mayland Dr., Suite 400, Richmond, VA 23233
Telephone: (804) 367-8500

EXPIRES ON
02-29-2016

NUMBER
0411000577

BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS
AND LANDSCAPE ARCHITECTS
BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

RUMMEL KLEPPER & KAHL LLP
RK&K
10306 EATON PL STE 240
FAIRFAX, VA 22030



Nick A. Christner
Nick A. Christner, Interim Director

ALTERNATION OF THIS DOCUMENT, USE AFTER EXPIRATION OR USE BY PERSONS OR FIRMS OTHER THAN THOSE NAMED MAY RESULT IN CRIMINAL PROSECUTION UNDER THE CODE OF VIRGINIA.

(SEE REVERSE SIDE FOR NAME AND/OR ADDRESS CHANGE)

(DETACH HERE)

(POCKET CARD) COMMONWEALTH OF VIRGINIA

BOARD FOR APESCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000577 EXPIRES: 02-29-2016
PROFESSIONS: ENG
RUMMEL KLEPPER & KAHL LLP
RK&K
10306 EATON PL STE 240
FAIRFAX, VA 22030



DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
9960 Mayland Dr., Suite 400, Richmond, VA 23233

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PROFESSIONS: ENG

**RUMMEL KLEPPER & KAHL LLP
900 RIDGEFIELD DR STE 350
RALEIGH, NC 27609**



Nick A. Christner
Nick A. Christner, Interim Director

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RUMMEL KLEPPER & KAHL LLP
81 MOSHER ST
BALTIMORE, MD 21217



Jordan N. Dixon
Jordan N. Dixon, Director

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PROFESSIONAL CORPORATION BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

RUNKER DESIGN ASSOCIATES PC
4301 DOMINION BOULEVARD, SUITE 100
GLEN ALLEN, VA 23060



Nick A. Christen
Nick A. Christen, Executive Director

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PROFESSIONAL CORPORATION REGISTRATION

PROFESSIONS: ENG, LS

RINKER DESIGN ASSOCIATES PC
9385 DISCOVERY BOULEVARD
SUITE 200
MANASSAS, VA 20109



Geoffrey N. Hicks
Geoffrey N. Hicks, Director

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PROJECT DATA

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PROFESSIONS: ENG, LS

**RINKER DESIGN ASSOCIATES PC
927 MAPLE GROVE DR STE 105
FREDERICKSBURG, VA 22407**



Carole N. Dik
Carole N. Dik, Director

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
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BUSINESS ENTITY BRANCH OFFICE REGISTRATION

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A MORTON THOMAS AND ASSOCIATES INC
1530 BREEZEPORT WAY, BUILDING 4
SUITE 300
SUFFOLK, VA 23435



Jordan N. Lips
Jordan N. Lips, Director

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FROEHLING & ROBERTSON, INC
3015 DUMBARTON ROAD
RICHMOND, VA 23228



Gordon N. Dixon
Gordon N. Dixon, Director

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12-31-2015

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PROFESSIONS: ENG

EEE CONSULTING INC
8525 BELL CREEK RD
MECHANICSVILLE, VA 23116



Caroline N. Dixon
Caroline N. Dixon, Director

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PROJECT CASE:

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BOARD FOR APPELSODILA
BUSINESS ENTITY REGISTRATION
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NUMBER
0407003345

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AND LANDSCAPE ARCHITECTS
BUSINESS ENTITY REGISTRATION

PROFESSIONS: LS

PRECISION MEASUREMENTS INC
851 SEAHAWK CIR
SUITE 103
VIRGINIA BEACH, VA 23452



Gordon N. Dixon
Gordon N. Dixon, Director

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BOARD FOR APPELSCIDLA
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PROFESSIONS: LS
PRECISION MEASUREMENTS INC
851 SEAHAWK CIR
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BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: LS

PRECISION MEASUREMENTS INC
813 DILIGENCE DRIVE
SUITE 121B
NEWPORT NEWS, VA 23606



Gordon N. Dixon
Gordon N. Dixon, Director

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PROFESSIONS: LS
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813 DILIGENCE DRIVE
SUITE 121B
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PROFESSIONAL ENGINEER LICENSE**

**MICHAEL RAY DAVIS
29070 SUNBEAM ROAD
FRANKLIN, VA 23851**



Gordon N. Dixon
Gordon N. Dixon, Director

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**BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS
AND LANDSCAPE ARCHITECTS
PROFESSIONAL ENGINEER LICENSE**

**GARY SEBASTIAN JOHNSON
3808 IVORY CT
RICHMOND, VA 23233**



Heather N. Dizon
Heather N. Dizon, Director

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BOARD FOR APELSCIDLA
PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402033863 EXPIRES: 09-30-2015**

**GARY SEBASTIAN JOHNSON
3808 IVORY CT
RICHMOND, VA 23233**



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PROFESSIONAL ENGINEER LICENSE**

**MICHAEL TIMOTHY MERRITT
1005 SETTLERS LANDING CT
WAKE FOREST, NC 27587**



Gordon N. Dussa
Gordon N. Dussa, Director

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PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402048200 EXPIRES: 10-31-2014**



**MICHAEL TIMOTHY MERRITT
1005 SETTLERS LANDING CT
WAKE FOREST, NC 27587**

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PROFESSIONAL ENGINEER LICENSE

DARELL LEE FISCHER
14101 SPRING GATE TERRACE
MIDLOTHIAN, VA 23112



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PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402023296 EXPIRES: 06-30-2014

DARELL LEE FISCHER
14101 SPRING GATE TERRACE
MIDLOTHIAN, VA 23112



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8660 Mayland Dr., Suite 400, Richmond, VA 23233

Darell N. Fischer
Darell N. Fischer, Director

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BUSINESS REGISTRATION

RINKER DESIGN ASSOCIATES PC
9385 DISCOVERY BOULEVARD SUITE 200
MANASSAS VA 20109



Gordon N. Dixon

Gordon N. Dixon, Director

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COMMONWEALTH OF VIRGINIA**

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Telephone: (804) 367-8500

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BUSINESS REGISTRATION**

RINKER DESIGN ASSOCIATES P C

927 MAPLE GROVE DR STE 105

FREDERICKSBURG VA 22407



A handwritten signature in blue ink, appearing to read "Gordon N. Dixon".

Gordon N. Dixon, Director

Appendix 3.3.1 Key Personnel Resumes



A Design-Build TEAM

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.																
a. Name & Title: ED HILFERTY, VICE PRESIDENT OF CONSTRUCTION																
b. Project Assignment: DESIGN-BUILD PROJECT MANAGER (DBPM)																
c. Name of Firm with which you are now associated: AI																
<p>d. Years experience: With this Firm <u>17</u> Years With Other Firms <u>6</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p>American Infrastructure (AI), VP of Construction (2012–2014): Mr. Hilferty is responsible for overall management of the construction process, including managing design-build projects, construction quality management, and contract administration. He manages all coordination with owners (including VDOT) and other stakeholders and is responsible for customer satisfaction. He oversees project planning and scheduling work activities, submittals, pay estimates, and safety for all phases of construction. His responsibilities include overall management of the design and construction process, including all Quality Control (QC) activities to ensure the materials used and work performed meet contract requirements and the “approved for construction” plans and specifications.</p> <p>American Infrastructure, Senior Project Manager (2002–2012): As Senior Project Manager, Mr. Hilferty was responsible for managing all aspects of his projects including planning and scheduling work activities, coordination with the owner and other stakeholders, design consultants, private utility owners, and public outreach for all phases of construction. He oversaw the field construction activities to ensure project delivery met or exceeded all expectations of quality, safety, environment, schedule, and budget. Mr. Hilferty simultaneously managed up to 10 projects for a combined value of \$125M.</p> <p>American Infrastructure, Project Manager (1997–2002): Mr. Hilferty managed all aspects of his projects which ranged in value up to \$55M. His responsibilities included: planning and scheduling work activities, engineering, submittals, pay estimates, coordination with owner, subcontractors, suppliers and other stakeholders, customer satisfaction, and safety for all phases of construction. Mr. Hilferty supervised multiple Project Engineers.</p> <p>SUMMARY OF RELEVANT EXPERIENCE</p> <table border="0"> <tr> <td>▪ 23 Years Experience</td> <td>▪ Complex TMP / MOT Planning and Execution</td> <td>▪ Railroad Coordination / Bridge Construction Expertise</td> </tr> <tr> <td>▪ 6 Years as a DBPM</td> <td>▪ SWM / Drainage / Permitting on DB and DBB Projects</td> <td>▪ Geotechnical Soil Consolidation Test Program Construction</td> </tr> <tr> <td>▪ Interstate widening projects</td> <td></td> <td></td> </tr> <tr> <td>▪ Design oversight</td> <td></td> <td></td> </tr> <tr> <td>▪ Construction QC</td> <td></td> <td></td> </tr> </table>		▪ 23 Years Experience	▪ Complex TMP / MOT Planning and Execution	▪ Railroad Coordination / Bridge Construction Expertise	▪ 6 Years as a DBPM	▪ SWM / Drainage / Permitting on DB and DBB Projects	▪ Geotechnical Soil Consolidation Test Program Construction	▪ Interstate widening projects			▪ Design oversight			▪ Construction QC		
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▪ 6 Years as a DBPM	▪ SWM / Drainage / Permitting on DB and DBB Projects	▪ Geotechnical Soil Consolidation Test Program Construction														
▪ Interstate widening projects																
▪ Design oversight																
▪ Construction QC																
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Drexel University, Philadelphia, PA/BS/1994/Civil Engineering																
f. Active Registration: Year First Registered/ Discipline/VA Registration #: N/A																
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <ol style="list-style-type: none"> <i>Note your specific responsibilities and authorities for each project, not those of the firm.</i> <i>Note whether experience is with current firm or with other firm.</i> <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <p>(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)</p> <p>I-95 Express Toll Lanes from I-695 to Campbell Blvd., White Marsh, MD (\$53.7M)</p> <table border="0"> <tr> <td>1. Construction of 1.8 miles of I-95 including contingent repairs to the existing MD 43 bridges over I-95. The existing eight-lane divided highway was reconfigured to eight general purpose lanes and four ETL’s. AI maintained four lanes of traffic through this congested corridor at all times and completed this schedule within schedule and budget. Mr. Hilferty was responsible for all aspects of construction including owner coordination, roadway, earthwork and utility construction, TMP / MOT planning and execution, subconsultant management, bridge repairs, safety, schedule and budget.</td> <td> Relevance to the Project ✓ Interstate Widening ✓ Increased capacity ✓ Complex TMP / MOT ✓ Bridge repairs </td> </tr> <tr> <td>2. AI; Project Manager</td> <td>3. May 2008 – Dec. 2010</td> </tr> </table>		1. Construction of 1.8 miles of I-95 including contingent repairs to the existing MD 43 bridges over I-95. The existing eight-lane divided highway was reconfigured to eight general purpose lanes and four ETL’s. AI maintained four lanes of traffic through this congested corridor at all times and completed this schedule within schedule and budget. Mr. Hilferty was responsible for all aspects of construction including owner coordination, roadway, earthwork and utility construction, TMP / MOT planning and execution, subconsultant management, bridge repairs, safety, schedule and budget.	Relevance to the Project ✓ Interstate Widening ✓ Increased capacity ✓ Complex TMP / MOT ✓ Bridge repairs	2. AI; Project Manager	3. May 2008 – Dec. 2010											
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2. AI; Project Manager	3. May 2008 – Dec. 2010															

U.S. 40 at MD 715 Interchange Improvements Design-Build Project, Harford Co., MD (\$17.7M)

1. Reconstruction of the interchange at U.S. 40 and MD 715 and widening of MD 715 from 4 lanes to 6. The project is adjacent to the Aberdeen Proving Grounds (APG) and was required to accommodate additional military personnel being relocated to APG as part of the BRAC initiative. Access to the APG has been improved for over 8,700 vehicles arriving each morning. The scope included bridge widening, 2.4 miles of roadway improvements with extensive MOT detour plans and TMP to minimize construction impacts to the public. Mr. Hilferty was responsible for all aspects of design and construction including QA/QC, owner communication and facilitation of design and construction collaboration, safety, budget and schedule.
2. AI; Design-Build Project Manager
3. Oct. 2010 – July 2012

Relevance to the Project

- ✓ Design-Build
- ✓ Geotechnical investigations
- ✓ Complex TMP / MOT
- ✓ Increased capacity

I-695 from I-97 to Route 10 Design-Build Project, Anne Arundel, County, MD (\$9.5M)

1. Interstate Design-Build improvement project consisting of three miles of interstate widening long I-695 from Interstate 97 to Route 10. Project included geotechnical investigations, SWM, drainage, excavation, stone and pavement. The Project required extensive MOT for uninterrupted traffic flow on I-695. The Project also required SWM upgrades for existing facilities and the construction of new SWM, including environmental issues and permitting related to Waters of the US, including wetlands. Mr. Hilferty was responsible for all aspects of design and construction including QA/QC, owner communication, facilitating design and construction collaboration, construction oversight / management, subcontractor coordination, safety, schedule and budget. Mr. Hilferty and AI delivered this project 6 months ahead of schedule
3. AI; Design-Build Project Manager
3. Dec. 2000 – July 2001

Relevance to the Project

- ✓ Interstate DB Widening
- ✓ Complex TMP / MOT
- ✓ Geotechnical Investigations
- ✓ SWM / Drainage
- ✓ Permitting

Route 43 Extension, White Marsh, MD (\$49.3M)

1. Construction of 3.8 miles of new four lane divided highway through environmentally sensitive wetlands and watershed adjacent to the Chesapeake Bay. Scope included five bridges, rehabilitation of four existing bridges, and three parallel 180' runs of 84" RCP allowing water flow from one side of the highway to the other. AI conducted extensive MOT involving bridge work over MD Route 40 and Amtrak and MARC Facilities. The project was completed on schedule. Mr. Hilferty was responsible for all aspects of construction including owner coordination, roadway, bridges, earthwork, utility construction, railroad coordination / bridge construction, subconsultant management, safety, schedule and budget.
2. AI; Project Manager
3. Sept. 2004 – Sept. 2009

Relevance to the Project

- ✓ Roadway / Bridge Construction
- ✓ Railroad Coordination / Bridge Construction
- ✓ Safety Improvements
- ✓ ROW Acquisition

VDOT Route 460 Design-Build Project, Petersburg to Suffolk, VA

1. New construction of 55 miles of four-lane, divided, limited-access highway including 75 bridges, 7 interchanges, and two termini. This project provides significant safety improvements through the five counties it spans. Mr. Hilferty is responsible for all elements of the project including contract management; design coordination and oversight; QA/QC management; communication with VDOT, stakeholders, and the public; and construction operations. He led efforts to develop and implement a soil consolidation test program to assist the design team with predicting anticipated soil consolidation rates based on a placed fill. He coordinated with multiple state and federal agencies including FHWA, USFWS, USACE, VMRC, VDEQ, Port Authority and the Department of Historic Resources. The Project is currently experiencing a work stoppage while FHWA / VDOT work with USACE to resolve a Supplemental EIS and permitting issues.
2. AI; VP of Construction
3. Dec. 2012 – Unknown (Under Work Stoppage)

Relevance to the Project

- ✓ Design-Build
- ✓ Roadway / Bridge Construction
- ✓ Safety Improvements
- ✓ ROW Acquisition
- ✓ Permitting

* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

- Mr. Hilferty is not required to be on-site full-time for the duration of construction.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.									
a. Name & Title: MICHAEL DAVIS, PE, CCM, ASSOCIATE									
b. Project Assignment: QUALITY ASSURANCE MANAGER (QAM)									
c. Name of Firm with which you are now associated: AMT									
d. Years experience: With this Firm <u>1</u> Years With Other Firms <u>24</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below): A. Morton Thomas and Associates, Inc., (AMT) Associate; Feb. 2013 – Present: Mr. Davis is an integral team member of senior management with a concentration in the management and quality assurance of complex, sizeable transportation projects. He is currently overseeing three design-build projects providing oversight and inspection services. He is representing the District in managing the projects to ensure the Quality Assurance and Quality Control plans are followed. The projects are I-264 & I-64 Pavement Rehabilitation (\$30.7M); I-64 Pavement Rehabilitation (\$14.5M); and I-264 Pavement Rehabilitation (\$61M). VDOT, Assistant District Administrator-District Construction Engineer; Oct. 2010 – Feb. 2013: Mr. Davis managed the Hampton Roads District Construction Program which included independently overseeing the Construction Unit in administering VDOT maintenance and construction contracts throughout the District. He was responsible for the delivery of quality projects through the oversight of his staff and the contractor for each project performing the roles of Quality Control Inspection and Quality Assurance Inspection. In addition to oversight, he ensured his staff members were properly trained and met performance metrics established for the District and State. He built successful working relationships with various levels of government, elected officials, the private sector, other Assistant District Administrators, and employees to better serve the public in meeting transportation needs. By 2013, the program consisted of 51 projects valued at \$460M. VDOT, Area Construction Engineer; Oct. 2005 – Oct. 2010: Mr. Davis executed construction management for all construction and maintenance projects within geographic region of the District including two of the four tunnels in the District. He successfully managed a team of inspectors and construction managers meeting the performance metrics of on time, on budget, CQIP, and Environmental Compliance yearly. He was the Responsible Charge for assigned projects ensuring that VDOT’s Quality Management Plan was being met. A typical construction season consisted of up to 20 contracts with a total value of approximately \$20-\$30M. VDOT, Acting Project Controls Engineer/Area Construction Engineer; May 2008 – Aug. 2008: Mr. Davis served dual roles as Area Construction Engineer and Acting Project Controls Engineer. He was responsible for all consultant contracts providing inspectors and engineering review service. He collaborated with Preliminary Engineering in the development of Special Provisions for contacts during design phase. He also oversaw timely and accurate reporting of project data such as budget expenses and schedules for individual projects. McLean Contracting Company - Southern Division, Project Manager; May 2003 – Oct. 2005: For each awarded contract, Mr. Davis established tracking methods and tracked performance. He issued subcontracts and purchase orders. He developed project schedules and ensured appropriate timetables. He was responsible for all project submittals and negotiated change orders. He reviewed quality control of work and materials and provided false work design calculations as needed. He also provided quality control management for Navy contracts through setting up the contracts quality control plan and overseeing the plan in the field. McLean Contracting Company - Southern Division, Superintendent; June 1998 – May 2003: Mr. Davis successfully completed major bridge and pier contracts in mid-Atlantic states on time and with profit. SUMMARY OF RELEVANT EXPERIENCE <table border="0"><tr><td>▪ 25 Years of Specific Experience</td><td>▪ 40 + VDOT Construction & Maintenance Projects</td><td>▪ Multiple Roadway and Bridge Construction Projects within Hampton Roads District</td></tr><tr><td>▪ 11 Years of VDOT Quality Experience</td><td>▪ Six Bridges and Naval Pier Contract Experience as Contractor</td><td>▪ Responsible Charge Engineer</td></tr><tr><td>▪ Currently VDOT QAM on I-64/264 Pavement Rehab. project</td><td>▪ Responsible Charge Engineer</td><td>▪ Certified Quality Control Manager with USACE</td></tr></table>	▪ 25 Years of Specific Experience	▪ 40 + VDOT Construction & Maintenance Projects	▪ Multiple Roadway and Bridge Construction Projects within Hampton Roads District	▪ 11 Years of VDOT Quality Experience	▪ Six Bridges and Naval Pier Contract Experience as Contractor	▪ Responsible Charge Engineer	▪ Currently VDOT QAM on I-64/264 Pavement Rehab. project	▪ Responsible Charge Engineer	▪ Certified Quality Control Manager with USACE
▪ 25 Years of Specific Experience	▪ 40 + VDOT Construction & Maintenance Projects	▪ Multiple Roadway and Bridge Construction Projects within Hampton Roads District							
▪ 11 Years of VDOT Quality Experience	▪ Six Bridges and Naval Pier Contract Experience as Contractor	▪ Responsible Charge Engineer							
▪ Currently VDOT QAM on I-64/264 Pavement Rehab. project	▪ Responsible Charge Engineer	▪ Certified Quality Control Manager with USACE							
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Old Dominion University, Norfolk, VA/BS/1989/Civil Engineering Technology									
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 1998/Professional Engineer/VA (#0402028305); 2012/Certified Construction Manager (CCM) (#A2364) 2009/Masters Certificate for Project Management from The George Washington University									



- g. Document the extent and depth of your experience and qualifications relevant to the Project.
1. *Note your specific responsibilities and authorities for each project, not those of the firm.*
 2. *Note whether experience is with current firm or with other firm.*
 3. *Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.*

(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)

VDOT I-64 & I-264 Paving Program Design Builds, Norfolk & Virginia Beach, VA (\$106.2M)

- | | | |
|---|---|--|
| <ol style="list-style-type: none"> 1. Providing oversight inspection services for three DB projects. Representing the District by ensuring the QA/QC plans are followed. The projects are I-264 & I-64 Pavement Rehabilitation-\$30.7M, I-64 Rehabilitation-\$14.5M, and I-264 Pavement Rehabilitation-\$61M. 2. AMT; QAM | <ol style="list-style-type: none"> 3. April 2014 – Present | <p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ VDOT Design Build ✓ QAM Services ✓ Doc. Mgmt. Submittal Reviews |
|---|---|--|

Roads, VDOT Pavement Maintenance Program – Construction Phase, Hampton VA (\$55.9M)

- | | | |
|---|--|---|
| <ol style="list-style-type: none"> 1. Mr. Davis was responsible for the Construction Phase of the overall District Maintenance Program through a staff of engineers and technicians. During his last year as the DCE, he oversaw 12 asphalt overlay projects located throughout the District valued at \$33M and six concrete pavement repair contracts in the I-64 and I-264 corridor and valued at \$22.9M. To ensure that a quality product was delivered, a team of engineers/technicians oversaw these projects which included QA of the material for District Engineers along with their staff of other engineers and technicians who administer the Construction Management and oversaw the Quality Control of the contractor’s performance. 2. VDOT; HR District CE | <ol style="list-style-type: none"> 3. Feb. 2012 – Feb. 2013 | <p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ VDOT Project ✓ QA/QC Oversight ✓ Complex MOT |
|---|--|---|

VDOT Hampton Boulevard Grade Separation, Norfolk, VA (\$38M)

- | | | |
|--|--|--|
| <ol style="list-style-type: none"> 1. This project provides grade separation on the Hampton Boulevard (Rt. 337) to allow traffic on Hampton Blvd. to cross under the main rail road line leading into the Port. Project includes utilities, milling, asphalt replacement/paving, pavement marking, MOT both day and night. This project involved ensuring that subgrades, piles, and concrete structures were built in accordance to the specifications. Through the use of a staff of inspectors, engineers, and resources, the project is being built to the quality as defined in the specifications. AI is constructing this project which included negotiations with the Navy, Railroad, FHWA, and the City of Norfolk. 2. VDOT; HR District CE | <ol style="list-style-type: none"> 3. June 2009 – Feb. 2013 | <p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ VDOT Project ✓ QA/QC Oversight ✓ Railroad Bridge ✓ MOT |
|--|--|--|

VDOT MMBT/I-664 Fire Main Street Replacement, Suffolk, VA (\$5.6M)

- | | | |
|---|--|--|
| <ol style="list-style-type: none"> 1. Work on this \$4.5M project included removal the existing fire main system throughout the tunnel and replacement of the 10 inch supply line located in the air duct way under the roadway and replace the supply lines to the individual fire niches located on the roadway level above. Work included paving, concrete patching, pavement marking, and MOT at night. The contract was issued for \$4.5M with the final cost completing at \$5.6M. Responsible for the quality of the final product delivered by the contractor. 2. VDOT; HR District ACE | <ol style="list-style-type: none"> 3. June 2005 – July 2007 | <p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ VDOT Project ✓ QA Oversight ✓ MOT ✓ Structural |
|---|--|--|

VDOT Blackwater River Bridge Replacement – Route 40, Franklin, VA (\$4.3M)

- | | | |
|---|---|--|
| <ol style="list-style-type: none"> 1. This 2,500 linear foot \$4.3M project consisted of replacing an existing bridge and widening the roadway approaches. This was performed while maintaining the roadway open to traffic. Mr. Davis’ responsibilities comprised of performing constructability reviews, developing construction cost estimates, creating needed time frame to construct the project, and assisting in special provisions to the contract during the design phase of this project. He also ensured that contractor delivered a quality project through a team of inspectors ensuring that QA/QC controls were in place and monitored. 2. VDOT; HR District; ACE | <ol style="list-style-type: none"> 3. May 2008 – Feb. 2010 | <p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ VDOT Project ✓ QA/QC Monitoring ✓ Road Widening ✓ Bridge Replacement |
|---|---|--|
- *On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

- Mr. Davis is currently involved in on call engineering support for various projects with anticipated completion of Dec. 2014; Construction Specifications Review (VDOT Central Office) / Training Materials (Materials Section) with anticipated completion of June 2015; and is serving as QAM on a D-B contract through Dec. 2015. He is available to commence onsite full time as QAM throughout construction (beginning Jan. 2016).

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.														
a. Name & Title: MICHAEL T. MERRITT, PE – SENIOR MANAGER, TRANSPORTATION														
b. Project Assignment: DESIGN MANAGER (DM)														
c. Name of Firm with which you are now associated: RK&K														
d. Years experience: With this Firm <u>19</u> Years With Other Firms <u>6</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below):														
<p>Senior Manager, Transportation, RK&K; 2003-Present: Mr. Merritt is a Senior Manager with 25 years of experience in the preparation of roadway design plans for state, federal and municipal transportation projects. He excels in the design and coordination of rural and urban roadway and highway facilities including complex interchanges. His responsibilities include the management, coordination and preparation of roadway plans from planning stages through final plans and specifications. He manages design teams of up to 15 engineers.</p> <p>Roadway Project Manager, RK&K; 1995- 2003: In his role as a Roadway Project Manager, Mr. Merritt developed, prepared roadway design plans for state, federal and municipal transportation projects. He progressed from managing small projects to managing larger interstate projects and sections of design-build projects. In this role, he managed design teams of three to eight engineers. Prior to this role, he served as an Assistant Project Design Engineer in the NCDOT Roadway Design Unit for more than four years and also completed the 18 month training program for engineers.</p>														
SUMMARY OF RELEVANT EXPERIENCE														
<ul style="list-style-type: none"> ▪ 25 years of transportation experience ▪ 18 years of design management experience ▪ Routinely manages multi-disciplinary teams 	<ul style="list-style-type: none"> ▪ Roadway widening and rehabilitation ▪ Coordinates multidisciplinary engineering services 	<ul style="list-style-type: none"> ▪ Expertise in roadway improvement projects ▪ Extensive Design Build Experience ▪ Complex TMP/MOT oversight 												
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: North Carolina State University, Raleigh, NC/BS/1989/Civil Engineering														
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 2010/Professional Engineer/VA (#0402048200)														
g.														
h. Document the extent and depth of your experience and qualifications relevant to the Project.														
<ol style="list-style-type: none"> 1. <i>Note your specific responsibilities and authorities for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <p>(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)</p>														
Interstate 40 Widening (Design-Build), Wake Co., NC (\$49M)														
<ol style="list-style-type: none"> 1. Mr. Merritt was responsible roadway design, management, and coordination of this 6.4 mile widening of an interstate. As a design-build project, it displays Mr. Merritt's management and design expertise. The scope under Mr. Merritt's responsibility and leadership included roadway design, bridge widening design, hydraulic design, traffic control, pavement markings, traffic signals, signing, erosion control, utilities, environmental permits, and public involvement. He divided the project into different work packages to allow for construction to start earlier than previously schedule and was then able to deliver the completed project a full year ahead of schedule. This acceleration was well received by the client as well as the 130,000 vehicles a day that travel on this facility. 2. RK&K; Roadway Design Project Manager and Deputy Design Manager 	<table border="0" style="width: 100%;"> <tr> <td style="border-right: 1px solid black; padding-right: 5px;">Relevance to the Project</td> <td></td> </tr> <tr> <td style="border-right: 1px solid black; padding-right: 5px;">✓ <i>Design Build</i></td> <td></td> </tr> <tr> <td style="border-right: 1px solid black; padding-right: 5px;">✓ <i>Interstate Design</i></td> <td></td> </tr> <tr> <td style="border-right: 1px solid black; padding-right: 5px;">✓ <i>Interstate Widening</i></td> <td></td> </tr> <tr> <td style="border-right: 1px solid black; padding-right: 5px;">✓ <i>Project Size</i></td> <td></td> </tr> <tr> <td style="border-right: 1px solid black; padding-right: 5px;">✓ <i>Bridge Design</i></td> <td></td> </tr> </table>	Relevance to the Project		✓ <i>Design Build</i>		✓ <i>Interstate Design</i>		✓ <i>Interstate Widening</i>		✓ <i>Project Size</i>		✓ <i>Bridge Design</i>		<ol style="list-style-type: none"> 3. Nov. 2009 – June 2011
Relevance to the Project														
✓ <i>Design Build</i>														
✓ <i>Interstate Design</i>														
✓ <i>Interstate Widening</i>														
✓ <i>Project Size</i>														
✓ <i>Bridge Design</i>														

U-4763B, Triangle Parkway (Design-Build), Durham and Wake Co., NC (\$137M)

1. Mr. Merritt was responsible for the Design Quality Plan and overall design quality for this for this 3.0-mile, North Carolina Turnpike Authority (NCTA) Design-Build Toll Road. As the first operating toll road in North Carolina, the Parkway is a six-lane divided, controlled access facility with a 46-foot median.

Relevance to the Project

- ✓ Design Build
- ✓ Interstate Design
- ✓ Interstate Widening
- ✓ Project Size

This project required extensive design coordination with two future projects at the termini (I-40 and NC 540), a project that was under construction on Davis Drive, as well as coordination with several active stakeholders such as the EPA and Cisco Systems. The project includes a new bridge on Kit Creek Road over Triangle Parkway, dual bridges on Triangle Parkway over Davis Drive, a new bridge on Hopson Road over Triangle Parkway, dual bridges over Burdens Creek, replacement of bridge on NC 54, and a 1,500-foot long noise wall. Under the direction of Mr. Merritt, the team submitted the highest technical design score of 92.8% and the lowest cost proposal.

2. RK&K; Design Quality Manager

3. Aug. 2008 – Dec. 2011

R-4463B, NC 43 Connector (Design-Build), New Bern, Craven County, NC (\$42.2M)

1. Roadway Design Project Manager and Deputy Design Manager responsible for roadway design, management, and coordination of this 2.5 mile design-build project. The connector is a four-lane facility with a 46-foot median and partial control of access. The project includes the reconstruction of the NC 43/NC 55 intersection and widened and improved approximately 0.5 mile of NC 55. The

Relevance to the Project

- ✓ Design Build
- ✓ Freeway Widening
- ✓ Bridges
- ✓ High Volume of Traffic

scope under Mr. Merritt's responsibility included roadway design, bridge design, hydraulic design, traffic control, pavement markings, traffic signals, signing, erosion control, utilities, environmental permits, right-of-way, railroad coordination, and public involvement. Under the direction of Mr. Merritt, the team received the highest technical design score of 96% and this was the first NCDOT design-build project where the winner was determined by the technical score. **The project was completed 12-months ahead of schedule.**

2. RK&K; Roadway Project Manager and Deputy Design Manager

3. Nov. 2006- June 2009

US 70 Goldsboro Bypass, Wayne County, NC (\$90M)

1. Roadway Project Manager and Deputy Design Manager responsible for roadway design, right-of-way plans, and final design. In addition to providing preliminary design, minimizing environmental and social impacts for the 21-mile project, RK&K, under the direction of Mr. Merritt, prepared right-of-way plans, and final construction plans for an 8.9-mile portion of this project. This project includes the design of an 8.9-mile, \$90M, new location, four-lane divided freeway with a 46-foot median width, four interchanges and six grade separations. The scope of work included roadway design, hydraulic design, preparation of permit drawings, traffic control and staging plans, preliminary bridge design plans, a design noise report, and the preparation of right of way plans.

Relevance to the Project

- ✓ Freeway Design
- ✓ Freeway Widening
- ✓ Bridges
- ✓ Project Size

2. RK&K; Roadway Project Manager and Deputy Design Manager

3. June 2005 – March 2007

I-795 (US 17 Bypass) from Goldsboro to Wilson, Wayne County, NC (\$40M)

1. Mr. Merritt was the Roadway Project Manager and Deputy Design Manager responsible for the roadway design, right-of-way plans, final design, and project coordination/management. Mr. Merritt provided Transportation Planning for the entire 23-mile project which serves as a vital link from I-95 to I-40. In addition to preparing the Final Environmental Impact Statement (FEIS) and Record of Decision (ROD), RK&K, under Mr. Merritt's leadership, prepared final construction plans for the southern 8.5-mile portion of the 23-mile project. The project also included widening a one-mile section of US 70 to a six-lane curb and gutter median section, two interchanges (a four-ramp diamond-type interchange with one loop with US 70 and a freeway-to-freeway interchange with the proposed US 70 Goldsboro Bypass), and grade separations at Salem Church Road, Belfast Road, Stoney Hill Road, and Nahunta Road.

Relevance to the Project

- ✓ Freeway Design
- ✓ Bridges
- ✓ Freeway Widening

2. RK&K; Roadway Project Manager and Deputy Design Manager

3. August 1999 – June 2003

* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

- i. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

- Mr. Merritt is not required to be on-site full time for the duration of construction.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.										
a. Name & Title: JEFFREY L. SNOW, SENIOR PROJECT MANAGER										
b. Project Assignment: CONSTRUCTION MANAGER (CM)										
c. Name of Firm with which you are now associated: AI										
<p>d. Years experience: With this Firm <u>12</u> Years With Other Firms <u>2</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p>AMERICAN INFRASTRUCTURE, SR. PROJECT MANAGER; 2013-2014: Mr. Snow manages all aspects of his projects including planning and scheduling work activities; coordination with the owner & other stakeholders, design consultants, private utility owners; and public outreach for all phases of construction. He oversees the field construction activities to ensure project delivery that meets or exceeds all expectations of quality, safety, environment, schedule, and budget. Mr. Snow manages Project Engineers and other Project Managers in this role. He is responsible for multiple concurrent projects worth over \$55M.</p> <p>AMERICAN INFRASTRUCTURE, PROJECT MANAGER; 2005-2013: Mr. Snow managed all aspects of his projects which ranged in value up to \$55M. His responsibilities included: planning and scheduling work activities, engineering, submittals, pay estimates, coordination with owner, subcontractors, suppliers and other stakeholders, customer satisfaction, and safety for all phases of construction. Mr. Snow supervised multiple Project Engineers.</p> <p>AMERICAN INFRASTRUCTURE, PROJECT ENGINEER; 2002-2005: Mr. Snow was responsible for submittals & approvals of shop drawings and materials, workplans for crews, safety planning & QA/QC for structural work, scheduling of structural crews and related subcontractors, owner liaison for structures and schedule for multiple projects at a time.</p> <p>J. A. JONES, CO-OP PARTNER; 1998-1999: Mr. Snow provided Project Engineering on a sewer treatment plant in Charlotte, NC.</p> <p>SUMMARY OF RELEVANT EXPERIENCE</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">▪ 14 Years Experience</td> <td style="width: 33%;">▪ 2 Interstate Widening projects</td> <td style="width: 33%;">▪ Railroad Coordination / Bridge Construction Experience</td> </tr> <tr> <td>▪ 4 Years of CM Design-Build Experience</td> <td>▪ Complex TMP/MOT plan implementation</td> <td>▪ Utility Coordination / Relocations</td> </tr> <tr> <td>▪ VDOT DBB Construction Manager Experience</td> <td>▪ 12 years Continuous / Progressive Construction Experience with AI</td> <td>▪ Construction QC oversight</td> </tr> </table>		▪ 14 Years Experience	▪ 2 Interstate Widening projects	▪ Railroad Coordination / Bridge Construction Experience	▪ 4 Years of CM Design-Build Experience	▪ Complex TMP/MOT plan implementation	▪ Utility Coordination / Relocations	▪ VDOT DBB Construction Manager Experience	▪ 12 years Continuous / Progressive Construction Experience with AI	▪ Construction QC oversight
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▪ 4 Years of CM Design-Build Experience	▪ Complex TMP/MOT plan implementation	▪ Utility Coordination / Relocations								
▪ VDOT DBB Construction Manager Experience	▪ 12 years Continuous / Progressive Construction Experience with AI	▪ Construction QC oversight								
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Polytechnic Institute and State University, Blacksburg, VA/BS/2000/Civil Engineering Virginia Polytechnic Institute and State University, Blacksburg, VA/MS//2002/Civil Engineering										
f. Active Registration: Year First Registered/ Discipline/VA Registration #: Mr. Snow will hold Virginia DEQ RLD Certification and VDOT ESCC Certification prior to the commencement of construction.										
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <ol style="list-style-type: none"> 1. <i>Note your specific responsibilities and authorities for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <p>(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)</p> <p>US 40 at MD 715 Interchange Improvements Design-Build Project, Harford Co., MD, (\$17.7M)</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 70%;"> <ol style="list-style-type: none"> 1. Reconstruction of the interchange at US 40 and MD 715 and widening of MD 715 from 4 lanes to 6. The project is adjacent to the Aberdeen Proving Grounds (APG) and was required to accommodate additional military personnel being relocated to APG as part of the BRAC initiative. Access to the APG has been improved for over 8,700 vehicles arriving each morning. The scope included bridge widening, 2.4 miles of roadway improvements with extensive MOT detour plans and TMP to minimize construction impacts to the public. Mr. Snow was responsible for collaborating with the design team and providing construction input into design, managing construction operations including schedule and resource management, safety and subcontractor management, and quality control. </td> <td style="width: 30%; vertical-align: top; border-left: 1px solid black; padding-left: 10px;"> <p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ <i>Design-Build</i> ✓ <i>Primary Roadway Widening under Traffic</i> ✓ <i>Geotechnical Investigations</i> ✓ <i>Complex MOT</i> ✓ <i>Increased capacity</i> </td> </tr> </table>		<ol style="list-style-type: none"> 1. Reconstruction of the interchange at US 40 and MD 715 and widening of MD 715 from 4 lanes to 6. The project is adjacent to the Aberdeen Proving Grounds (APG) and was required to accommodate additional military personnel being relocated to APG as part of the BRAC initiative. Access to the APG has been improved for over 8,700 vehicles arriving each morning. The scope included bridge widening, 2.4 miles of roadway improvements with extensive MOT detour plans and TMP to minimize construction impacts to the public. Mr. Snow was responsible for collaborating with the design team and providing construction input into design, managing construction operations including schedule and resource management, safety and subcontractor management, and quality control. 	<p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ <i>Design-Build</i> ✓ <i>Primary Roadway Widening under Traffic</i> ✓ <i>Geotechnical Investigations</i> ✓ <i>Complex MOT</i> ✓ <i>Increased capacity</i> 							
<ol style="list-style-type: none"> 1. Reconstruction of the interchange at US 40 and MD 715 and widening of MD 715 from 4 lanes to 6. The project is adjacent to the Aberdeen Proving Grounds (APG) and was required to accommodate additional military personnel being relocated to APG as part of the BRAC initiative. Access to the APG has been improved for over 8,700 vehicles arriving each morning. The scope included bridge widening, 2.4 miles of roadway improvements with extensive MOT detour plans and TMP to minimize construction impacts to the public. Mr. Snow was responsible for collaborating with the design team and providing construction input into design, managing construction operations including schedule and resource management, safety and subcontractor management, and quality control. 	<p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ <i>Design-Build</i> ✓ <i>Primary Roadway Widening under Traffic</i> ✓ <i>Geotechnical Investigations</i> ✓ <i>Complex MOT</i> ✓ <i>Increased capacity</i> 									

2. AI; Construction Manager

3. Oct. 2010 – July 2012

I-95 ETL's from I-695 to Campbell Blvd., White Marsh, MD, (\$53.7M)

1. Construction of 1.8 miles of I-95 including contingent repairs to the existing MD 43 bridges over I-95. The existing eight-lane divided highway was reconfigured to eight general purpose lanes and four ETL's. Under Mr. Snow's direction, AI safely maintained four lanes of traffic through this congested corridor at all times and completed this project within schedule and budget. Mr. Snow was responsible for project team leadership, managing project schedule within budget, and coordination with adjacent contracts working within the same corridor. **He also managed a variety of additions to project scope, as requested by the Owner, due to a strong relationship developed over the course of the project.**

Relevance to the Project

- ✓ Interstate Inside Widening
- ✓ Increased Capacity
- ✓ Bridge Repairs
- ✓ Complex TMP / MOT

2. AI; Construction Manager

3. July 2007 – Dec. 2010

Fort Avenue Bridge Project, Baltimore, MD (\$7.1M)

1. This fast-tracked, 10 month project included construction of a four-lane bridge and shoulders across CSX railroad in the Locust Point area of Baltimore City. Construction included demolition of the existing 3-span bridge and construction of a new single-span bridge. The scope of work included demolition of the existing bridge, construction of the new bridge including temporary shoring, substructure construction, and superstructure consisting of 12 steel beams, 78' wide deck, and associated parapets/sidewalks/fencing. The project also included an 85' long cast-in-place retaining wall, road reconstruction of adjacent sections of Fort Avenue, and extensive utility relocations. **The project had an extremely aggressive construction schedule due to planned City events at Fort McHenry and opened to traffic on time.**

Relevance to the Project

- ✓ Bridge over Railroad
- ✓ Railroad Coordination
- ✓ Retaining Walls
- ✓ Traffic Control
- ✓ Drainage / SWM
- ✓ Stakeholder Coordination

2. AI; Construction Manager

3. Sept. 2011 – Aug. 2012

MDTA I-95 Express Toll Lanes From MD43 Interchange to Joppa Road, White Marsh, MD (\$28.5M)

1. Construction of 1.5 miles of I-95, consisting of the addition of eight general purpose lanes and four express toll lanes. AI maintained all lanes of current I-95 and coordinated closely with adjacent contracts within the same corridor. Project includes 200,000 CY of excavation, 44,000 SF of MSE Retaining Walls, 110,000 Tons of hot-mix asphalt, and associated ITS work to open toll lanes. Mr. Snow was responsible for managing all aspects of construction, including maintaining the project schedule, planning operations within budget, and coordinating with adjacent projects. AI adapted to numerous changes in design by closely coordinating with the Owner to keep the project within scheduled opening of toll facilities.

Relevance to the Project

- ✓ Interstate Widening
- ✓ Increased Capacity
- ✓ Complex MOT

2. AI; Project Manager

3. July 2012 – Feb. 2013

VDOT C86 Lynnhaven Parkway Widening Project, City of Virginia Beach, VA (\$18.9M)

1. Construction of 1.6 miles of 4-lane divided highway, consisting of 0.4 miles of new roadway and 1.2 miles of widening existing 2-lane road. Construction includes utility relocations, drainage upgrades, and intersection improvements at 17 locations. Structure work includes a new 80-ft long bridge, 500-ft long retaining wall, and 90,000 SF of sound walls. Mr. Snow is responsible for managing construction and leadership of the project team, coordinating with entities including VDOT, City of Virginia Beach, and various other stakeholders, and ensuring safe work operations.

Relevance to the Project

- ✓ TMP / MOT
- ✓ Drainage / SWM
- ✓ Noise Walls
- ✓ Retaining Walls
- ✓ Utility Relocations
- ✓ Stakeholder Coordination

2. AI; Construction Manager

3. Nov. 2013 – Sept. 2016 (Anticipated)

* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

- Mr. Snow is currently serving as the AI CM on the VDOT C86 Lynnhaven Parkway Widening Project. The project's construction schedule extends from November 2013 to September 2016. AI anticipates that Mr. Snow will work continuously on the C86 project through 2015 as this will allow him to ensure that the Project is under control and on its way to successful completion. At such time, Mr. Snow will be available for reassignment to the I-64 Capacity Improvement – Phase I Project. Following C86, Mr. Snow has no other commitments and/or assignments.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.										
a. Name & Title: GARY JOHNSON, PE, DBIA – DIRECTOR OF STRUCTURES & DIRECTOR OF DESIGN BUILD										
b. Project Assignment: LEAD STRUCTURAL ENGINEER										
c. Name of Firm with which you are now associated: RK&K										
<p>d. Years experience: With this Firm <u>3</u> Years With Other Firms <u>17</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p>Director of Structures and Director of Design Build – RK&K; Sept. 2010-Present: As the Director of Structures and the Director of Design Build, Mr. Johnson is responsible for all bridge design and design-build projects in Virginia. He has more than 20 years of project management, design and construction inspection experience in structures, roadways, and mass transit stations. His extensive project management experience, formal management training (MBA), hands-on participation in inspection (NBIS), and design and construction engineering assignments afford him in-depth knowledge of project requirements. Additionally, his experience with design-build projects has developed his full understanding of the implementation of design through construction. He is a former member of the VTCA Engineering Consultant Leadership Committee and a current member of the VTCA/VDOT Design-Build Committee.</p> <p>Mid-Atlantic Unit Manager – T.Y. Lin International; May 2005-Sept. 2010: Project Manager and Lead Structural Engineer for dozens of bridge projects. Oversaw staff of 20 structural engineers. Served as Engineer of Record on bridge replacement projects. Served as Principal in Charge for design-build projects in Virginia, North Carolina and Washington DC.</p> <p>Director of Virginia Operations – Ammann & Whitney; June 1993-May 2005: Project Manager and Lead Structural Engineer for projects throughout Massachusetts, Pennsylvania and Virginia. Served as Engineer of Record on bridge replacement and rehabilitation projects. Focused on rehabilitation of bridges damaged from over height loads and emergency response.</p> <p>SUMMARY OF RELEVANT EXPERIENCE</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">▪ 20 Years of transportation experience</td> <td style="width: 33%;">▪ DBIA Professional</td> <td style="width: 33%;">▪ Coordinates Multidisciplinary Engineering Services</td> </tr> <tr> <td>▪ 20 Years of bridge design experience</td> <td>▪ Masters in Business (MBA)</td> <td>▪ Expertise in Roadway Improvement Projects</td> </tr> <tr> <td>▪ 4 successful design-build projects</td> <td>▪ LSE on I-64 project in Short Pump</td> <td>▪ Proven Retaining/Noise Wall Design</td> </tr> </table>		▪ 20 Years of transportation experience	▪ DBIA Professional	▪ Coordinates Multidisciplinary Engineering Services	▪ 20 Years of bridge design experience	▪ Masters in Business (MBA)	▪ Expertise in Roadway Improvement Projects	▪ 4 successful design-build projects	▪ LSE on I-64 project in Short Pump	▪ Proven Retaining/Noise Wall Design
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▪ 4 successful design-build projects	▪ LSE on I-64 project in Short Pump	▪ Proven Retaining/Noise Wall Design								
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Commonwealth University, Richmond, VA/MBA/2003/Business Administration University of New Hampshire, Durham, NH/BSCE/1993/Civil Engineering										
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 1999/Professional Engineer/VA (#0402033863) 2010/DBIA Professional (#125387) 2010/NBIS Certified Bridge Inspection Team Leader										
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <ol style="list-style-type: none"> 1. <i>Note your specific responsibilities and authorities for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <p>(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)</p> <p>Middle Ground Blvd. Extension, Newport News, VA</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 70%;"> <ol style="list-style-type: none"> 1. As part of a Staff Services contract for Innovative Project Delivery Department, Mr. Johnson developed preliminary structural plans depicting the location and a concept (TS&L plans and report) for the bridge over the CSX Railroad in order to identify right of way requirements. Mr. Johnson also played an integral role in estimating construction costs. The Extension of Middle Ground Boulevard is from approximately 0.120 miles east of Route 143 (Jefferson Avenue) to approximately </td> <td style="width: 30%; border-left: 1px solid black; padding-left: 10px;"> <p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ Design Build ✓ Bridge Design ✓ Virginia Experience ✓ Railroad Coordination ✓ Working with AI </td> </tr> </table>		<ol style="list-style-type: none"> 1. As part of a Staff Services contract for Innovative Project Delivery Department, Mr. Johnson developed preliminary structural plans depicting the location and a concept (TS&L plans and report) for the bridge over the CSX Railroad in order to identify right of way requirements. Mr. Johnson also played an integral role in estimating construction costs. The Extension of Middle Ground Boulevard is from approximately 0.120 miles east of Route 143 (Jefferson Avenue) to approximately 	<p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ Design Build ✓ Bridge Design ✓ Virginia Experience ✓ Railroad Coordination ✓ Working with AI 							
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0.077 miles west of Route 60 (Warwick Boulevard) in Newport New. Mr. Johnson coordinated with the roadway engineers, railroad, and utility designers to arrive at the most cost-effective design.

2. T.Y. Lin International; Structures Project Manager.

3. May 2009 – Sept 2010

US 158 Over Yadkin River, Mocksville, NC

1. Roadway widening that included a nine-span bridge structure with a length of 1150 feet. The superstructure span arrangement consists of three, 3-span units made continuous for live load utilizing 72" Modified Bulb Tee girders. The substructure consists of three column bents founded on drilled shaft foundations.

Relevance to the Project

- ✓ Design Build
- ✓ Bridge Design
- ✓ Roadway Widening

Mr. Johnson led a multi-member, multi-disciplined project team (including utilities, roadway, right-of-way, environmental, structures, and hydraulics) from proposal development through construction. Complicating the project was extensive right-of-way negotiations, complex maintenance of traffic, complex hydraulic analysis, and an aggressive schedule.

2. T.Y. Lin International; Structural Engineer and Project Manager

3. June 2008 – Sept 2010

New York Avenue, Washington, DC

1. Major bridge replacement project in downtown Washington DC. Maintenance of Traffic during construction was the main driving force of the project and it was a deciding factor on bridge type and construction methods. Coordination with the railroad and overall MOT drove the most applicable structural alternatives. Mr. Johnson worked closely with the client, railroad, and contractor to arrive at the most feasible bridge replacement options. Working with the available budget, an overall project, consisting of a staged steel plate girder superstructure, was developed

Relevance to the Project

- ✓ Design Build
- ✓ Bridge Design
- ✓ Roadway widening
- ✓ Railroad Coordination

and delivered to a satisfied client.

2. T.Y. Lin International; Project Design Manager and Structural Engineer

3. Jun. 2008 – Feb 2010

The Bridges at Lancer Park for Longwood University, Farmville, VA

1. Project included the design of two new bridge structures and associated approaches and ramps. The first structure, a 140 foot long through truss, completed the proposed West Third Street entrance into Lancer Park by spanning the Rails and Trails corridor, which is an old railroad corridor. The second structure is a pedestrian bridge and crosses West Third Street. Mr. Johnson's responsibilities included coordination with the Virginia Bureau of Capital Outlay Management (BCOM), Department of Conservation and Recreation (DCR), VDOT and the Town of Farmville. This project also included a presentation before the Art and Architecture Review Board (AARB). Mr. Johnson was responsible for every aspect of this project: from concept to final construction acceptance.

Relevance to the Project

- ✓ Design Build
- ✓ Bridge Design
- ✓ Concept Developments
- ✓ Roadway Improvements

2. T.Y. Lin International; Structural Engineer and Project Design Manager

3. Oct. 2008 – July 2010

I-64 Widening & Route 623 Interchange, Goochland & Henrico Counties, VA

1. The project involves the widening of 4.5 miles of Interstate 64 from a four-lane divided freeway to a six-lane divided freeway and improvements to the I-64/Route 623 Interchange. It also includes two mainline bridge replacements.

The additional through lanes will be constructed to the inside of I-64 in both directions, very similar to the I-64 Capacity Improvements Project - Segment 1.

The interchange improvements include upgrading the existing traffic signal, widening the I-64 westbound ramp to Route 623 to provide an additional turn lane, adding a left turn lane on Route 623 southbound to I-64 eastbound, and widening the I-64 eastbound off ramp to Route 623 to provide an additional turn lane. Mr. Johnson led the design of the bridges for this project, as well as multiple retaining walls. During the proposal process, Mr. Johnson led the decision to provide VDOT new bridges in place of the rehabilitation of 60 year old bridges that were called for in the RFP. The end benefit to VDOT is new bridges that will require significantly less maintenance over the next 75 years, as compared to rehabilitated structures. Design for this project will be completed in the Spring of 2013 and the construction completion is slated for Fall 2015.

Relevance to the Project

- ✓ I-64 Interstate Widening
- ✓ Bridge Replacement/ Widening
- ✓ Design Build
- ✓ Virginia Experience

2. RK&K; Lead Structural Engineer/Deputy Project Manager

3. September 2013 - present

* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

- Mr. Johnson is not required to be on-site full-time for the duration of construction.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.													
a. Name & Title: DARELL L. FISCHER, PE, DBIA – PRINCIPAL/GENERAL MANAGER (RICHMOND OFFICE)													
b. Project Assignment: LEAD ROADWAY ENGINEER													
c. Name of Firm with which you are now associated: RINKER DESIGN ASSOCIATES, PC													
<p>d. Years experience: With this Firm <u>7</u> Years With Other Firms <u>21</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p>Rinker Design Associates, PC, General Manager/Principal; 2011-Present: Mr. Fischer is responsible for allocating, overseeing and managing all designs performed in the Richmond Office or by another office for a project managed by the Richmond Office including roadway design, hydrology/hydraulic analysis, traffic analysis and design, construction plan preparation, R/W acquisition, utility coordination/design, environmental permitting, and environmental compliance. His duties include QA/QC, oversight of all subconsultant work and coordination with clients to ensure their satisfaction and product quality. Mr. Fischer is responsible for staffing projects; hiring subconsultants; negotiating contracts with clients, contractors, and subconsultants; and project scheduling to ensure on-time/on-budget performance.</p> <p>Rinker Design Associates, PC, Director of Transportation; 2007-2010: Mr. Fischer was responsible for overseeing and managing all design elements associated with roadway design, hydrology/hydraulic analysis, traffic analysis and design, and construction plan preparation. His duties included Quality Assurance and Quality Control (QA/QC) for services provided out of the Fredericksburg Office, oversight of all subconsultant work and coordination with clients to ensure client satisfaction and product quality.</p> <p>Johnson, Mirmiran & Thompson, Inc., Vice President/Branch Manager; 2000-2007: Mr. Fischer was responsible for obtaining the work, executing the work and ensuring the quality of all work produced by the Richmond Office of JMT, oversight of all disciplines of work to include: roadway, drainage, structures, survey, construction inspection and environmental. He was responsible for contractual obligations with clients and subconsultants as well as project management on many key projects. Additional responsibilities for the daily office operations included: hiring, firing, raises, evaluations, dispute resolution, resource allocation, manpower projections and marketing.</p> <p>Carter & Burgess, Inc., Senior Project Manager; 1999-2000: Mr. Fischer was responsible for the design and management of projects associated with roadway and H&HA designs. His duties included daily coordination with design staff, coordination with subconsultants and coordination with clients. Mr. Fischer’s duties also included providing design changes during construction due to changed field conditions.</p> <p>SUMMARY OF RELEVANT EXPERIENCE</p> <table border="0"> <tr> <td>▪ 27 years of Transportation Design</td> <td>▪ DM on Five Design Build Projects</td> <td>▪ Design QA/QC</td> </tr> <tr> <td>▪ 20 years of Design Management</td> <td>▪ Integrated ROW Management</td> <td>▪ Interchange Improvements</td> </tr> <tr> <td>▪ 4 VDOT Design-Build Projects</td> <td>▪ Registered Licensed PE in VA</td> <td>▪ Complex TMP/MOT Plan Development</td> </tr> <tr> <td>▪ SWM/Drainage Design Leadership</td> <td></td> <td></td> </tr> </table>		▪ 27 years of Transportation Design	▪ DM on Five Design Build Projects	▪ Design QA/QC	▪ 20 years of Design Management	▪ Integrated ROW Management	▪ Interchange Improvements	▪ 4 VDOT Design-Build Projects	▪ Registered Licensed PE in VA	▪ Complex TMP/MOT Plan Development	▪ SWM/Drainage Design Leadership		
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▪ SWM/Drainage Design Leadership													
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Polytechnic Institute and State University, Blacksburg, VA/BS/1986/Civil Engineering													
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 1992/Professional Engineer/VA (#0402023296)													
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <ol style="list-style-type: none"> <i>Note your specific responsibilities and authorities for each project, not those of the firm.</i> <i>Note whether experience is with current firm or with other firm.</i> <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <p>(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)</p> <p>VDOT Middle Ground Boulevard Extension, Newport News, VA (\$32.5M)</p> <table border="0"> <tr> <td>1. Mr. Fischer was responsible for the design, management and design QA/QC for complete construction plans. The project, which is being constructed by AI, included the development of roadway design on new alignment and widening of highly congested, urban roadways. Additional scope of work included utility coordination and design; TMP; E&S and environmental permitting; oversight of bridge design; and oversight of geotechnical analysis. The plans were developed</td> <td> Relevance to the Project ✓ D-B project with AI ✓ Geotechnical challenges ✓ Complex TMP/MOT ✓ Utility coordination ✓ ROW Acquisition </td> </tr> </table>		1. Mr. Fischer was responsible for the design, management and design QA/QC for complete construction plans. The project, which is being constructed by AI, included the development of roadway design on new alignment and widening of highly congested, urban roadways. Additional scope of work included utility coordination and design; TMP; E&S and environmental permitting; oversight of bridge design; and oversight of geotechnical analysis. The plans were developed	Relevance to the Project ✓ D-B project with AI ✓ Geotechnical challenges ✓ Complex TMP/MOT ✓ Utility coordination ✓ ROW Acquisition										
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in work packages so that AI could initiate construction prior to final approval providing schedule flexibility. The TMP design along the congested roadways presented unique challenges to ensure driver and construction personnel safety. Collaboration with AI's construction staff for the TMP design has included specific sequencing needs in the design to address means and methods of construction. Environmental permitting was accelerated and acquired in five months to begin construction ahead of schedule.

2. Rinker Design Associates; Design Manager

3. June 2011 – Design Completed Jan. 2013

VDOT I-581/Elm Avenue Interchange Improvements Design-Build Project, Roanoke, VA (\$20.4M)

1. Mr. Fischer was responsible for the design, management and QA/QC for complete roadway construction plans. The project scope, which is being constructed by AI, includes the development of roadway widening along Elm Avenue, on and off-ramps for I-581/Route 220 and shoulder improvement along I-581/Route 220 approach. Mr. Fischer's project responsibilities included the design oversight of TMP, utility coordination/design, bridge reconstruction/widening design and geotechnical analysis. He is responsible for coordinating with AI, VDOT, the City of Roanoke, and utility companies to ensure that the design requirements of the contract are being met and the design and associated services are expedited. The TMP on this project requires significant integration of the roadway and bridge designers as it encompasses both bridge widening and the adjacent roadway work. In order to accommodate adequate taper lengths, the project design reconstructs medians and roadway beyond the project limits to simplify the construction sequencing.

Relevance to the Project

- ✓ D-B project with AI
- ✓ Interstate design/constructions
- ✓ Phased construction
- ✓ Complex TMP/MOT
- ✓ Retaining wall construction
- ✓ ROW Acquisition

2. Rinker Design Associates; Design Manager

3. Aug. 2012 – Design Completed Sept. 2013

James Madison Highway (Route 15) PPTA Project, Prince William County, VA (\$56.4M)

1. Mr. Fischer was responsible for independent reviews of the plans and computations at each design schedule milestone. QC reviews included plan quality, content and constructability. Project responsibilities included development of TMP/MOT for approximately five miles of roadway widening. TMP/MOT design for this project was one of the first to follow the more stringent TMP requirements and was successfully implemented.

Relevance to the Project

- ✓ Design-Build
- ✓ Complex TMP/MOT
- ✓ Utility coordination
- ✓ ROW Acquisition

2. Rinker Design Associates; Quality Control Manager

3. Feb. 2007 – Dec. 2009

VDOT Stringfellow Road (Route 645) Widening, Fairfax County, VA (\$22.3M)

1. Mr. Fischer was responsible for the design of the Transportation Management Plan (TMP). The TMP design was complex in phasing for both traffic and pedestrian movements. Design responsibilities included temporary drainage to accommodate traffic phasing and assisting in public outreach/public involvement presentations and meetings.

Relevance to the Project

- ✓ VDOT Design-Build
- ✓ Complex TMP
- ✓ Phased Construction
- ✓ Stakeholder coordination
- ✓ Utility coordination

2. Rinker Design Associates; Project Engineer

3. Oct. 2005 – Dec. 2012

VDOT Route 36 Improvements, Prince George County, VA (\$8.2M)

1. Mr. Fischer was responsible for design management and QA/QC for complete construction plans. The project scope included the road widening and new alignment roadways, drainage design, SWM, TMP, utility coordination/design, and environmental compliance. He coordinated with the contractor, VDOT and each utility company to ensure the design requirements of the contract were met and the schedule was expedited. Environmental compliance included reanalysis and testing of the potential for naturally occurring hazard materials and VOC's, reevaluation of drainage outfalls, and creative solutions to mitigate both issues. Additionally, the TMP design required construction team coordination to implement an approach that worked with the means, methods and sequencing.

Relevance to the Project

- ✓ VDOT Design-Build
- ✓ Complex TMP
- ✓ Stakeholder Coordination
- ✓ ROW Acquisition
- ✓ Utility coordination

2. Rinker Design Associates; Design Manager

3. Nov. 2008 – Dec. 2012

* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

- Mr. Fischer is not required to be on-site for the duration of construction.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.		
a. Name & Title: SHANNON L. MOODY, PUBLIC RELATIONS MANAGER		
b. Project Assignment: PUBLIC RELATIONS MANAGER		
c. Name of Firm with which you are now associated: AI		
d. Years experience: With this Firm <u>1</u> Years With Other Firms <u>15</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below): AI, Public Relations Manager (2013-Current): Ms. Moody is responsible for managing the comprehensive public relations and communication program for the Commonwealth Connector, the U.S. 460 Bypass. She is a department manager responsible for public relations strategy and tool development, media and community outreach, stakeholder development and consultant management. North Carolina State Ports Authority, Director of Communications (2010-2013): Ms. Moody was a member of the senior management team responsible for developing and executing internal and external communication strategies including advertising, public relations, message development, branding and reputation management, community development, and crisis communications within the planned budget. Transfield Services, Manager of Corporate Communications (1999-2010): Ms. Moody created and implemented internal and external communications strategies and initiatives including public relations, branding and reputation management, community development, client communications, crisis communications, and media relations for Transfield Services. Transfield Services is an international transportation infrastructure operations and maintenance firm. Ms. Moody was responsible for the promotion of Virginia's first Public-Private Transportation Act (PPTA) project.		
SUMMARY OF RELEVANT EXPERIENCE		
<ul style="list-style-type: none"> ▪ 16 Years of Construction Public Relations Experience ▪ Proven Message Development/ Outreach Campaigns ▪ Promoted VDOT First PPTA Project 	<ul style="list-style-type: none"> ▪ Recent VDOT HR District Outreach Successes ▪ Six VDOT Projects ▪ Grassroots Communications 	<ul style="list-style-type: none"> ▪ Received Multiple Telly Awards for Web and Advertising ▪ Public Outreach to a Variety of Stakeholder Groups ▪ Media Relations
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Elon University, Elon, NC/BA/1994/Communications Elon University, Elon, NC/BA/1994/Journalism		
f. Active Registration: Year First Registered/ Discipline/VA Registration #: N/A		
g. Document the extent and depth of your experience and qualifications relevant to the Project. 1. <i>Note your specific responsibilities and authorities for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> (List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.) VDOT Pocahontas Parkway Design- Build-Operate-Maintain Project, Richmond, VA (\$597M)		
<p>1. The Pocahontas Parkway (Route 895) is an 8.8-mile tolled highway seven miles south of Richmond. The four-lane road connects Chippenham Parkway at I-95 in Chesterfield County with Interstate 295 south of the Richmond International Airport in Henrico County. Construction began in fall 1998, and the Parkway was opened to traffic in stages beginning in May 2002. The facility includes a high-level bridge over the James River and an interchange at Laburnum Avenue. Representing the maintenance contractor, Ms. Moody worked closely with the DB, Transurban Group, to provide awareness around maintenance of traffic (MOT), pavement conditions, snow removal, etc.</p> <p>2. Transfield Services (formerly VMS, Inc.); Corporate Communications Manager</p>	<p>3. May 2002 – April 2007</p>	<p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ Maintenance of traffic ✓ Stakeholder communications ✓ Pavement conditions ✓ Safety

VDOT I-95, I-81 and I-77 Asset Management Project, Richmond, Salem & Bristol Districts, VA, (\$293.6M)

1. Asset management of 250 miles of Virginia’s interstate highway system. This project included fence-to-fence maintenance of a quarter of the interstate system. These asset management contracts (now termed “TAMS” contracts) were the first roadway contracts under the 1995 Public-Private Transportation Act (PPTA) and the first asset management contracts in the U.S. Ms. Moody was responsible for managing the PR and communications programs for this project. She works in partnership with VDOT in the central office and three district offices to develop and deliver key messages, promote the project, and serve as the public voice of the project to create substantial awareness. As this was the first project of its kind in the country, significant education and awareness was required of all stakeholder groups including elected officials, the contractor community, local leaders, and civic groups. This was achieved through grassroots communications, newsletters, media, web, special events, and presentations. She interacted daily with project partners, consultants, and stakeholders at all tiers to promote and develop the project.
2. Transfield Services; Corporate Communications Manager
3. July 1997 – June 2007

Relevance to the Project

- ✓ Community Relations
- ✓ Innovative Project Delivery
- ✓ Project Partner Communications
- ✓ Stakeholder Outreach

FDOT Chipley District Asset Management Project, Chipley, FL, (\$140M)

1. Asset management of 922 lane miles of rural, urban, primary and secondary roads through a five-county area in Florida’s Panhandle. This contract included routine maintenance, preservation of bridges, streets, sidewalks, landscaping, emergency and incident response activities. This was one of the first performance-based roadway projects in the state of Florida. Ms. Moody managed the community relations efforts for this project including grassroots communications, partner and stakeholder communications, special events, and presentations. Ms. Moody managed a team of community relations professionals including in-house talent and external consultants.
2. Transfield Services; Corporate Communications Manager
3. July 2001 – June 2015

Relevance to the Project

- ✓ Public Relations
- ✓ Client Relations
- ✓ Reputation Management
- ✓ Public Awareness Planning

AKDOT&PF Anton Anderson Memorial Tunnel Design-Build-Operate-Maintain Project, Whittier, AK, (\$80M)VA

1. This contract included the operations and asset management of a 2.6 mile dual-use train and vehicle tunnel linking Porter and Whittier, Alaska. This contract included toll operations and collections, systems maintenance and operations, fire and EMT services, routine maintenance, preservation of assets, and emergency and incident response activities. This unique project faced distinctive and challenging weather conditions and public interest. The City of Whittier, AK has only 200 year-round residents and serves as a cruise ship gateway on the Prince William Sound. The tunnel experienced high traffic volumes seasonally. Ms. Moody managed the community relations efforts for this project including city leader and resident outreach, partner and stakeholder communications, special events, and presentations.
2. Transfield Services; Corporate Communications Manager
3. June 2007 – Dec. 2015

Relevance to the Project

- ✓ Grassroots Outreach
- ✓ Crisis Communications
- ✓ Public Relations Planning
- ✓ Media Relations

VDOT Route 460 Design-build Project, Petersburg to Suffolk, VA

1. Responsible for managing the PR and communications programs for this project. Works in partnership with VDOT to develop and delivery key messages, promote the project, and serve as the public voice of the project to create substantial awareness of project activities through grassroots communications, newsletters, direct mail, advertising, media, web, special events, and presentations. Interacts daily with project partners, consultants, and stakeholders at all tiers to promote and develop the project. The project is currently experiencing a work stoppage while FHWA / VDOT work with USACE to resolve a Supplemental EIS and permitting issues.
2. AI; Public Relations Manager
3. Dec. 2012 – Unknown (Under Work Stoppage)

Relevance to the Project

- ✓ Design-Build Public Outreach
- ✓ Stakeholder and Third Party Coordination
- ✓ Project Updates / Proactive Communications

* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

Ms. Moody is not required to be on-site full-time for the duration of construction.

Appendix 3.3.4 Work History Forms



A Design-Build TEAM

ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: ROUTE 895 RICHMOND AIRPORT CONNECTOR ROAD DESIGN-BUILD Location: Henrico County, VA	Name: Dewberry	Name of Client./ Owner: Transurban Phone: 804-822-3460 Project Manager: Richard Prezioso Phone: 804-822-3460 Email: rprezioso@transurban.com	05/2011	03/2011	\$38,523	\$39,446 Change due to scope validation after engineering investigation was complete	\$39,446

h. Narrative describing the Work Performed by the Firm identified as the Lead Contractor for this procurement. If the Offeror chooses to submit work completed by an affiliated or subsidiary company of the Lead Contractor, identify the full legal name of the affiliate or subsidiary and the role they will have on this Project, so the relevancy of that work can be considered accordingly.

<p>VERIFIABLE EVIDENCE OF GOOD PERFORMANCE</p> <ul style="list-style-type: none"> ➤ Worked a total of 152,546 man-hours with zero incidents; ➤ Completed the project two months ahead of schedule; ➤ Design-Build Institute of America Design-Build Merit Award for Transportation (2011); ➤ Received an overall rating of “Extremely Satisfied” (American Infrastructure Customer Survey 2010). <p>PROJECT DESCRIPTION</p> <p>Richmond Airport Connector Road (ACR) was a design-build project which consisted of approximately 1.6 miles (2.58 km) of new four-lane roadway that provides motorists with direct access to the Richmond International Airport from Route 895. The scope of work included three new bridges (one crossing over existing Route 895), bridge widening on one structure, bulk excavation, box culvert extensions, and stone subbase and paving. AI was responsible for fully managing the QA and QC aspects of this project and has utilized this model for QA/QC on our <i>Middle Ground Boulevard</i> and <i>I-581/Elm Avenue Interchange Improvements D/B projects</i>.</p> <p>The project challenges included an environmentally sensitive site, and aggressive project schedule, and unsuitable soils. Design development and construction planning were focused on reducing the impact to the environmentally sensitive site and surrounding wetlands. Aggressive schedule milestones were met by managing critical path items daily and scheduling the necessary settlement periods for fills. AI utilized innovative solutions for ground improvements and soils management including lime stabilization and geotextile fabrics.</p> <p>AI worked together with key stakeholders to provide innovative value engineering solutions including adjusting the roadway alignment to reduce overall excavation, altering the storm water management design for ease of constructability, and shortening the length of the bridges to reduce future maintenance costs.</p> <p>LESSONS LEARNED FOR THE PROJECT</p> <ul style="list-style-type: none"> ➤ Team Integration – AI Team members involved in ACR include Aaron Myers (VP/GM) and Scott Styfco (MOT Coordinator). ➤ Communication – Open Communication between AI, our lead designer, the Department, and Transurban reduced streamlined the design process and allowed the AI Team to fully understand the project goals before starting the work. ➤ Partnering – AI implemented a formal partnering process with the Department and other stakeholders which included a set schedule, set project goals, and a dispute resolution process all managed by third party. This created an atmosphere of open communication that helped resolve issues as they arose on the project. ➤ Preplanning – AI initiated early coordination and approvals from third parties such as CSX, Henrico County, Dominion Power, and the Richmond Airport to expedite the project schedule. 	<p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ <i>Design-Build</i> ✓ <i>Road Widening</i> ✓ <i>Bridge Construction</i> ✓ <i>Railroad Coordination</i> ✓ <i>Geotechnical Challenges</i>
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“Richmond Airport Connector experienced its fair share of the inevitable issues that will arise during the life of a project. What set this project apart from others was the manner in which the issues were addressed. The team managed to separate the issues from other ongoing efforts in a manner that allowed the project to continue making progress while the issue received the necessary focus.” – Richard Prezioso (Recommendation letter for DBIA award)



Roadway under construction.



Airport Connector Road interchange with Route 895

*For multiple phase projects, only a single phase of construction (or single contract) will be considered as a Project. If additional phases are shown under the same Work History Form, only the first phase (or contract) listed will be evaluated.

ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: I-95 EXPRESS TOLL LANES (I-95 ETLs) Location: Baltimore County, MD	Name: URS and Rummel, Klepper & Kahl Joint Venture 	Name of Client./ Owner: Maryland Transportation Authority Phone: 410-537-1000 Project Manager: Mr. Gradon Tobery Phone: 410-931-0808 Email: gtobery@I-95GEC.com	10/2010	10/2010	\$52,477	\$53,748 Owner approved change orders	\$53,748

h. Narrative describing the Work Performed by the Firm identified as the Lead Contractor for this procurement. If the Offeror chooses to submit work completed by an affiliated or subsidiary company of the Lead Contractor, identify the full legal name of the affiliate or subsidiary and the role they will have on this Project, so the relevancy of that work can be considered accordingly.



Aerial photo of entire project

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE

- Construction was completed on-schedule and within budget;
- Received an "A" rating on Environmental Management (from MTA's E&S consultant Greenman-Pederson)
- Received an overall rating of "Very Good" from the GEC Construction Manager (Past Performance Questionnaire – 2014).

PROJECT DESCRIPTION

This project involved the reconstruction of the existing eight-lane divided highway to eight general purpose lanes and four express toll lanes north of the I-695 interchange between Rossville Boulevard and Campbell Boulevard. The length of the project was 1.80 miles and contingent repairs to the existing MD 43 bridges over I-95 were included in the scope of work. Maintaining four lanes of traffic through this congested corridor while widening to the outside of Northbound and Southbound I-95 for future lanes was the most challenging aspect of this project. Once the new outside lanes were completed, traffic was placed on these lanes & the middle of I-95 was reconstructed. The project included over 243,500 CY of excavation; major E&S measures due to proximity to the Chesapeake Bay; carbide grinding and resurfacing; full depth pavement construction; resurfacing totaling 206,000 TNs of asphalt; new storm drain improvements; storm water management and wetland mitigation facilities; retaining and noise walls; signing and marking; and intelligent transportation system.

The project was complicated by the phased replacement of a deteriorating major large diameter structural plate pipe arch culvert under the entire width of I-95 with a pre-cast concrete arch culvert. This was an environmentally sensitive critical path item that literally cut the project in two. The stream in this area, which was subject to drastic flow fluctuations during storm events, had to be flumed directly through the work area, complicating an already difficult piece of work.

AI-VA's affiliated company, AI-MD served as the Lead Contractor on the I-95 ETL's project and will provide a manpower support for the I-64 Capacity Improvement Project.

LESSONS LEARNED FOR THE PROJECT

- **Team Integration** – AI Team members involved in this project include Ed Hilferty (DBPM) and Jeff Snow (CM).
- **Geotechnical Challenges** – Considering the specific geotechnical conditions of the existing roadway allows the project team to minimize geotechnical risk. AI proposed a change in foundation design due to the subsurface conditions on the project. MTA approved the use of H-piles instead of cussions upon AI's recommendation.
- **MOT** – Develop work sequence to minimize disruptions to the flow of traffic. AI performed the bulk of the work at night to utilize the longer allowed closure times at night and reduce impact to the traveling public.

"AI is always willing to go the extra mile. Immediate response to all issues." – Gradon Tobery (Past Performance Questionnaire)

Relevance to the Project

- ✓ Interstate Widening
- ✓ Existing Concrete Paving
- ✓ Safety Improvements
- ✓ Increased Capacity
- ✓ SWM
- ✓ Geotechnical Challenges
- ✓ AI/RK&K Project



Grading sub base for the new lanes next to live traffic on existing I-95



Large diameter storm pipe installed adjacent to the existing I-95 lanes

(or contract) listed will be evaluated. *For multiple phase projects, only a single phase of construction (or single contract) will be considered as a Project. If additional phases are shown under the same Work History Form, only the first phase

ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: I-276 PA TURNPIKE WIDENING Location: Montgomery County, PA	Name: Urban Engineering	Name of Client./ Owner: Pennsylvania Turnpike Commission Phone: 610-313-6200 Project Manager: Bernard Bydlon, PE Phone: 610-313-6200 Email: bbydlon@PATURNPIKE.com	11/2008	11/2008	\$158,178	\$173,164 Owner approved change orders for sinkhole treatment & restaging due to ROW. Schedule acceleration incentives.	\$173,164

h. Narrative describing the Work Performed by the Firm identified as the Lead Contractor for this procurement. If the Offeror chooses to submit work completed by an affiliated or subsidiary company of the Lead Contractor, identify the full legal name of the affiliate or subsidiary and the role they will have on this Project, so the relevancy of that work can be considered accordingly.

 <p><i>Aerial View of the I-276 Widening Project</i></p>	<p>VERIFIABLE EVIDENCE OF GOOD PERFORMANCE</p> <ul style="list-style-type: none"> ▪ Project was completed in 30 months and delivered on-time through aggressive scheduling, innovative construction sequencing, and successful management of unknown subsurface conditions. ▪ AI's bid for this project was \$10 million (approximately 5%) lower than the second bidder, which provided PennDOT the ability to utilize these funds on other transportation projects. ▪ Project was awarded the ABC Excellence in Construction Award for Heavy Construction/Infrastructure (2009). <p>PROJECT DESCRIPTION</p> <p>AI was responsible for the total reconstruction and widening of 5.3 miles of the Pennsylvania Turnpike, a limited access highway, from four lanes to six, along with the reconstruction of the concrete paving into the Valley Forge interchange. The project was designed to ease congestion and enhance safety on the East-West interstate. This section of the turnpike is the most heavily traveled portion of the Pennsylvania Turnpike System with over 65,000 vehicles daily and a neighboring SEPTA rail line.</p> <p>The overall scope of the project included 5 bridge structures; 3 box culvert extensions; 10 MSE walls; 16 retaining walls; 6 noise walls; 658,000 cy of excavation; 423,000 tns of bituminous paving; 360 drainage structures; and 36,5000 lf of pipe. AI provided design alternates for four bridges on this project as well as design for the soundwalls. AI coordinated utility relocations with multiple providers, oversaw QA inspection, and was responsible for MOT for the project.</p> <p>AI-VA's affiliated company, Allan A. Myers served as the Lead Contractor for the I-276 PA Turnpike Widening project and will provide a manpower support for the I-64 Capacity Improvements Project.</p> <p>LESSONS LEARNED FOR THE PROJECT</p> <ul style="list-style-type: none"> ➤ Team Integration – AI Team members involved in this project include Scott Styfco (MOT Coordinator) and Tim Lambert (Bridge Superintendent). ➤ Reducing Traffic Impacts – AI proposed accelerating the Valley Forge interchange reconstruction to improve traffic flow at the toll plaza prior to reconstructing the roadway. This approach relieved traffic congestion, minimized the delays encountered during construction, and shortened the duration of inconvenience to the travelling public. ➤ Aggressive Scheduling and Construction Sequencing – The work was completed in four major stages, which included 13 sub stages. The schedule demands required constructing stages one and two simultaneously. This approach required concurrent construction of 10 miles of roadway, 10 bridge work zones, and 32 noise and retaining walls. ➤ Challenging Subsurface Conditions – Impacts of unknown subsurface conditions on the project schedule were minimized by providing a full time crew dedicated to geotechnical remediation of subsurface soils. A stable base for the new roadway was provided by undercutting unsuitable subgrade soils, typically removing and replacing two feet of material. 	<p>Relevance to the Project</p> <ul style="list-style-type: none"> ✓ Interstate Widening ✓ Concrete pavement ✓ Complex MOT ✓ Bridges ✓ Rail Coordination 	 <p><i>Setting Bridge beams over the Railroad at Night</i></p>  <p><i>Paving of the I-276 Turnpike Widening</i></p>
	<p>*For multiple phase projects, only a single phase of construction (or single contract) will be considered as a Project. If additional phases are shown under the same Work History Form, only the first phase (or contract) listed will be evaluated.</p>		

ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for the overall construction of the project.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: INTERSTATE 40 WIDENING DESIGN-BUILD Location: Wake County, NC	Name: S.T. Wooten	Name of Client: North Carolina DOT Phone: 919.707.6601 Project Manager: Rodger Rochelle, PE Phone: 919.707.6601 Email: rdrochelle@dot.state.nc.us	06/2011	06/2011	\$49,000	\$49,000	\$3,900

h. Narrative describing the Work Performed by the Firm identified as the Lead Designer for this procurement. Include the office location(s) where the design work was performed and whether the firm was the prime designer or a subconsultant.

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE

- Creative and innovative design and construction techniques completed this project a full year ahead of the client's required June 15, 2012 completion date.
- The project was delivered on-schedule and within budget through the use of innovative designs and creative construction techniques
- Strict adherence to sediment and erosion control measures resulted in minimal environmental impacts.
- The project was noted by the client as one of their "finest transportation achievements." This project received several awards demonstrating the high quality of the team.
- Awards – ACEC/NC Engineering Excellence Award; 2011 AGC Pinnacle Award for Best Highway Project in the Carolinas; 2010 NAPA Safety Innovation Award

PROJECT DESCRIPTION

RK&K's Raleigh office served as the Prime Designer for the entire project with assistance from RK&K's Richmond office. The 6.4 miles of I-40, from west of Wade Avenue to east of Jones Franklin Road is a critical commuter freeway with traffic volumes that exceed 130,000 per day. The project widened the existing four-lane divided roadway to a six-lane divided facility and included widening dual bridges over US 1/US 64 and dual bridges over eastbound Wade Avenue. With innovation and an aggressive design and construction schedule, the project approach circumvented complex traffic issues and was successfully completed nearly a full year ahead of schedule.

Highway/Roadway Design: I-40, known as the Triangle's "Main Street," is also a critical freeway. Traffic volumes exceeded 130,000 per day, which is far above the capacity of a freeway in this area. This rolling urban freeway with a 70-mph design speed included the following roadway improvements: design of one 12-foot wide lane in each direction of I-40 expanding the interstate from four to six lanes; a 12-foot-wide paved shoulder in each direction; median guardrail installation and shoulder guardrail replacement; at the eastbound I-40/Wade Avenue split, the roadway was expanded from two to three lanes.

Pavement Markings and Signing: As a heavily traveled urban facility, special attention was focused on signing and pavement markings.

Intelligent Traffic Systems: Responsible for the design of ITS communications cable routing plans, CCTV cameras, and ITS.

Bridge Design: Structures were designed for the bridge widening at Wade Avenue and US 1 / 64, as well as two sound barrier walls.

Utilities: Responsible for the identification of conflicting utilities, coordination of Level "A" S.U.E. data and management of utility coordination efforts. Utility design included the design and permitting of water services for the construction office and asphalt plant facilities.

LESSONS LEARNED FOR THE PROJECT

- **Team Integration** – AI Team members involved in this project include Mike Merritt (DM) and Joe Rauseo (Noise Abatement).
- **Work Zone Access** – When widening to the median, using alternate methods for delivering materials to the median reduces exposure to traffic and reduces construction time.
- **Design Work Packages** – Using staged submittals of design plans (structure, traffic controls, erosion control, etc.) allowed work to begin much earlier than following the typical process. The process works especially well for median widening because right of way and permits are minimal.
- **Maintenance of Traffic** – Additional traffic studies were conducted to evaluate da-of-week and time-of-day issues related to performing construction activities adjacent to the active travel lanes.

"I commend the entire Design-Build Team for completing this project quickly, safely, and cost effectively. The Design-Build Team's efforts exceeded NCDOT's expectations in innovation during both design and construction. Despite the numerous and complicated traffic control, schedule, subgrade, and public information challenges of this project, the S.T. Wooten/RK&K total 'team approach' and responsiveness to the NCDOT contributed to one of North Carolina's finest transportation achievements" – Mr. Rodger Rochelle, PE – Director of the NCDOT Transportation Program Management Unit – Source: ACEC Award Endorsement Letter

Relevance to the Project

- ✓ Design-Build
- ✓ Interstate Design
- ✓ Interstate Widening
- ✓ Project Size
- ✓ Bridge Design



*For multiple phase projects, only a single phase of construction (or single contract) will be considered as a Project. If additional phases are shown under the same Work History Form, only the first phase (or contract) listed will be evaluated.

ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for the overall construction of the project.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: I-95 AUXILIARY LANE IMPROVEMENTS AND WIDENING Location: Prince William County, VA	Name: Lane Construction	Name of Client: VDOT Phone: 703.259.2993 Project Manager: Jeff Daily Phone: 703.259.2993 Email: jeff.daily@VDOT.virginia.gov	08/2015	08/2015	\$29,171	\$29,171	\$920

h. Narrative describing the Work Performed by the Firm identified as the Lead Designer for this procurement. Include the office location(s) where the design work was performed and whether the firm was the prime designer or a subconsultant.

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE

- This is the largest SFTY (Safety Improvements) project in the Commonwealth. 53,000 LF of temporary safety barriers will be used during construction.
- All design milestones and submittals were met.
- The design was delivered on budget and the awarded construction cost within 1.5 percent of the engineer's cost estimate.
- More than 1,000 drawings and construction documents were produced, all meeting the current applicable design standards.
- RK&K met all VDOT QC procedures for design and provided LD-436 at each submittal.

PROJECT DESCRIPTION: RK&K's Fairfax office served as the Prime Designer for the entire project. The I-95 project involves several design items, including a total of 14 miles of Left Shoulder Widening on NB and SB as well as Auxiliary Lanes Improvements to increase safety along the corridor in Prince William County. The improvements consisted of widening the median shoulder to 12' width. The design component included roadway, pavement markings, drainage, erosion and sediment control, overhead signing and lighting, ITS and Transportation Management Plans (TMP). The relocation of an approximately 1 mile stretch of fiber optic backbone was also included in the project. The safety improvements of Auxiliary Lane extension and widening also involved three interchange locations along I-95 in Prince William County.

Roadway Design: RK&K provided the design of all project development phasing and supporting advertisement. This included horizontal geometrics, typical sections, design features, proposed R/W limits, maintenance of traffic and other elements associated with the project. This activity concluded with the delivery of approved construction plans for the project.

Traffic Analysis: RK&K performed traffic and accident data analysis to prepare and complete a streamlined Interchange Modification Report for review and approval by VDOT and submission to FHWA for acceptance. RK&K conducted AM and PM peak hour capacity analyses to evaluate the traffic operations of the proposed improvements using the latest edition of the Highway Capacity Software for existing, future 2035 No Build, and future 2035 Build conditions. This report summarized the results of the capacity and safety analyses and addressed each of the FHWA policy points.

Drainage/SWM: RK&K designed a new open channel system that accommodates the planned improvements. Evaluations of existing cross culverts were performed to ensure lengthening of the cross culverts will not have adverse backwater impacts and will meet current VDOT criteria. RK&K conducted adequate outfall (MS-19) assessments for all outfalls located within the project corridor. This effort included collating the appropriate construction plans, SWPPP sheets, E&SC plans, and preparation of VDOT VSMP General Permit, VDOT VSMP Construction Permit, LD-445 and LD-445E, ESC inspection reports (C-107), and ESC design comps.

MOT/TCP: RK&K managed the TMP for a Type A, Category I project, and coordinated with VDOT. Multiple phases of MOT plans were developed for total of 14 miles of roadway. A work zone traffic analysis was developed based on ADT volumes and projected ADT. RK&K coordinated temporary traffic control plans (TCP) with I-95 Express Lane and other adjacent projects. All lane closures and time restrictions were in compliance with Regional Operations' lane closure policies. Proposed temporary traffic control plans were designed in accordance with the current MUTCD, current VDOT Road and Bridge Standards, VDOT IIM, VDOT Traffic Engineering Design Manual guidelines and VDOT Traffic Engineering Memorandum as applicable.

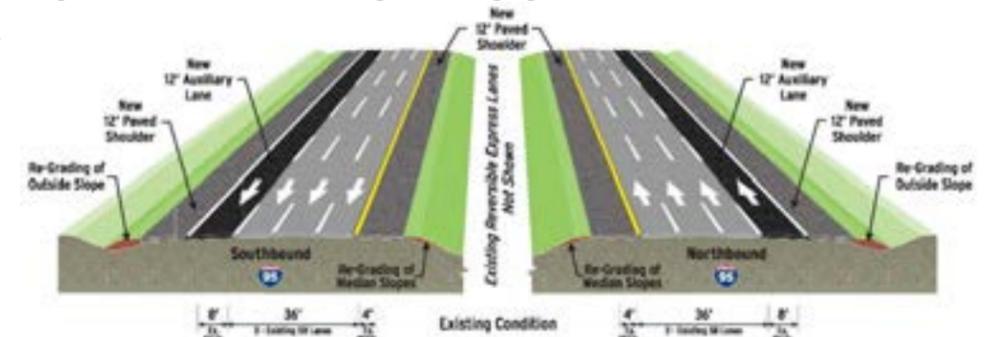
LESSONS LEARNED FOR THE PROJECT

- **Team Integration:** AI Team members involved in this project include John McDowell, PE (TMP) and Anand Patel, PE (MOT Design).
- **Accelerated Schedule:** RK&K employed an intensive resource management strategy to 5 projects into one and completed advertisement package to VDOT in 5months.
- **Full Service Design:** Incorporated request for additional scope including ITS and lighting seamlessly by RK&K's full service design team.
- **Adjacent Project Coordination:** Early coordination with adjacent projects and updates on each stage of design to VDOT.

"The project complexity required coordination with multiple internal VDOT departments and the adjacent proposed MEGA project, I-95 Express Lanes. Further, you managed the design elements including, signing, lighting, traffic management system, utility relocation, and guiding an IMR LITE to approval. Most importantly, your management brought the project in on time and on budget!" "You skillfully managed the project over several hurdles including last minute utility relocations and a major expansion of scope that combined three other smaller projects. The combining of these projects into a single larger project was estimated to save millions. Thanks for your overall responsiveness to changes and numerous calls and inquires. I look forward to working with you on our next project together." – Jeff Daily, VDOT

Relevance to the Project

- ✓ Roadway Design
- ✓ Interstate Design
- ✓ Interstate widening
- ✓ Drainage Design
- ✓ Utility Coordination
- ✓ ITS/Utility Design
- ✓ Maintenance of Traffic



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ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for the overall construction of the project.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: I-95 EXPRESS TOLL LANES Location: Baltimore, MD	Name: Cherry Hill Construction	Name of Client: Maryland Transportation Authority (MDTA) Phone: 410.931.0808 Project Manager: David Labella Phone: 410.931.0808 Email: dlabela@mdta.state.md.us	11/2014	11/2014	\$148,000	\$148,000	\$8,832

h. Narrative describing the Work Performed by the Firm identified as the Lead Designer for this procurement. Include the office location(s) where the design work was performed and whether the firm was the prime designer or a subconsultant.

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE

- Quality – This project is now in the latter stages of construction with no significant change orders related to the project design.
- Schedule – The design was completed on-time for a construction letting in accordance with Maryland Transportation Authority's letting schedule.
- Environmental – A comprehensive and detailed sediment and erosion control plan minimized environmental impacts.

Relevance to the Project

- ✓ *Similar size project*
- ✓ *Interstate widening*
- ✓ *Interstate design*
- ✓ *Bridge Design*

PROJECT DESCRIPTION

RK&K's Baltimore office served as the Prime Designer for the entire project with assistance from RK&K's Richmond office. The I-95 Express Toll Lanes project addresses improvements to approximately 6.5 miles of I-95 on the northeast side of Baltimore, including the reconstruction of three major interchanges. Existing I-95 consists of four lanes in both the northbound and southbound directions. RK&K was responsible for the I-95 interchange with MD 43, which was a traditional cloverleaf configuration. In addition to a bridge crossing of MD 43 over I-95, RK&K designed new bridges at King Avenue and Joppa Road that were required to accommodate the widened I-95, as well as the I-95 bridge over Campbell Boulevard.

Roadway Design: The major modification to I-95 consisted of adding two Express Toll Lanes (ETL) in each direction. The eight General Purpose Lanes (GPL) will be maintained. The ETLs will be located in the middle of the roadway and separated from the GPLs by a concrete barrier. Access from the ETL's to MD 43 will be via ramps in the median of I-95 to a signalized intersection with MD 43. Directional ramps to and from the GPL's will replace the loop ramps in the MD 43 interchange. This change will require four additional bridges within the limits of the interchange. In order to accommodate the wider I-95 typical section, all of the existing bridges will be reconstructed.

Retaining walls are included to minimize right-of-way requirements and reduce/eliminate impacts to environmental features. Other structural elements include noise walls, sign structures, and specialized drainage structures.

The project also included the following design elements: surveys, utility designating, utility design (16 inch and 48 inch sanitary mains), signing, pavement markings, signalization, lighting (high mast and low level), right of way plat preparation, drainage, stormwater management, erosion control, wetland mitigation, forest stand delineations, and geotechnical investigation and analysis. Maintenance of traffic was also a complex element for the interchange design due to the traffic volumes and the need to maintain the existing number of travel lanes. The project also required preparation of contract special provisions and a construction cost estimates. Special details were developed to protect an existing 108 inch Baltimore City water main during construction. RK&K also participated in public meetings and attended meetings with specific property owners.

The design coordination with the adjoining design sections, local jurisdictions, and the Owner were critical to the project's design and design schedule. RK&K also developed a 3D animated computer model of the interchange for presentation at meetings with the Authority and the public.

Due to the toll components of the project, the design also accommodated ITS for dynamic message signs, toll gantries, fiber optics, cameras, and backup generators.

LESSONS LEARNED FOR THE PROJECT

- **Team Integration** – All Team members involved in this project include Eric Mellor, PE (TMP) and Mitch Scott, PE (MOT Design).
- **Construction Phasing** – Phasing of bridge removal and reconstruction was complex and required temporary piers to support the bridge until the I-95 lanes could be reconstructed.
- **Utilities** – Coordination with utilities was extremely important. Baltimore Gas and Electric (BGE) was relocating a line through the area and substantial roadway cuts needed to be coordinated with them to ensure that the BGE line was installed at appropriate locations before the road construction commenced.
- **Maintenance of Traffic** – An intensive MOT plan was developed that required significant amounts of temporary pavement on temporary ramp connections. Detailed alignments, profiles and cross sections were required to appropriately prepare the temporary roadways for traffic use.



*For multiple phase projects, only a single phase of construction (or single contract) will be considered as a Project. If additional phases are shown under the same Work History Form, only the first phase (or contract) listed will be evaluated.



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