



# Submittal of Qualifications

## A DESIGN-BUILD PROJECT

### Route 3 Widening

**From:** 4.1 Miles East of Rte. 29  
**To:** 4.0 Miles West of Culpeper/  
Orange County Line

**Culpeper, Virginia**

**State Project No.:**  
0003-023-107, P101, R201, C501

**Federal Project No.:**  
STP-023-7(024)

**Contract ID No.:**  
C00014657DB56

**Date:** January 25, 2013





**ATTACHMENT 2.10****COMMONWEALTH OF VIRGINIA  
DEPARTMENT OF TRANSPORTATION**

RFQ NO. C00014657DB56  
 PROJECT NO.: 0003-023-107, P101, R201, C501

**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 12/04/2012  
(Date)
2. Cover letter of RFQ Addendum No. 1 01/11/2013  
(Date)
3. Cover letter of \_\_\_\_\_  
(Date)



SIGNATURE

Aaron T. Myers, Vice President/General Manager

01/25/13

DATE



**ATTACHMENT 3.1.2**

**Project: 0003-023-107, P101, R201, C501**

**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.

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15-page limit?</b>	<b>SOQ Page Reference</b>
<b>Statement of Qualifications Checklist and Contents</b>	Attachment 3.1.2	Section 3.1.2	no	n/a
<b>Acknowledgement of RFQ, Revision and/or Addenda</b>	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	n/a
<b>Letter of Submittal (on Offeror's letterhead)</b>				
Authorized Representative's signature	NA	Section 3.2.1	yes	2
Offeror's point of contact information	NA	Section 3.2.2	yes	2
Principal officer information	NA	Section 3.2.3	yes	2
Offeror's Corporate Structure	NA	Section 3.2.4	yes	2
Identity of Lead Contractor and Lead Designer	NA	Section 3.2.5	yes	2
Affiliated/subsidiary companies	Attachment 3.2.6	Section 3.2.6	no	n/a
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	n/a
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	n/a
Evidence of obtaining bonding	NA	Section 3.2.9	no	n/a

**ATTACHMENT 3.1.2**

**Project: 0003-023-107, P101, R201, C501**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15-page limit?</b>	<b>SOQ Page Reference</b>
<b>SCC and DPOR registration documentation (Appendix)</b>	Attachment 3.2.10	Section 3.2.10	no	n/a
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	n/a
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	n/a
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	n/a
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	n/a
<b>DBE statement within Letter of Submittal</b> confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	2
<b>Offeror's Team Structure</b>				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	3-4
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	n/a
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	n/a
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	n/a
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	n/a
Key Personnel Resume – Lead Utility Coordination Manager	Attachment 3.3.1	Section 3.3.1.5	no	n/a
Key Personnel Resume – Right of Way Manager	Attachment 3.3.1	Section 3.3.1.6	no	n/a
Organizational chart	NA	Section 3.3.2	yes	5
Organizational chart narrative	NA	Section 3.3.2	yes	5-7

**ATTACHMENT 3.1.2**

**Project: 0003-023-107, P101, R201, C501**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15- page limit?</b>	<b>SOQ Page Reference</b>
<b>Experience of Offeror's Team</b>				8-10
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	n/a
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	n/a
<b>Project Risk</b>				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	11-15





**“BETTER, FASTER, SAFE”**

301 Concourse Boulevard, Suite 300  
Glen Allen, VA 23059  
Phone: 804-290-8500 Fax: 804-418-7935  
[www.americaninfrastructure.com](http://www.americaninfrastructure.com)

January 25, 2013

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

Letter of Submittal / Statement of Qualifications:  
Route 3 Widening Design-Build Project  
State Project No.: 0003-023-107, P101, R201, C501  
Contract ID Number: C00014657DB56

Dear Mr. Clarke:

American Infrastructure (AI) is providing Virginia Department of Transportation (VDOT) with an integrated and experienced team to successfully deliver the Route 3 Widening Design-Build (DB) Project in Culpeper County, VA (the Project). Our experience delivering successful VDOT DB projects throughout the Commonwealth is second to none and unmatched for quality, safety, and value.

**THE AI TEAM**

**American Infrastructure**, *ABC National Contractor of the Year for 2011*, has a commitment to safety, quality, and customer satisfaction that consistently provides best value to our owners and their constituents. AI has been providing construction services in the Commonwealth since 1967. Since 2008, AI has successfully delivered two Virginia DB projects, both ahead of schedule, and is currently working on three active DB projects for VDOT. **Rinker Design Associates, P.C. (RDA)** is a Virginia-based firm and DB innovator as the lead designer for eight DB projects, and is serving as AI’s lead designer on two current VDOT DB projects. Supporting AI and RDA, is our Quality Assurance Manager (QAM), **Quinn Consulting Services Inc.**; **DMY Engineering Consultants, LLC**, providing Construction QC and geotechnical service; and **Pulsar Advertising**, providing public outreach.



AI and RDA are currently working together on the **VDOT Middle Ground Boulevard DB project** (\$32.5M) and the **VDOT I-581/Elm Avenue Interchange Improvements DB project** (\$20.4M). Together these projects were bid \$12.1M lower than the second bidder’s price, saving the Commonwealth valuable transportation funds. Both projects are currently advancing within schedule, safety and budget constraints.

The AI Team has an excellent reputation in the design and construction of projects of similar size, scope and risks to this Project. Because of our strong and successful collaborative working relationships, the AI Team consistently implements risk mitigation strategies throughout the design and construction of integrated DB projects. Our focus is always to identify and assess potential project risks early and resolve them before they become critical. After identifying and weighing each potential risk on this Project, we believe that the three risks most relevant and critical to the Project’s success are *stormwater management design and potential environmental consequences*, *utility coordination*, and *public relations*.

**A PROVEN SAFETY RECORD**

AI provides a culture of safety and excellence which is evidenced through our safety performance. We believe a project is truly considered successful when the goal of zero incidents is achieved. AI’s safety culture is engrained in each employee, teaches recognition of unsafe conditions, and authorizes ALL employees, subcontractors, and project stakeholders to stop a work activity if an unsafe condition is observed. AI’s safety culture has produced an Experience Modification Rate considerably lower than the construction industry standard of 1.00. AI has extensive safe-work

<b>AI-VA SAFETY PERFORMANCE</b>		
Year	EMR	OSHA Violations
2011	0.69	0
2010	0.80	0
2009	0.75	0
2008	0.68	0



experience on roadway projects constructed with a high volume of traffic. Our roadway crews and supervisors are certified through ATSSA and VDOT's Work Zone Traffic Control Training for implementation and inspection of traffic patterns. AI will assign a Safety Coordinator to the Project to ensure safety policy compliance of AI crews and subcontractors.

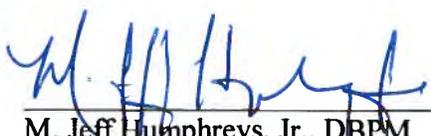
### SUBMITTAL REQUIREMENTS

The AI Team submits the information below as detailed in 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 The contact information for M. Jeff Humphreys, Jr. (DBPM) who is responsible for the oversight of the entire AI Team and will be the primary point of contact with VDOT is as follows:  
**M. Jeff Humphreys, Jr., DBPM** 804.290.8514 (Telephone)  
301 Concourse Boulevard – Suite 300 484.993.6638 (Fax)  
Glen Allen, VA 23059 jeff.humphreys@americaninfrastructure.com
- 3.2.3 The principal officer of AI-VA with whom a DB contract with VDOT would be written is:  
**Aaron Myers, VP/GM** 804.290.8500 (Telephone)  
301 Concourse Boulevard – Suite 300 804.418.7935 (Fax)  
Glen Allen, VA 2305 aaron.myers@americaninfrastructure.com
- 3.2.4 AI-VA is a registered Corporation in the Commonwealth of Virginia and will take financial responsibility for the Project. A single performance bond and a single payment bond will be provided for the Project.
- 3.2.5 American Infrastructure – VA, Inc. will be the lead contractor and Rinker Design Associates, PC will be the Lead Designer for the Project.
- 3.2.6 All affiliated and subsidiary companies are identified on Attachment 3.2.6 in APPENDIX 3.2.6.
- 3.2.7 The 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 as outlined in VDOT's Rules Governing Prequalification Privileges. AI-VA's prequalification number is G303 and our prequalification certificate 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 \$39M estimated contract value of the Project as exhibited by the letter of surety 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 is committed to achieving the 20% DBE participation goal for the Project, and is working towards achieving the goal by adding certified DBE firms to the AI Team, specifically Quinn Consulting Services Inc., DMY Engineering Consultants, LLC, and Pulsar Advertising.

Through our established team dynamics, experienced key personnel, and lessons learned on previous projects with similar challenges, the AI Team will provide a competitive proposal and ultimately the successful delivery of the Route 3 Widening Design-Build Project to VDOT and the community of Stevensburg.

Respectfully,  
  
\_\_\_\_\_  
Aaron T. Myers, VP/GM  
American Infrastructure – VA, Inc.

  
\_\_\_\_\_  
M. Jeff Humphreys, Jr., DBPM  
American Infrastructure – VA, Inc.





American Infrastructure has assembled a team of qualified professionals experienced in working with VDOT on DB projects similar to the Route 3 Widening Design-Build Project. As demonstrated by our experience on VDOT DB projects, the AI Team will design and construct the Route 3 Project in accordance with all contract requirements while managing and mitigating all project risks, with emphasis on the critical risks of *stormwater management design and potential environmental consequences*, *utility coordination*, and *public relations*.

AI and RDA have added the following subconsultants to our team because of their individual strengths and experience on relevant projects. *Quinn Consulting Services Incorporated (QCS)* will provide independent quality assurance for the Project. QCS will utilize *Specialized Engineering* for materials testing. *DMY Engineering Consultants, LLC (DMY)* will provide construction quality control and geotechnical services for the Project. *Pulsar Advertising (Pulsar)* will provide public outreach and assist with public relations during the right-of-way acquisition process.

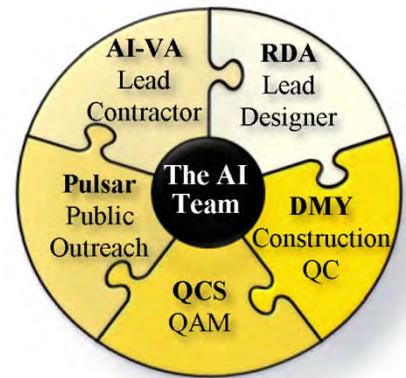


Figure 3.4.1. The AI Team is an integrated and experienced team comprised of five key firms.

### 3.3.1 KEY PERSONNEL

The AI Team’s key personnel are experienced in their respective project roles and at managing project risks including *stormwater management design and potential environmental consequences*, *utility coordination*, and *public outreach*. Their experience includes projects of similar size and scope.

**3.3.1.1 Design-Build Project Manager (DBPM):** As the person ultimately responsible for the successful delivery of the Project, the DBPM should be a strong and experienced leader. The AI Team has selected *M. Jeff Humphreys, Jr.* as our DBPM. He will serve as the primary point of contact with VDOT and be responsible for the overall project design, construction quality management and contact administration. Mr. Humphreys has managed the design and pre-construction start up of the *VDOT Middle Ground Boulevard Extension Design-Build project* where his focus was risk management including stormwater management design, utility coordination, and public relations. Mr. Humphreys is currently serving as AI’s DBPM for the *VDOT I-581/Elm Avenue Interchange Improvements DB project*, where he is focusing on similar risk elements as those on Middle Ground Boulevard and the Route 3 Project.

**3.3.1.2 Quality Assurance Manager (QAM):** Quality Assurance (QA) is of paramount importance to the successful completion of any DB project, and requires a registered professional engineer licensed in Virginia with working knowledge and understanding of quality assurance inspection and testing, including monitoring the construction quality control programs. The AI Team offers *Kaushik Vyas, P.E.* with Quinn Consulting Services Inc., as the QAM for the Project. Mr. Vyas has extensive experience in Quality Assurance and Quality Control on relevant VDOT DB projects, including the *I-495 HOT lanes*, *Route 15 Widening* and *Route 895 PPTA DB projects*.

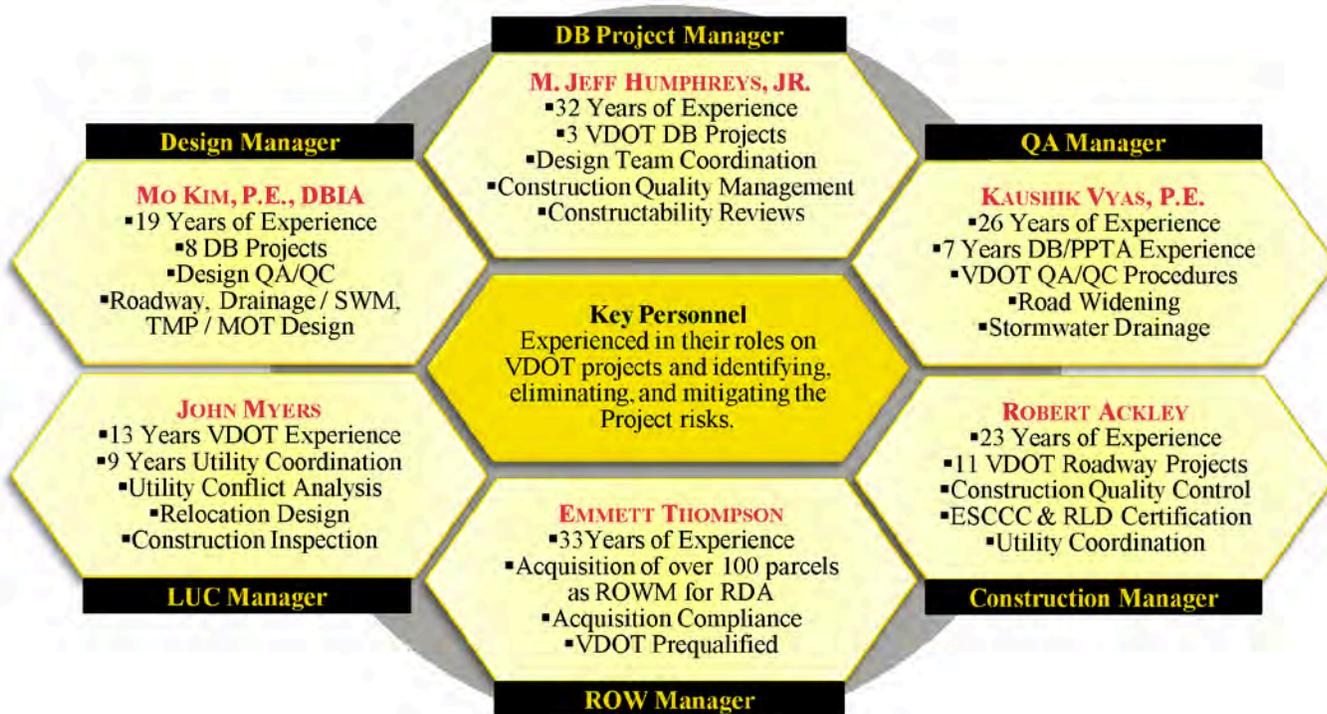
**3.3.1.3 Design Manager (DM):** Having the right lead design firm and DM is an integral part of a successful DB project. Based on the RFP, this person will be responsible for coordinating all design disciplines and ensuring that the overall project design is in conformance with the Contract Documents. The AI Team offers *Mo Kim, P.E., DBIA* with RDA as the DM for the Project, a professional engineer licensed in Virginia and a certified DBIA (Design Build Institute of America) professional. Mr. Kim has extensive experience in providing design management and design QA/QC services on relevant VDOT DB projects. Most notably, his experience includes the *James Madison Highway (Route 15)* and *Sudley Manor Drive PPTA/DB projects* as the DM and the *Route 36 Improvements DB project* as the Design QA/QC Manager.

Mr. Kim also served as the Project Manager for the *Stringfellow Road (Route 645) Widening project* which has extensive, similar utility concerns.

**3.3.1.4 Construction Manager (CM):** The AI Team’s CM, **Robert Ackley**, understands the intricacies of the Project and has successfully managed similar projects with the same risk elements. He has expertise in managing projects with extensive utility coordination, stormwater management challenges, and involved communities. Mr. Ackley recently completed the *VDOT Route 60 and German School Road project*, where he coordinated the complete redesign of the stormwater drainage system, and presented construction progress updates at the Midlothian Civic Association meetings. Mr. Ackley handled similar conditions on the *Watkins Center Parkway at West Chester Commons project*. Having spent six years of his career with VDOT, Mr. Ackley has an intimate understanding of the Department’s goals and processes, and earned 95% or above on all VDOT CPE’s on the Route 60 and German School Road project.

**3.3.1.5 Lead Utility Coordination Manager (LUCM):** Utility relocations may have the single biggest cost impact to DB projects. A LUCM with experience and expertise is required to minimize this cost and associated schedule implications. The AI Team’s LUCM is **John Myers** is a former NOVA Regional Utility Coordinator, with working knowledge of all of the issues surrounding utilities and the crucial working relationships with each and every utility company. Mr. Myers has been involved in numerous VDOT projects in this identical role including the *Route 28/Wellington Road, Stringfellow Road (Route 645) Widening, and Telegraph Road at South Kings Highway projects*.

**3.3.1.6 Right of Way Manager (ROWM):** The ROWM must be able to manage all aspects of right-of-way acquisitions (i.e. appraisals, negotiations, relocations, and closings). RDA, a VDOT prequalified right-of-way contracting consultant, offers **Emmett L. (Wink) Thompson** as the ROWM for the AI Team. Mr. Thompson was formerly the Assistant ROWM for VDOT’s Fredericksburg District. His recent experience as a Right-of-Way Consultant includes the *Middle Ground Boulevard Extension DB project* and several locally administered roadway projects in Stafford County and the Town of Dumfries.

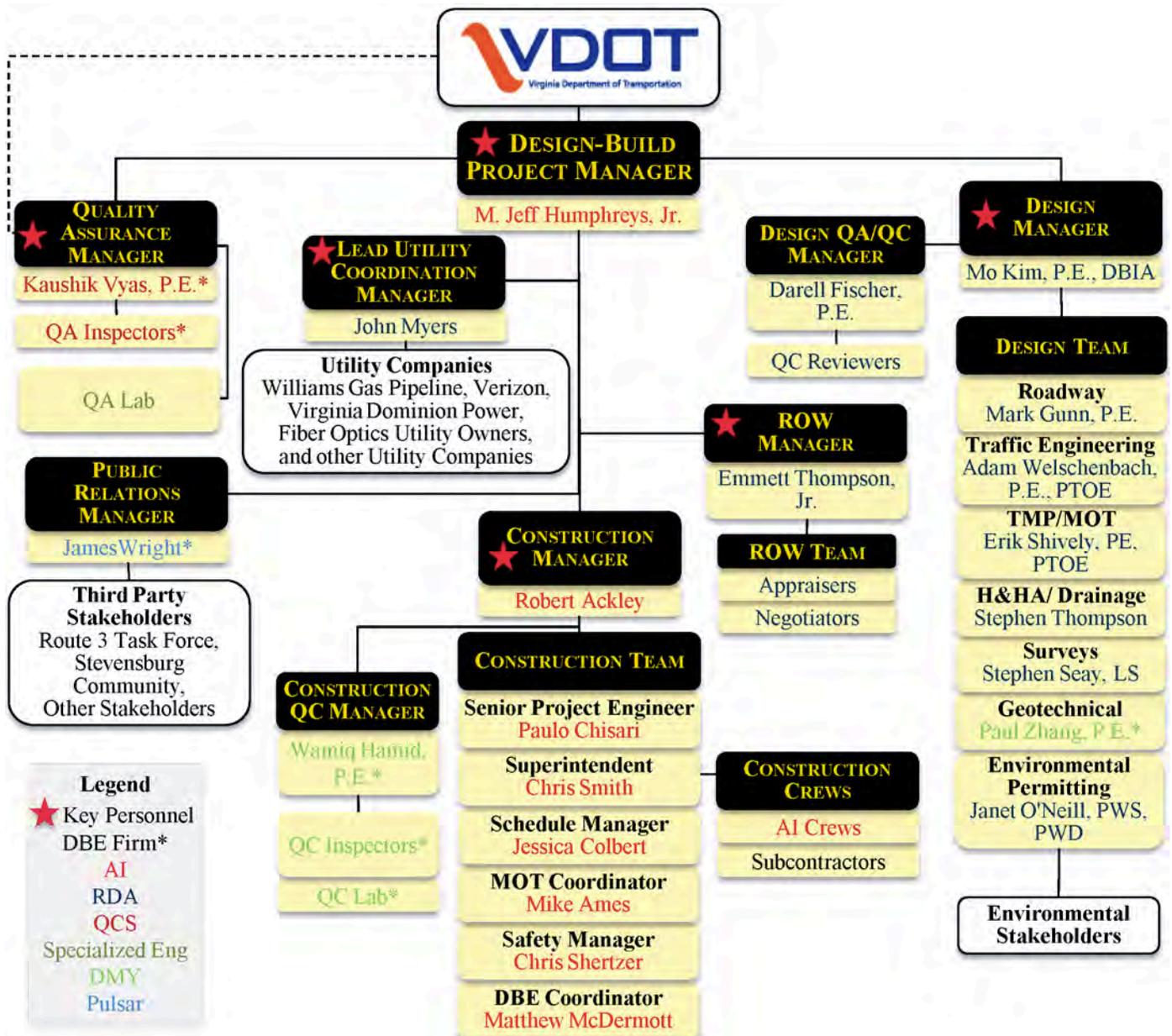


**Figure 3.3.2: AI Team Key Personnel.** *The AI Team Key Personnel will minimize Route 3 Project risks through personal experience and team accountability.*

### 3.3.2 ORGANIZATIONAL CHART

The AI Team organizational chart shows the chain of command while identifying major functions to be performed. Practical lines of communication between the DBPM and his six direct reports, with appropriate coordination between them, will ensure efficient and effective project management. The AI Team has added a Public Outreach firm to our team to coordinate with the Route 3 Task Force and keep the community connected to the Project. Key Personnel are identified by a red star. In addition to Key Personnel, the AI Team has identified team leads for pertinent disciplines to provide comprehensive project management and risk mitigation expertise to minimize the support needed from the Department. Clear separation and independence between the Quality Control (QC) and Quality Assurance (QA) programs for construction activities is shown, in accordance with the VDOT's requirements.

This organizational structure is very similar to the successful model used by AI and RDA on *VDOT's Middle Ground Boulevard Extension* and *I-581/Elm Ave Interchange Improvements DB projects*, with the positions of LUCM and ROWM elevated to key personnel reporting directly to the DBPM for the Project.



### FUNCTIONAL RELATIONSHIPS AND COMMUNICATION

**VDOT** - The Department will provide guidance, oversight, and approvals for design and construction of the Project and will facilitate communication with other review agencies, as necessary. The AI Team will coordinate “over the shoulder reviews” and seek the Department’s feedback on the design development. To ensure consistency with VDOT’s earlier outreach effort, the AI Team proposes that VDOT, our DBPM, and our Public Relations Manager maintain open lines of communication during the DB process. Furthermore, the Department will be a key teaming partner to ensure successful delivery of this Project to the public.

**Design-Build Project Management** - Our DBPM, *M. Jeff Humphreys, Jr.* will manage the overall project design, construction, quality management, and contract administration for the Project. He will report directly to the VDOT Project Manager and will be the primary point of contact with VDOT and other stakeholders. To functionally manage and deliver a successful project, Mr. Humphreys will coordinate and meet weekly or bi-weekly with six direct reports, specifically the QAM, DM, CM, LUCM, ROW Manager, and PR Manager, depending on the stage of the Project. Additionally, he will maintain an action item log of activities and a two month look-ahead schedule to ensure the design and construction activities and environmental compliance efforts remain on schedule and in conformance with VDOT commitments.

**Quality Assurance** – Led by our QAM, *Kaushik Vyas, P.E.*, the independent QA team of Quinn Consulting Services Inc (QCS) will be responsible for QA inspection and testing of all materials used and work performed on the Project, including monitoring of the construction QC program. Further, they will ensure all work and materials, testing, and sampling is performed in accordance with the contract requirements and the “approved for construction” plans and specifications. Mr. Vyas will report directly to our DBPM, *Mr. Humphreys*, with oversight and concurrent direct reporting to the Department and will be supported by QCS’s QA Inspectors and Specialized Engineering for independent QA materials testing.

**Design** - DM, *Mo Kim, P.E.*, will lead the design team and coordinate the individual design disciplines including roadway, traffic engineering, TMP/MOT, H&HA/drainage, environmental permitting, surveys, and geotechnical. Mr. Kim will report to *Mr. Humphreys*, DBPM, and will ensure the overall project design conforms to the contract documents. He will establish and oversee the design QA/QC program, including review of design criteria, design calculations, working plans, shop drawings, specifications, and constructability. The design team leads for all disciplines will provide design services in their areas of expertise and will report directly to *Mr. Kim*. The Design QA/QC Manager, *Darell Fischer, P.E.*, will provide design quality control reviews and quality assurance compliance and will report directly to *Mr. Kim*.

The AI Team will hold regularly scheduled design coordination meetings and constructability reviews with all pertinent design disciplines and their construction counterparts. The design coordination meetings will address design milestones and submission schedules. Constructability reviews will evaluate design feasibility, construction means and methods, and schedule management. Furthermore, “over the shoulder reviews” will provide a forum for the Department’s input and feedback on the design concept prior to submission of the plans for approval.

**Construction** - CM, *Robert Ackley*, will be responsible for managing the construction process, including QC activities and will report to *Mr. Humphreys*, DBPM. Mr. Ackley will be on the project site for the duration of the construction operations and will ensure materials used and work performed meet contract requirements and “approved for construction” plans and specifications. The construction team will include the Senior Project Engineer, Superintendent, Schedule Manager, MOT coordinator, Safety Manager, and DBE coordinator who will all report to *Mr. Ackley*. *Paulo Chisari*, Senior Project Engineer, will be responsible for construction quantities, project documents, and dissemination and implementation of RFC plans, plan revisions, and field changes. *Chris Smith*, Superintendent, will be responsible for all field operations including coordination of all AI crews and subcontractors and managing overall project production. *Jessica Colbert*, Schedule Manager, will be responsible for developing and maintaining the

project CPM schedule. MOT coordinator, *Mike Ames*, will coordinate implementation of traffic patterns in accordance with the approved plans. *Chris Shertzer*, Safety Manager, will ensure construction activities meet AI safety standards and comply with project specific safety policies. *Matt McDermott*, DBE Coordinator, will solicit DBE participation and ensure the DBE goal for the Project is met.

The AI Team will have daily coordination meetings, weekly planning and scheduling meetings, and monthly progress meetings. Daily coordination meetings between the CM, the QAM's Senior Inspector, and VDOT's on-site representative will help schedule inspection staff and keep open communication about construction progress. AI's weekly planning and scheduling meetings will develop "3-Week Look Ahead Schedules" and will include the construction team, the QA team, and design team members as needed. Monthly project meetings with the Department will include the AI Team's DBPM, DM, CM, QAM and other team members, as necessary, to review overall project progress and discuss any issues that will affect the schedule. Construction crews will have daily morning huddles and end of shift huddles to make certain the safety measures planned into their work operations are adequate and functioning.

**Utility Coordination** – LUCM, *John Myers*, will report to DBPM, *Mr. Humphreys*, and will lead the utility coordination team in contacting all utility companies at NTP to establish a coordination plan for all utilities. This coordination plan will be presented to the DBPM and other team members for alignment prior to finalizing with the utility companies. As utility impacts are refined and PS&E's are submitted, Mr. Myers will review costs with *Mr. Humphreys*, confirm their validity, and finalize their approval to submit to VDOT for utility relocation authorization. Focus will be placed on the transmission gas lines owned by *Williams Gas Pipeline*, since these fuel lines are the single most costly item on the project and the extent to which they can be avoided is minimal. Mr. Myers will coordinate directly with utility companies including the Williams Gas Pipeline, Verizon, Virginia Dominion Power, fiber optics utility owners, and any other utilities companies that require coordination.

**ROW Acquisition** – ROWM, *Emmett Thompson*, will lead our right-of-way team of professionals. Mr. Thompson will report directly to the DBPM, *Mr. Humphreys*. Furthermore, Mr. Thompson will interact on a daily basis with the DM, *Mr. Kim*, to ensure that all plans and right-of-way documents are correlated. However, given the required involvement that VDOT's right-of-way staff will have on the Project, Mr. Thompson will also coordinate heavily with *VDOT*, as well as input all data into RUMS.

**Public Outreach** – Pulsar's *James Wright* will manage the AI Team's public outreach efforts, and coordinate communication with the town of Stevensburg and the Route 3 Task Force. Mr. Wright will report directly to DBPM, *Mr. Humphreys*, and will assist VDOT in maintaining positive public relations throughout design and construction of the Project.

**FORMAL PARTNERING** – The AI Team has established effective methods for team communication through our previous teaming experience and will include the Department and other stakeholders in our team communication through our formal partnering process. The goal of our formal partnering process is a unified team approach to make certain the Project is successful both for the Department and the community of Stevensburg. Through routine and open communication, including formal partnering workshops, an atmosphere of trust will be created for the Project. The benefits of our formal partnering process include early involvement of key stakeholders to resolve potential major issues and the clarification of responsibilities through establishment of a resolution ladder.

*"In providing this forum [formal partnering], the day to day operations have run smoother as just a simple phone call can precipitate action needed by other entities to help resolve issues that arise frequently on these types of projects, and this seems to be providing for more timely action."*  
- Michael Johnson – VDOT Construction Manager; Hampton Boulevard Grade Separation



The strengths AI and RDA have developed as a team through our previous pursuits and current DB projects are an asset to VDOT that results in decreased costs and compressed schedules. We have learned to optimize our team performance and will meet the expectations of VDOT and the community of Stevensburg on the Route 3 Project. AI and RDA are experienced on projects of similar scope and size to the Route 3 Widening DB Project with similar challenges to the critical risks of *stormwater management (SWM) design and potential environmental consequences, utility coordination, and public relations.*



**American Infrastructure (AI)**, *ABC National Contractor of the Year for 2011*, is a vertically integrated, heavy civil construction company and material supplier that has provided quality construction services in the Mid-Atlantic region since 1939 and in the Commonwealth of Virginia since 1967. A Virginia contractor with a regional workforce of more than 310 employees and 240 pieces of heavy equipment and rolling stock, AI-VA is backed by the resources of its parent company, AI, with a fleet of over 1300 pieces of heavy equipment and rolling stock and over 1600 employees. AI strategically utilizes equipment and personnel by resource sharing throughout the Mid-Atlantic region between AI-VA and its affiliates, American Infrastructure-MD and Allan A. Myers.

AI's culture is represented by "Better Faster Safe", which means building quality work, as efficiently as possible, with a fierce commitment to safety. AI is committed to building relationships with satisfied customers, and pursues projects that will have long lasting impacts in our communities. Through our "Home Safe Tonight" initiative, AI construction management teams are passionately committed to ensuring that every individual who works on an AI construction site goes home safely at the end of each day.



**Rinker Design Associates, PC (RDA)** will be the lead designer for the Project and provide roadway, utility, and drainage design. RDA is a mid-sized firm of over 100 employees with locations in Manassas (main office), Fredericksburg, and Glen Allen, Virginia. RDA has been providing professional services throughout Virginia for over 30 years. RDA is a Virginia-Certified Small Business (DMBE Certification #652784) and a leading provider of professional civil engineering, transportation engineering, environmental, surveying, right-of-way acquisition, utility design and coordination, and permitting services. RDA consistently receives "exceeds expectations" on their consultant performance reports from the Department, including scores ranging from 3.76 to 4.0 on the Stringfellow Road project. RDA focuses on preparing high quality, functional, and ecologically sound plans and documents, which are accurate and have built-in value to their clients.

**AI TEAM DESIGN-BUILD APPROACH** – AI and RDA have a structured approach to the DB process, which evolved from working together on our active DB projects and previous pursuits. Through continuous refinement of our process, the AI Team developed the following approach to DB Projects:

- Utilize innovative design solutions and construction methods to provide faster, less costly and better project solutions.
- Complete detailed design and construction planning during the RFP process.
- Carry RFP effort through design and construction of the project ensuring preventing wasted effort.
- Coordinate over the shoulder reviews of work packages and constructability reviews to provide the best design solutions in our submittals to the Department.
- Dedicate a construction engineer to the design process to incorporate construction means and methods into the design and minimize construction costs.
- Implement lessons learned from previous projects design efforts and construction challenges.

## RELEVANT WORK HISTORY

To date, AI has been awarded over \$625M of DB projects in the Mid-Atlantic Region, including \$479M for VDOT in the past five years. The *Richmond Airport Connector Road DB project* for Transurban and the *VDOT Route 29 Bridge over Tye River DB project* were completed two months and eleven months ahead of schedule, respectively. AI was recently selected as a joint venture partner for the *Route 460 Corridor Improvements DB project* (\$1.4 B).

RDA has been awarded \$200M of DB/PPTA projects, which includes four completed DB projects in Virginia. RDA's DB experience includes the *Route 36 Improvements*, the *Crosspointe Centre Roadway Improvements*, the *James Madison Highway (US Route 15) Widening*, the *Sudley Manor Drive PPTA*, the *Stafford County PPTA*, the *GMU West Campus Drive*, and the *Prince William Parkway projects*. Additionally, RDA has recently completed the *Stringfellow Road (Route 645) Widening* and is in the final stages of the *I-81 Exit 310 projects* for VDOT.

AI and RDA's active DB projects for VDOT are the *Middle Ground Boulevard Extension DB project* and the *I-581/Elm Avenue Interchange Improvements DB project*, both of which are progressing on schedule and have established positive working relationships with VDOT's representatives. As a team, we have presented design changes that not only reduce costs but make sense and provide a better product to VDOT.

**MIDDLE GROUND BOULEVARD EXTENSION DB PROJECT** – The Middle Ground Boulevard Extension involves 1.2 miles of new four-lane divided highway, roadway widening, several signalized intersections, extensive utility coordination/relocation, ROW acquisition of 72 parcels, and challenging SWM conditions. Of particular note are the SWM facilities which required a counterintuitive approach to implement a successful design.

### Relevance to Route 3 Project

- ✓ SWM Challenges
- ✓ Utility Coordination
- ✓ Public Involvement

**I-581/ELM AVENUE INTERCHANGE IMPROVEMENTS DB PROJECT** – The Elm Avenue project involves the widening of Elm Avenue from four lanes to six, reconstruction of two bridges, improved signalization, interchange ramp widening, and improvements to SWM and drainage systems. Clear public communication for traffic switches both on Elm Avenue and I-581/US 220 will be crucial to maintaining traffic flow.

### Relevance to Route 3 Project

- ✓ Road Widening
- ✓ Stormwater Management
- ✓ Utility Coordination
- ✓ Public Involvement

**ROUTE 60 AND GERMAN SCHOOL ROAD PROJECT** – The Route 60 project consisted of 4.5 miles of utility and road improvements on Midlothian Turnpike (six lane divided highway) and German School Rd. Significant utility conflicts were encountered, which were eliminated through field surveying and redesign during construction or relocation if the impacts could not be avoided. In addition, this project experienced stormwater management challenges due to offsite water entering the drainage areas with the conversion from roadside swales to curb and gutter. The AI Team CM for Route 3, Robert Ackley, coordinated the redesigns with the design engineer to mitigate the stormwater management challenges encountered on this project.

### Relevance to Route 3 Project

- ✓ Road Widening
- ✓ SWM Challenges
- ✓ Utility Coordination
- ✓ Public Involvement

**WATKINS CENTER PARKWAY AT WESTCHESTER COMMONS PROJECT** – This project included the development of the 140-acre site and nearly three miles of new roadway. The roadway improvements included widening of Route 60 from two lanes to six lanes and intersection improvements. Successful collaboration with the utility companies allowed for over 30,000 lf of conduit for electric, gas, and telephone. AI provided utility infrastructure including duct banks, conduit installation, junction boxes, vaults and transformer pads.

### Relevance to Route 3 Project

- ✓ Road Widening
- ✓ Stormwater Management
- ✓ Utility Coordination

**STRINGFELLOW ROAD (ROUTE 645) WIDENING PROJECT** – The Stringfellow Road project consisted of the design of approximately 2 miles of two-lane roadway widening to a four-lane divided highway. The project abutted several schools and parks, crossed several streams, upgraded many signals, and impacted numerous utilities, public and private. Most notably, the utility impacts and coordination included a newly installed 24” water main, several large bore aviation fuel pipelines and extensive overhead power and telephone.

**Relevance to Route 3 Project**

- ✓ Widening
- ✓ Utility Coordination
- ✓ Four-lane divided roadway

**JAMES MADISON HIGHWAY (US ROUTE 15) WIDENING PPTA/DB PROJECT**

**Relevance to Route 3 Project**

- ✓ Widening
- ✓ Utility Coordination
- ✓ Four-lane divided roadway

– The Route 15 project is a PPTA/Design-Build project that widened the roadway from two lanes to four lanes to include a depressed median for approximately 2.2 miles. The design and construction included several stream crossings, signalized intersections, and relocation/mitigation of large overhead power lines.

**SUDLEY MANOR DRIVE** – A four-lane divided highway typical was designed and constructed for approximately 1.9 miles. The project features included coordination and sleeving of several large fuel pipelines, construction of a new firehouse, coordination of adjacent plans of development, design for several major stream crossings, and design signalized intersections.

**Relevance to Route 3 Project**

- ✓ Design-Build
- ✓ Utility Coordination
- ✓ Four-lane divided roadway

**WORKING RELATIONSHIPS OF TEAM MEMBERS** - The AI Team has teaming experience on several DB projects and pursuits for VDOT.

<b>AI Team Experience Working Together</b>	<b>AI</b>	<b>RDA</b>	<b>QCS</b>	<b>DMY</b>	<b>Pulsar</b>
Middle Ground Boulevard Extension DB project (\$32.5M)	✓	✓			✓
I-581/Elm Avenue Interchange Improvements DB project (\$20.4M)	✓	✓			✓
Prince William Parkway DB project (\$11.7M)		✓		✓	
I-64 Widening and Route 623 Interchange Improvements DB SOQ (\$31M)	✓	✓			
I-581 Valley View Blvd DB Technical Proposal (\$20M)	✓	✓			✓
I-64 Exit 91 DB Technical Proposal (\$32M)	✓	✓			✓
Virginia Capital Trail - New Market Heights Phase DB RFP (\$10.3M)	✓	✓		✓	
Virginia Capital Trail - Varina Phase DB RFP (\$10.5M)	✓	✓	✓	✓	✓
Sycolin Road DB RFP (\$14.5M)	✓	✓	✓	✓	
<b>Projects</b>	<b>Current Pursuits</b>		<b>Technical Proposals</b>		

**WORK HISTORY FORMS (APPENDIX 3.4.1)**

AI and RDA submit the following projects to best demonstrate our individual qualifications for the Project.

**AI WORK HISTORY AS LEAD CONTRACTOR**

- Route 60 and German School Road project
- Middle Ground Boulevard Extension DB project
- Richmond Airport Connector Road DB project

**RDA WORK HISTORY AS LEAD DESIGNER**

- Stringfellow Road Widening project
- James Madison Highway PPTA/DB project
- Sudley Manor Drive PPTA/DB project





In preparation of this RFQ, members of the AI Team attended the March 23, 2011 public hearing, monitored VDOT's discussions with the Route 3 Task Force, and visited the Route 3 Project site on three separate occasions to view the existing site characteristics, identify potential design/construction risks that the Project presents, and assess potential MOT during prevailing peak traffic patterns and potential safety issues through the project area. Following issuance of the RFQ, the AI Team reviewed and evaluated the RFQ plans and technical reports to further evaluate and assess potential project risk factors. After weighing each potential risk, we have determined the three risks most relevant and critical to the success of the Project to be *stormwater management (SWM) design and potential environmental consequences, utility coordination, and public relations*. However, potential lower tier risks related to historic properties, environmental permitting and the TMP/MOT will be part of our risk management strategy. Managing all risks from scoping, through design and construction, is integral to the AI Team's approach and, through coordination and collaboration with VDOT and third parties, will yield a successful Project.

### **RISK 1 –STORMWATER MANAGEMENT DESIGN AND POTENTIAL ENVIRONMENTAL CONSEQUENCES**

**Risk Description** - The AI Team understands that the Project's SWM assessment, analysis and current design has been through several iterations during its development. When the project schedule was advanced to achieve a public hearing in March 2011, much of the SWM design was still in the conceptual stage. As the project design was advanced, it became evident that the public hearing SWM concept was inadequate as significant off-site drainage mixed with on-site drainage and was conveyed via roadway ditches to common outfalls. Based on further analysis, VDOT determined that additional and/or larger SWM facilities are required to meet regulations and the current SWM concept included extensive use of curbing and storm sewer conveyances not consistent with the rural setting of the road and interests of the local residents. However, the current RFQ plans reflect an attempt to utilize the SWM design from the public hearing plans. The AI Team has evaluated the potential SWM design risks, the effects these risks may have on construction, and the potential for off-site drainage to enter the construction site. *The AI Team's approach to risk mitigation is identifying and clarifying potential risk elements, eliminating the risk impacts to cost and schedule through innovative design and construction solutions, and mitigating impacts that cannot be avoided.* This approach will be applied to the stormwater management design specifically as follows:

- Re-evaluation of the SWM plan in accordance with SWPA 12-01 to determine how the new regulations are implemented.
- Re-evaluation of the SWM plan for the elimination of the "less than one acre of land disturbance per outfall" exemption per SWPA 12-02.
- Re-design of the storm drainage systems and SWM facilities to eliminate the extensive use of urban features along a rural road which seemed inevitable based on concerns expressed at the field inspection. These redesigns could result in additional and/or larger SWM ponds.

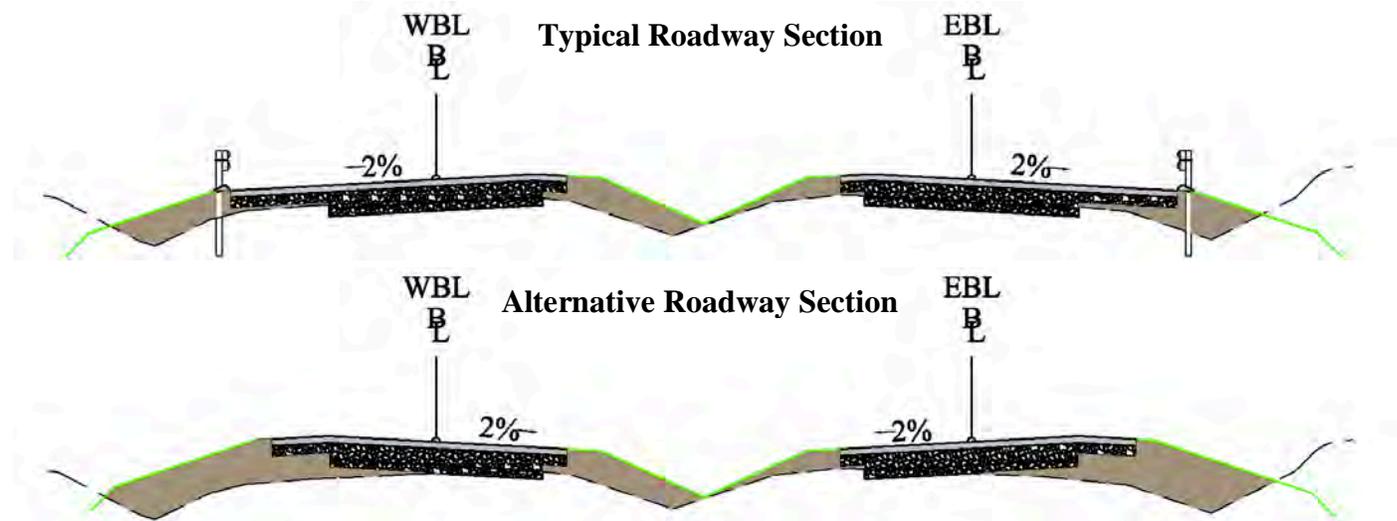
**Impact** - Re-evaluation of the SWM plan will involve a comparison of the water quality requirements from the new criteria to that of the old VDOT criteria, thus the Project will fall under Category 2 as defined in SWPA 12-01. For Category 2 activities, the SWPA states that incorporation of additional water quality measures shall be done to the greatest extent possible without impacting additional ROW or delaying the construction schedule. However, efforts to reasonably and practicably incorporate features must be documented and non-conformance with the new criteria must be justified.

The elimination of the "one acre rule" may result in additional SWM facilities through the use of best management practices. In most cases, these facilities can be integrated into the design with minimal impact or adjustment to the proposed footprint. Without sufficient VDOT SWM design information, elimination of this exemption poses an unknown risk which could result in increases in ROW acquisition and associated costs. If ROW requirements increase, the environmental document would require re-evaluation which could jeopardize the FONSI and possibly delay permit acquisition and ultimately the start of construction.

In order to reduce or eliminate the proposed urban features included in the SWM concept, ROW would need to expand, project costs would increase (pending comparison of more facilities to elimination of curb & gutter and closed storm drainage) and the environmental document would require re-evaluation and delay permits and construction activities. If the Project progresses with the conceptual urban features, the impact would be an upgraded roadway that is out of character for the rural setting and adjacent environment.

**Mitigation** - The mitigation of this risk could result in a cost reduction for the Project. The re-evaluation per SWPA 12-01 will be documented and any non-conformance with the new criteria will be justified. The elimination of the “one acre” exemption (SWPA 12-02) will be evaluated by our experienced team members. *The AI Team’s lead drainage engineer, Steve Thompson, has evaluated these same issues on other recent projects (I-81 Exit 310 and Mountain View Road) and has found non-intrusive ways to meet the requirements in fixed ROW scenarios.*

The AI Team’s approach to eliminate the extensive use of urban features, with VDOT’s acceptance, will resolve any concerns or issues presented by SWPA 12-02. The AI Team believes there is a solution that will minimize or eliminate the urban features and may reduce the size of the SWM facilities – *reverse the roadway crown so that in normal crown situations the road drains to the median rather than the outside.* This will separate the roadway drainage from the off-site drainage; thereby reducing the required size of each SWM facility and eliminating the need for curb & gutter along the outside including the associated closed storm drainage systems. However, a clear water diversion will be needed at each SWM area and a median closed drainage system will still be needed to convey drainage to a proposed SWM facility.



**Figure 3.5.1. Stormwater Management Mitigation Strategy.** *The AI Team’s proposed solution to minimize SWM needs and/or eliminate urban features through this rural and historical corridor of Route 3.*

**VDOT’s Role** - The biggest benefit that VDOT can provide to our approach is that of a true partner through the risk identification and mitigation process. As each element is evaluated and the risk is either realized, avoided or mitigated, we look to VDOT to work with us in exploring and approving innovative ideas (such as the reversed crown) to better the design, reduce costs and reduce the overall environmental impacts.

## **RISK 2 – UTILITY COORDINATION**

**Risk Description** - The existing utilities along the Route 3 corridor pose potential risks due to the type of facilities and the unknown extent to which each of these utilities will be impacted. Managing these risks will depend on the specific issues posed by each utility owner (four types of utilities and six owners) and the effect that resolution will have on project cost and schedule.



**Figure 3.5.2 Stringfellow Road.** *Through extensive utility coordination, RDA’s design minimized impacts to major fuel lines, overhead utilities, and fiber optics lines.*

Major **transmission fuel lines** owned and operated by Williams Gas Pipeline – TRANSCO are shown crossing the Project and present an extreme risk to the Project. However, as VDOT noted in the recent response to questions, Williams will be responsible for the protection of these lines. Thus the remaining risk is ensuring that all of Williams design and construction work is completed within schedule.

**Copper T/TG lines**, owned by the local phone company, Verizon, are present and will require relocation as part of the Project. With copper, connections have to be made for each individual “pair” inside the bundle, making splicing very time consuming. An average sized cable could easily have thousands of pairs to be spliced which is performed by limited, specialty workers.

**Fiber optic lines**, owned by Verizon, Fiber Light of Virginia, AT&T, and Level 3 Communications, will be impacted and require relocation. While most fiber lines are smaller in size than traditional copper counterparts, installation of these lines increases the risk since this work is performed by

specialty crews. The amount of traffic on fiber lines further complicates this risk as the security of the customers (government and financial institutions) may take months to secure a suitable cutover window.

There is an **aerial transmission** easement, approximately 100’ wide, within the Project, and the RFQ plans show cut limits within this easement that affect a wooden truss transmission poles north of the road. Dominion Virginia Power owns these facilities and will NOT allow any excavating near them which means they would need to be relocated at a substantial cost or the design modified to avoid impacts.

**Impact** - Because of the VDOT’s response to questions, conflict to the **transmission fuel lines** will be the responsibility of the utility owner and not the AI Team. However, our remaining concerns focus on schedule, specifically William’s priorities and ability to complete work during low usage periods.

Conflict with the **fiber optic lines** and **copper T/TG lines** will require significant time for relocation as the lead time to find a suitable window for cutover splicing may be difficult due to their limited numbers and high demand for qualified splicing crews. Further, the proximity of the closest splice point to our Project limits may result in additional line replacement, effecting project cost and schedule.

Conflict with the **aerial transmission lines** will result in a significant project cost. The existing truss poles are wooden which do not meet today’s standards, so DVP will not replace them without upgrades. They would be replaced with metal truss poles which are significantly more expensive and costly. Additionally, the timeframe to relocate large transmission lines is extensive and would impact the schedule significantly.

**Mitigation** - The AI Team’s approach to utility conflicts includes early and continuous coordination with utility companies regarding potential impacts (not waiting for UFI), evaluating individual conflicts for the most cost effective solutions, and minimizing impacts through design adjustments and innovation. Design considerations include profile adjustments, retaining walls, or completing drainage designs coincident with utility relocation designs. The AI Team has successfully used this approach on the **Middle Ground Boulevard DB project** to mitigate utility impacts.

The AI Team’s Lead Utility Coordination Manager (LUCM), **John Myers, a former VDOT Utility Coordinator from NOVA District**, has established relationships with the utility owners throughout the region that will be invaluable to helping facilitate expedited relocation of



**Figure 3.5.3 Middle Ground Boulevard** *The AI Team minimized impacts to gas, phone, fiber optic, and power lines.*

impacted facilities. Below is a listing of each utility and the benefit that design alterations may realize:

**Transmission Fuel Lines** – As mitigation for the transmission fuel line lies with the owner, the AI Team’s goal will be to conduct design and construction schedule coordination for both the roadway and the fuel line early and often. Our experience is that taking ROW from Williams is unlikely and a perpetual easement is more likely. This early identification allows our ROW Manager to work with these utilities early in the design to plan the proper course of action versus a late discovery that could affect acquisition processes.

**Fiber Optic Lines** – Given that much of the impact is longitudinal vs. transverse, design avoidance is unlikely. There are some locations where minimization strategies can be implemented. Other options may include exposing the fiber optic line and moving it to a new trench that is out of conflict which requires slack or extra coiled length in the line at a nearby splice point or junction.

**Copper T/TG Lines** – There are few locations where avoidance and minimization will be possible. In this situation it is imperative that our LUCM coordinate continuously with Verizon to ensure timely relocations.

**Aerial Transmission Lines** – It appears likely that the roadway design cannot be altered to avoid this impact. More likely, the best solution is to assess using a retaining wall to avoid the transmission poles. However, other alternatives will be explored to minimize costs and potential impacts to existing environmental commitments and permit acquisition.

On the *Dulles Discovery project* in Fairfax, VA, AI coordinated construction around 2100' of 20" high pressure gas line owned by Columbia Gas over a 6 months duration.

**VDOT’s Role** - Given the contentious nature of utilities, our vision of VDOT’s role is big picture. If utilities are unwilling or unresponsive, it may be necessary for VDOT to engage the utility at a higher level or, as a last order, contact the State Corporation Commission to engage the utility company. Also, we ask that VDOT be open to design modifications and the innovative design to reduce or eliminated utility impacts.

### RISK 3 – PUBLIC RELATIONS

**Risk Description** - Following the public hearing, a Route 3 Task Force (task force) was created that included Stevensburg community residents, business owners and representatives of the historic and cultural resources along the project corridor. JoAnne Russell, a member of the Stevensburg community, was the impetus behind the creation of the task force. Bill Chase, chairman of the Culpeper County Board of Supervisors, served as chairman and Jim Rich, the Culpeper District representative on the CTB, attended the task force meetings. *Many of the design modifications approved as part of the public hearing resulted from the recommendations from the task force.* Their continued interest in the Project will not diminish.

Access, safety and maintaining a sense of community were the major concerns of the task force and major stakeholders, which were addressed fully or partially within VDOT public hearing approval process. The major stakeholders and their point of interest were as follows:

- The Memorial Foundation of the Germanna Colonies of Virginia, Inc., Brandy Station Foundation, Central Virginia Battlefields Trust, Virginia Outdoors Foundation and Elizabeth Nelson (Section 106 Consulting Parties) are focused on minimizing potential impacts to cultural and historic resources.
- Marc Wheat, Germanna Foundation, and Dick and Leta Scherquist, caretakers, concerns included turn lanes and a cross-over for Salubria while Andrew and Gwen Hitt, owners of the Stevensburg store and post office, concerns included turn lanes and a cross-over for the store.
- JoAnne Russell, Irene Carnes, and Milford Gardner were interested in accommodations for horse crossings through the Project.
- Bill Chase and Jim Rich wanted a roundabout at the Route 663 intersection; however, reaction towards the roundabout was split amongst community members. Since the roundabout was proposed as a traffic

calming measure and not warranted for safety or operational reasons, FHWA deemed that the ROW impact did not comply with Section 4(f) requirements to select the alternative with the least overall harm.

The risks associated with this heavily involved stakeholder group include:

- The *Equestrian Refuge Areas* were a compromise that did not satisfy all members of the equestrian community who wanted horse crossings striped and signed, this may resurface in the DB process.
- *The roundabout*, which was championed by two of the most influential task force members, could resurface as a potential issue when conducting additional public outreach.
- The task force and other stakeholders may become uneasy with the notion of the Project proceeding using a *DB delivery method* as they may perceive that VDOT has relinquished control over the final design and many of their interests will not be accommodated.

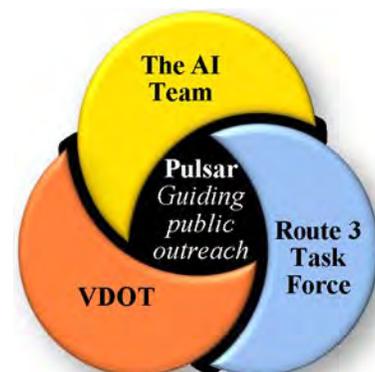
**Impact** - The risk items identified above may significantly impact both project schedule and cost. Due to their potential significance, each element is addressed individually:

- Expansion of the *Equestrian Refuge Areas* to include other stripped and signed features could affect the project schedule because of coordination with interested parties, acquisition of VDOT approvals and ensuring environmental commitments are not compromised.
- If *Elimination of the Roundabout* is not maintained due to political sentiments, impacts to historic properties and a resulting environmental reevaluation may be extensive in time, cost and feasibility.
- The Route 3 Task Force and other stakeholders built up their trust over time in the design-bid-build process. With the current *DB model*, the stakeholders no longer have a direct connection or relationship with the VDOT design team which could slow approvals and delay construction.

**Mitigation** - The equestrian refuge areas and elimination of the roundabout are contingent upon VDOT actions regarding changes from the design approval. If this is deemed appropriate, the AI Team stands ready to provide alternatives for feasibility and reasonableness with the goal of satisfying the stakeholders and providing a project that fits with the environment. The DB model risk could be addressed by public outreach and community awareness through the DB process.

For this reason, the AI Team has engaged the services of **Pulsar Advertising** to encourage community awareness and address stakeholder concerns as they arise. All of Pulsar's efforts will be in support of Mr. Humphries, our DBPM, and in consultation, as needed, with VDOT. The AI Team is currently working with Pulsar on both the Middle Ground Boulevard DB and the I-581 Elm Avenue DB projects where community issues and concerns pose risks similar to the Project. Tools that the AI Team could implement include holding community discussions throughout the DB process, meeting regularly with the stakeholder group to hear their concerns and ideas, and providing pre-construction / construction updates to explain anticipated activities on a periodic basis. Additionally, we would encourage information exchange through regular postings to a VDOT project website, periodic newsletters or use of other social media outlets. *In all cases, the AI Team will abide by the commitments agreed upon for the Project.*

**VDOT's Role** - We ask VDOT to partner with our team in meeting the challenges presented by an active stakeholder group and ultimately finding solutions that allow the project budget and schedule to remain uncompromised. Standing with Pulsar through a public outreach and community awareness efforts and hosting a project website link will show all that VDOT continues to be vested in the Project.



**Figure 3.5.3. Public Outreach.** *In support of our DBPM, Pulsar will guide public outreach between the AI Team, VDOT, and the Route 3 Task Force.*

**Appendix 3.2.6 Affiliated and  
Subsidiary Companies**

**ATTACHMENT 3.2.6**

**State Project No. 0003-023-107, P101, R201, C501**

**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.

<input type="checkbox"/> <b>The Offeror does not have any affiliated or subsidiary companies.</b>
<input checked="" type="checkbox"/> <b>Affiliated and/ or subsidiary companies of the Offeror are listed below.</b>

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
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

**ATTACHMENT 3.2.6**

**State Project No. 0003-023-107, P101, R201, C501**

**Affiliated and Subsidiary Companies of the Offeror**

<b>Affiliate</b>	<b>ICM of Delaware, Inc.</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>D. M. Stoltzfus &amp; Son, Inc.</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>Elk Mills Partners, LP</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>Cedar Hill Quarry Partners, LP</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>Talmage Partners, LP</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>440 Twin Oaks Drive, LP</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>Jessup Asphalt Partners, LP</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>

**Appendix 3.2.7 Debarment  
Forms**

**ATTACHMENT NO. 3.2.7(a)**

**CERTIFICATION REGARDING DEBARMENT  
PRIMARY COVERED TRANSACTIONS**

Project No.: 0003-023-107, P101, R201, C501

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.

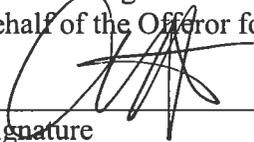
b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under 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.

	1/21/13	Vice President/General Manager
Signature	Date	Title

American Infrastructure-VA, Inc.

\_\_\_\_\_  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

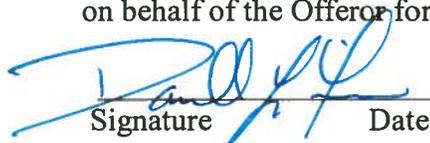
**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0003-023-107, P101, R201, C501

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.



01/17/13

General Manager / Principal

Signature

Date

Title

Rinker Design Associates, P. C.

Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0003-023-107, P101, R201, C501

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.

	January 15, 2013	President
Signature	Date	Title
Quinn Consulting Services, Inc.		
Name of Firm		

**ATTACHMENT NO. 3.2.7(b)**

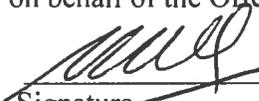
**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0003-023-107, P101, R201, C501

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.

      1/18/2013      WAMIQ HAMID / VICE PRESIDENT  
Signature                      Date                      Title

DMY Engineering Consultants  
Name of Firm



**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0003-023-107, P101, R201, C501

- 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.

<u></u>	<u>1/22/13</u>	<u>PARTNER</u>
Signature	Date	Title
<u>PULSAR ADVERTISING</u>		
Name of Firm		





COMMONWEALTH OF VIRGINIA



# CERTIFICATE OF QUALIFICATION

## AMERICAN INFRASTRUCTURE-VA, INC.

Vendor Number: G303

In accordance with the Regulations of the Virginia Department of Transportation, you are hereby notified that the following Rating and Classifications have been assigned to you by the Commissioner:

### PREQUALIFIED

**Work Classes:** GRADING; MAJOR STRUCTURES; ASPHALT CONCRETE PAVING; MINOR STRUCTURES; ROADWAY MILLING; SURFACE TREATMENT

Issue Date: 01/31/2012

This Rating and Classification will Expire: 01/31/2013

Suzanne FR Lucas Prequalification Officer

Don E. Siffes, State Contract Officer



# ROSENBERG & PARKER®

S U R E T Y B O N D . C O M

*Philadelphia · Toronto*

January 25, 2013

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

Re: American Infrastructure-VA, Inc.  
Contract ID Number: C00014657DB56, Federal Project No.: STP-023-7(024), State Project No.:  
0003-023-107, P101, R201, C501 - A Design-Build Project Route 3 Widening From: 4.1 Miles East  
Rte. 29 To: 4.0 Miles West of Culpeper/Orange County Line

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.

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

Sincerely,

Rosenberg & Parker, Inc.

Harry C. Rosenberg  
Chairman

HCR/mgh

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



## ATTACHMENT 3.2.10

### State Project No. 0003-023-107, P101, R201, C501

#### 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.

<b>SCC &amp; DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)</b>							
<b>Business Name</b>	<b>SCC Information (3.2.10.1)</b>			<b>DPOR Information (3.2.10.2)</b>			
	<b>SCC Number</b>	<b>SCC Type of Corporation</b>	<b>SCC Status</b>	<b>DPOR Registered Address</b>	<b>DPOR Registration Type</b>	<b>DPOR Registration Number</b>	<b>DPOR Expiration Date</b>
<b>American Infrastructure-VA, Inc</b>	<b>0113780-1</b>	<b>Corporation</b>	<b>Active</b>	<b>44209 Wade Dr Chantilly, VA 20152</b>	<b>Contractor Class A</b>	<b>2701009872</b>	<b>12-31-2014</b>
<b>Rinker Design Associates PC</b>	<b>0227062-7</b>	<b>Corporation</b>	<b>Active</b>	<b>927 Maple Grove Dr Suite 105 Fredericksburg, VA 22407</b>	<b>ENG, LS &amp; RE</b>	<b>0410000156 4008001739</b>	<b>02-28-2014 04-30-2014</b>
				<b>9300 W Courthouse Rd, Suite 300 Manassas, VA 22110</b>	<b>ENG, LS &amp; RE</b>	<b>0405000502 4008001684</b>	<b>12-31-2013 02-28-2013</b>
				<b>301 Concourse Blvd Suite 120 Glen Allen, VA 23059</b>	<b>ENG</b>	<b>0410000220</b>	<b>02-28-2014</b>
<b>Quinn Consulting Services, Inc</b>	<b>0492551-7</b>	<b>Corporation</b>	<b>Active</b>	<b>14160 Newbrook Dr Suite 220 Chantilly, VA 20151</b>	<b>ENG</b>	<b>0407003733</b>	<b>12-31-2013</b>
<b>DMY Engineering Consultants, LLC</b>	<b>S313497-2</b>	<b>LLC</b>	<b>Active</b>	<b>45662 Terminal Dr Suite 110 Dulles, VA 20166</b>	<b>ENG</b>	<b>0407005631</b>	<b>12-31-2013</b>

**ATTACHMENT 3.2.10**

**State Project No. 0003-023-107, P101, R201, C501**

**SCC and DPOR Information**

SCC & DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2) - CONTINUED							
<b>DIW Group Inc Specialized Engineering</b>	<b>F128190-8</b>	<b>Corporation</b>	<b>Active</b>	<b>4845 International Blvd #104 Frederick, MD 21703</b>	<b>ENG</b>	<b>0407004748</b>	<b>12-31-2013</b>
<b>Pulsar Advertising, Inc</b>	<b>F160855-5</b>	<b>Corporation</b>	<b>Active</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.10.3 and 3.2.10.4)						
<b>Business Name</b>	<b>Individual's Name</b>	<b>Office Location Where Professional Services will be Provided (City/State)</b>	<b>Individual's DPOR Address</b>	<b>DPOR Type</b>	<b>DPOR Registration Number</b>	<b>DPOR Expiration Date</b>
<b>Rinker Design Associates PC</b>	<b>Chun M. Kim</b>	<b>Manassas, VA</b>	<b>12530 Brenmill Lane Manassas, VA 20112</b>	<b>PE</b>	<b>0402032943</b>	<b>07-31-2013</b>
<b>Quinn Consulting Services, Inc</b>	<b>Kaushikkumar Bhupendraprasad Vyas</b>	<b>Chantilly, VA</b>	<b>10170 Spring Drive Gordonsville, VA 22942</b>	<b>PE</b>	<b>0402039004</b>	<b>06-30-2014</b>



Commonwealth of Virginia  
**State Corporation Commission**

S  
Cor

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CISM0180

CORPORATE DATA INQUIRY

01/18/13

15:33:55

CORP ID: 0113780 - 1 STATUS: 00 ACTIVE STATUS DATE: 11/03/08  
 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 RD STE 301 AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060 6802  
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 01/05/04 LOC : 143  
 ACCEPTED AR#: 212 16 0177 DATE: 10/10/12 HENRICO COUNTY  
 CURRENT AR#: 212 16 0177 DATE: 10/10/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	670.00					100,000

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 (Screen Id:/Corp\_Data\_Inquiry)

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

**EXPIRES ON  
12-31-2014**

**NUMBER  
2701009872**

9860 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

**BOARD FOR CONTRACTORS  
CLASS A CONTRACTOR  
\*CLASSIFICATIONS\* H/H**

**AMERICAN INFRASTRUCTURE-VA INC  
44209 WADE DRIVE  
CHANTILLY, VA 20152**



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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**(POCKET CARD) COMMONWEALTH OF VIRGINIA  
CLASS A BOARD FOR CONTRACTORS  
CONTRACTOR**

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

**AMERICAN INFRASTRUCTURE-VA INC  
44209 WADE DRIVE  
CHANTILLY, VA 20152**



**(DETACH HERE)**

**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
9860 Mayland Dr., Suite 400, Richmond, VA 23233**

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Commonwealth of Virginia  
**State Corporation Commission**

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CISM0180

CORPORATE DATA INQUIRY

01/18/13

15:34:44

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#: 213 02 1133 DATE: 01/11/13 FAIRFAX COUNTY  
 CURRENT AR#: 213 02 1133 DATE: 01/11/13 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
13	190.00				190.00	20,000

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 (Screen Id:/Corp\_Data\_Inquiry)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

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

EXPIRES ON

02-28-2014

NUMBER

0410000156

BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS  
AND LANDSCAPE ARCHITECTS  
PROFESSIONAL CORPORATION BRANCH OFFICE REGISTRATION  
PROFESSIONS: ENG, LS

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



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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

**EXPIRES ON  
12-31-2013**

**NUMBER  
04050000502**

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

**BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS  
AND LANDSCAPE ARCHITECTS  
PROFESSIONAL CORPORATION REGISTRATION**

**PROFESSIONS: ENG, LS**

**RINKER DESIGN ASSOCIATES PC  
9300 WEST COURTHOUSE RD  
STE 300  
MANASSAS, VA 22110**



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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

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

EXPIRES ON

02-28-2014

NUMBER

0410000220

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

PROFESSIONS: ENG

RINKER DESIGN ASSOCIATES PC  
301 CONCOURSE BLVD, STE 120  
GLEN ALLEN, VA 23059



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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

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

EXPIRES ON

**04-30-2014**

NUMBER

**4008 001739**

**REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION**

**RINKER DESIGN ASSOCIATES P C**

**927 MAPLE GROVE DR STE 105**

**FREDERICKSBURG VA 22407**



*Gordon N. Dixon*

Gordon N. Dixon, Director

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

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

EXPIRES ON

**02-28-2013**

NUMBER

**4008 001684**

**REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION**

**RINKER DESIGN ASSOCIATES PC  
9300 W COURTHOUSE RD STE 300  
MANASSAS VA 20110**



*Gordon N. Dixon*

Gordon N. Dixon, Director



Commonwealth of Virginia  
**State Corporation Commission**

S  
Cor

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CISM0180

CORPORATE DATA INQUIRY

01/18/13

15:35:20

CORP ID: 0492551 - 7 STATUS: 00 ACTIVE STATUS DATE: 12/01/08  
 CORP NAME: QUINN CONSULTING SERVICES INCORPORATED

DATE OF CERTIFICATE: 10/24/1997 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK  
 MERGER IND: S SURVIVOR CONVERSION/DOMESTICATION IND:  
 GOOD STANDING IND: Y MONITOR INDICATOR:  
 CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: JOHN H QUINN JR

STREET: 2208 S KNOLL ST AR RTN MAIL:

CITY: ARLINGTON STATE : VA ZIP: 22202 2134  
 R/A STATUS: 4 ATTORNEY EFF. DATE: 10/24/97 LOC : 106  
 ACCEPTED AR#: 212 14 5571 DATE: 09/11/12 ARLINGTON COUNT  
 CURRENT AR#: 212 14 5571 DATE: 09/11/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	100.00					5,000

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 (Screen Id:/Corp\_Data\_Inquiry)

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

EXPIRES ON  
12-31-2013

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

NUMBER  
0407003733

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

PROFESSIONS: ENG

QUINN CONSULTING SERVICES INC  
14160 NEWBROOK DR  
SUITE 220  
CHANTILLY, VA 20151



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDIA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407003733 EXPIRES: 12-31-2013  
PROFESSIONS: ENG  
QUINN CONSULTING SERVICES INC  
14160 NEWBROOK DR  
SUITE 220  
CHANTILLY, VA 20151



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

(P.O.L.)

NOV 13 2012

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Commonwealth of Virginia  
**State Corporation Commission**

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01/18/13

LLCM3220

LLC DATA INQUIRY

15:45:45

LLC ID: S313497 - 2 STATUS: 00 ACTIVE STATUS DATE: 01/11/10  
 LLC NAME: **DMY Engineering Consultants, LLC**

DATE OF FILING: 01/11/2010 PERIOD OF DURATION: INDUSTRY CODE: 00

STATE OF FILING: VA VIRGINIA MERGER INDICATOR:

CONVERSION/DOMESTICATION INDICATOR:

P R I N C I P A L O F F I C E A D D R E S S

STREET: 45662 TERMINAL DR STE 110

CITY: DULLES STATE: VA ZIP: 20166-0000

R E G I S T E R E D A G E N T I N F O R M A T I O N

R/A NAME: WEIYI MA

STREET: 45662 TERMINAL DRIVE

SUITE 110

RTN MAIL:

CITY: DULLES STATE: VA ZIP: 20166-0000

R/A STATUS: 1 MEMBER/MANAGER EFF DATE: 06/23/11 LOC: 153 LOUDOUN COUNTY

YEAR FEES PENALTY INTEREST BALANCE

13 50.00

(Screen Id:/LLC\_Data\_Inquiry)

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

**EXPIRES ON  
12-31-2013**

**NUMBER  
0407005631**

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

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

**PROFESSIONS: ENG**

**DMY ENGINEERING CONSULTANTS, LLC  
45662 TERMINAL DRIVE  
SUITE 110  
DULLES, VA 20166**



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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**(POCKET CARD) COMMONWEALTH OF VIRGINIA**

**BOARD FOR APELSCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407005631 EXPIRES: 12-31-2013  
PROFESSIONS: ENG  
DMY ENGINEERING CONSULTANTS, LLC  
45662 TERMINAL DRIVE  
SUITE 110  
DULLES, VA 20166**



(DETACH HERE)

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

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Commonwealth of Virginia  
**State Corporation Commission**

S  
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CISM0180

CORPORATE DATA INQUIRY

01/18/13

15:39:03

CORP ID: F128190 - 8 STATUS: 00 ACTIVE STATUS DATE: 01/30/97  
 CORP NAME: DIW GROUP, INC.

DATE OF CERTIFICATE: 01/30/1997 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: 2500.00 MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: CHARLES MITCHELL

STREET: 21601 AVENS CT AR RTN MAIL:

CITY: ASHBURN STATE : VA ZIP: 20148  
 R/A STATUS: 2 OFFICER EFF. DATE: 01/30/97 LOC : 153  
 ACCEPTED AR#: 212 54 4988 DATE: 11/26/12 LOUDOUN COUNTY  
 CURRENT AR#: 212 54 4988 DATE: 11/26/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
13	1,700.00					2,000,000

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 (Screen Id:/Corp\_Data\_Inquiry)

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

EXPIRES ON  
12-31-2013

NUMBER  
0407004748

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

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

**PROFESSIONS: ENG**

**DIW GROUP INC  
SPECIALIZED ENGINEERING  
4845 INTERNATIONAL BLVD  
#104  
FREDERICK, MD 21703**



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA

(DETACH HERE)

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

BOARD FOR APELSCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407004748 EXPIRES: 12-31-2013  
PROFESSIONS: ENG  
DIW GROUP INC SPECIALIZED ENGINEERING  
4845 INTERNATIONAL BLVD  
#104  
FREDERICK, MD 21703



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Commonwealth of Virginia  
**State Corporation Commission**

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CISM0180

CORPORATE DATA INQUIRY

01/18/13

15:37:51

CORP ID: F160855 - 5 STATUS: 00 ACTIVE STATUS DATE: 11/22/04  
 CORP NAME: PULSAR ADVERTISING, INC.

DATE OF CERTIFICATE: 11/22/2004 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: NY NEW YORK 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: CT CORPORATION SYSTEM

STREET: 4701 COX RD STE 301 AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060 6802  
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 11/22/04 LOC : 143  
 ACCEPTED AR#: 212 18 0159 DATE: 11/27/12 HENRICO COUNTY  
 CURRENT AR#: 212 18 0159 DATE: 11/27/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	100.00					200

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 (Screen Id:/Corp\_Data\_Inquiry)

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

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

EXPIRES ON

07-31-2013

NUMBER

0402032943

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

**CHUN M KIM  
12530 BRENMILL LANE  
MANASSAS, VA 20112**



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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

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EXPIRES ON  
06-30-2014

NUMBER

0402039004

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

**KAUSHIKKUMAR BHUPENDRAPRASAD VYAS  
10170 SPRING DRIVE  
GORDONSVILLE, VA 22942-7581**



*Gordon N. Dixon*  
Gordon N. Dixon, 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)

**Appendix 3.3.1 Key  
Personnel Resume Forms**

**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>M. JEFF HUMPHREYS, JR., DESIGN-BUILD PROJECT MANAGER</b>
b. Project Assignment:	<b>DESIGN-BUILD PROJECT MANAGER</b>
c. Name of Firm with which you are now associated:	<b>AMERICAN INFRASTRUCTURE</b>
d. Years experience: With this Firm <u>3</u> Years With Other Firms <u>29</u> Years	
Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen(15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):	
<p><b>AMERICAN INFRASTRUCTURE, DESIGN-BUILD PROJECT MANAGER/SENIOR ESTIMATOR; 2009 - PRESENT:</b> Mr. Humphreys is responsible for managing design team coordination, construction quality management, and contract administration. Mr. Humphreys has managed the start up of multiple design-build projects including the Middle Ground Boulevard Extension (\$32.5M), the I-581/Elm Ave Interchange Improvements (\$20.4M), and the Route 29 Bridge over Tye River project (\$6.7M) for VDOT. Mr. Humphreys is responsible for all aspects of project start up, including design team coordination, project planning and scheduling, and submittal coordination. His responsibilities also include overall management of the 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. Mr. Humphreys also manages all aspects of project estimating, engineering, pay estimates, coordination with owner, subcontractors, suppliers and other stakeholders, customer satisfaction, and safety for all phases of construction.</p> <p><b>JOSEPH B. FAY COMPANY (BALTIMORE, MD), PROJECT MANAGER/SENIOR ESTIMATOR; 2005 - 2009:</b> Duties included initial estimating and project procurement, project management, scheduling, negotiations, recruitment, owner relations and public relations. Mr. Humphreys was responsible for overseeing safe and successful project construction, bridge rehabilitation, and bridge demolition projects in the Mid-Atlantic Region.</p> <p><b>KEY CONSTRUCTORS, INC. (CLARKSVILLE, VA), VICE PRESIDENT/STRUCTURES DIVISION MANAGER; 2003 - 2005:</b> Responsible for the safe and successful development and operation of all corporate bridge projects with an annual volume of \$14M. Estimated and managed safe and successful bridge construction projects in VA and North Carolina.</p> <p><b>D.W. LYLE CORPORATION (MCKENNEY, VA), VICE PRESIDENT, CONSTRUCTION; 1998 – 2003:</b> Responsible for management of all field operations and personnel on various public projects for VDOT and NCDOT, as well as private projects up to \$20M. His duties included estimating, construction and delivery of design-build projects.</p> <p><b>FAIRFIELD BRIDGE COMPANY, INC. (FISHERSVILLE, VA), PROJECT MANAGER; 1980 – 1998:</b> Mr. Humphreys joined the Fairfield Bridge Company in 1980 as a Project Manager responsible for bridge and highway projects throughout Virginia. The projects ranged from \$100K to \$16M and he was responsible for preparing bridge project estimates and managing the construction activities on awarded projects.</p>	
<b>EXPERIENCE RELEVANT TO THE ROUTE 3 PROJECT</b>	
<ul style="list-style-type: none"> <li>▪ 32 Years of Experience</li> <li>▪ Design Team Coordination</li> <li>▪ Construction Quality Management</li> <li>▪ 3 VDOT DB Projects</li> <li>▪ Contract Administration</li> <li>▪ Constructability Reviews</li> </ul>	
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	Nelson County High School/1976-1980/General Studies, Building Trades Pennsylvania State University/1986/Two CEU’s in Supervisor Training
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	Erosion and Sediment Control Contractor Certification #4983C
g. Document the extent and depth of your experience and qualifications relevant to the Project.	
<ol style="list-style-type: none"> <li>1. Note your specific responsibilities and authorities for each assignment, not those of the firm.</li> <li>2. Note whether experience is with current firm or with other firm.</li> <li>3. Provide beginning and end dates for each assignment.</li> </ol>	
<b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>	

**VDOT I-581/ELM AVENUE INTERCHANGE IMPROVEMENTS DESIGN-BUILD PROJECT, ROANOKE, VA (\$20.4M)**

1. Responsible for the design management, construction quality management, contract administration, overall estimating, constructability, and overall management of this project. The project improves the I-581/Elm Ave Interchange and includes road widening, bridge reconstruction, and ramp/interchange construction. The aggressive schedule will be managed by working longer hours, multiple shifts, night work, and multiple crews. The potential environmental permitting risk of NEPA reevaluation is being mitigated by partnering with the City and VDOT to have an easement dedicated.
2. *American Infrastructure; Design-Build Project Manager* 3. *August 2012 – Anticipated August 2015*

**Relevance to Route 3 Project**

- ✓ Stormwater Management
- ✓ Utility Coordination
- ✓ Public Involvement
- ✓ ROW Acquisition

**VDOT MIDDLE GROUND BOULEVARD EXTENSION DESIGN-BUILD PROJECT, NEWPORT NEWS, VA (\$32.5)**

1. Responsible for the design management and preconstruction start up of the project, which involves the construction of a 1.2 mile connector roadway, including a bridge over the CSX railway, and the widening of two highly congested primary roadways. The scope of work on this project includes road widening, structures, median construction, and a shared use path. Mr. Humphreys coordinated development of the MOT plans to minimize temporary traffic control measures. Through involvement in the design development, Mr. Humphreys helped expedite the start of construction on critical work operations to mitigate the schedule risk. Mr. Humphreys recommended and coordinated soils and water sampling to determine the potential for hazardous materials early in the design process to mitigate this potential risk. In addition, Mr. Humphreys coordinated with the designer to expedite delineation changes through partnering relationships with the USACE and VA DEQ.
2. *American Infrastructure; Preconstruction Project Manager* 3. *June 2011 – Anticipated December 2014*

**Relevance to Route 3 Project**

- ✓ Road Widening
- ✓ Stormwater Management
- ✓ Utility Coordination
- ✓ Public Involvement

**VDOT ROUTE 29 BRIDGE OVER TYE RIVER DESIGN-BUILD PROJECT, AMHERST/NELSON COUNTIES, VA (\$6.7M)**

1. Mr. Humphreys advised the construction team on concrete operations, rigging, demolition operations and various special activities. These activities included environmental permitting and water quality management, as well as bridge deck placement for this five-span bridge. Mr. Humphreys' involvement contributed to this project being delivered 11 months ahead of schedule. This project scope of work included road widening and bridge replacement.
2. *American Infrastructure; Sr. Estimator & Bridging Advisor* 3. *2009-2011*

**Relevance to Route 3 Project**

- ✓ Stormwater Management
- ✓ Road Widening

**VDOT ROUTE 360 BRIDGE REPLACEMENT OVER DAN RIVER AND N & S RAILROAD, SOUTH BOSTON, VA (\$25M)**

1. Mr. Humphreys managed and directed all bridge construction activities for this project, which included the construction of 2200 LF twin bridges, demolition of the existing bridge over the Dan River and N & S Railroad, and replacement of a bridge over Route 360. Project scope included road widening, structures, and median construction. Mr. Humphreys planned, organized and staffed key field positions. He managed all required documents and submittals, construction QC, safety issues, and project schedule. He coordinated all materials, supplies, equipment and subcontractors required for construction. Mr. Humphreys managed public relations and VDOT coordination for the project.
2. *Key Constructors, Inc; VP, Structures Division Manager* 3. *May 2003 – April 2005*

**Relevance to Route 3 Project**

- ✓ Stormwater Management
- ✓ Road Widening

**VDOT ROUTE 288 PPTA PROJECT, CHESTERFIELD TO GOOCHLAND COUNTIES, VA (\$236M)**

1. Contracted as a dedicated bridge subcontractor, Mr. Humphreys managed and assisted in complete project cost estimating and scheduling as well as design team constructability issues and project phasing for structures and associated roadway. Mr. Humphreys directly managed all aspects of the work activities constructed by D W Lyle Corporation including 15 bridges and roadway grading activities.
2. *D. W. Lyle Corporation, Vice President, Construction* 3. *March 2001 – April 2003*

**Relevance to Route 3 Project**

- ✓ Stormwater Management

**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>KAUSHIK VYAS, P.E., QUALITY ASSURANCE MANAGER</b>
b. Project Assignment:	<b>QUALITY ASSURANCE MANAGER</b>
c. Name of Firm with which you are now associated:	<b>QUINN CONSULTING SERVICES</b>
d. Years experience: With this Firm <u>2</u> Years With Other Firms <u>24</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen(15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):	<p><b>QUINN CONSULTING SERVICES, INC., QUALITY ASSURANCE MANAGER; MARCH 2010 – PRESENT</b>, As quality assurance manager, Mr. Vyas works exclusively on VDOT design-build projects in lead QA and QC roles. Responsibilities include quality assurance (QA) inspection and testing of all materials used and work performed on the projects, and monitoring of the contractor's quality control (QC) program. He ensures that all work, materials, testing and sampling are performed in conformance with the contract requirements and the "approved for construction" plans and specifications.</p> <p><b>TRC, FORMALLY SITE-BLAUVELT, TRANSPORTATION ENGINEER; APRIL 2001 – MARCH 2010</b>, As Transportation Engineer, Mr. Vyas performed overall Quality Assurance Control, in line with VDOT PPTA Project QA/QC Guidelines. He was responsible for the quality assurance (QA) inspection and testing of all materials used and work performed on the projects, including monitoring of the contractor's quality control (QC) program. He ensured that all work and materials, testing, and sampling are performed in conformance with the contract requirements and the "approved for construction" plans and specifications.</p> <p><b>GUJARAT ELECTRICITY BOARD, CIVIL ENGINEER; JUNE 1985 – JULY 2000</b>, Mr. Vyas worked as a Civil Engineer in power plants (Generation Wing), where he dealt with construction, maintenance of plant and technical matters of thermal power plant project. Mr. Vyas also worked in Transmission wing- in which work involved was construction of substations, transmission lines, roads, concrete structures, and performed land acquisition procedure for substations.</p>
<b>EXPERIENCE RELEVANT TO THE ROUTE 3 PROJECT</b>	
<ul style="list-style-type: none"> <li>▪ 26 Years of Experience</li> <li>▪ VDOT QA/QC Procedures</li> <li>▪ Quality Assurance Team Coordination</li> <li>▪ Project Plan &amp; Specification Compliance</li> </ul>	<ul style="list-style-type: none"> <li>▪ 7 Years DB / PPTA Experience</li> <li>▪ Road Widening Inspection &amp; Overall Supervision</li> <li>▪ Stormwater Drainage Inspection</li> </ul>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	Gujarat University, Ahmedabad, India / BS / 1983 / Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	2004/ Professional Engineer / Civil Engineer / VA #0402 039004
g. Document the extent and depth of your experience and qualifications relevant to the Project.	
<ol style="list-style-type: none"> <li>1. <i>Note your specific responsibilities and authorities for each assignment, not those of the firm.</i></li> <li>2. <i>Note whether experience is with current firm or with other firm.</i></li> <li>3. <i>Provide beginning and end dates for each assignment.</i></li> </ol>	
<b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>	

**VDOT I-495 CAPITAL BELTWAY EXPRESS LANES/ HOT LANES PPTA PROJECT, FAIRFAX COUNTY, VA (\$1.4B)**

1. Quality Assurance Manager on this nearly 1.4 billion dollar public-private Capital Beltway Project that includes widening of approximately 14 miles of high speed, high traffic flow Interstate, widening/replacement of over 50 bridges, construction of new HOV toll lanes, upgrades to 10 key interchanges, new soundwalls and carpool ramps. Responsibilities include oversight of quality control operations; daily staff assignments in the field; analyzing and interpreting project plans and specifications; participating in weekly progress meetings; working closely with contractors to identify and resolve problems; monitoring and reviewing daily diaries prepared by inspection staff; preparing deficiency and non-compliance reports; ensuring materials testing was performed in accordance with the project specific QA/QC Plan and VDOT's QA/QC Minimum Standards for Design-Build and PPTA Projects; and working directly with the general contractor, engineering team and VDOT's construction management staff to discuss and/or recommend resolutions for field construction problems.

- Relevance to Route 3 Project**
- ✓ Road Widening
  - ✓ Stormwater Management
  - ✓ Public Involvement

2. *Quinn Consulting Services; QC Engineer / Manager* 3. *March 2010 – Anticipated February 2013*

**VDOT ROUTE 15 WIDENING DESIGN-BUILD PROJECT, PRINCE WILLIAM COUNTY, VA (\$40M)**

1. Project included five different phases for widening Route 15 from Route 66 Interchange to Sudley Road which involved Old Carolina Road, Heathcote Boulevard and Waterfall Road Widening. Project also included three bridges, median construction, and MSE wall construction. During project construction, Mr. Vyas successfully handled geotechnical challenges, environmental management and public involvement. As the Quality Control Manager, Mr. Vyas provided coordination with QA/QC Teams for execution of the work according to plans and VDOT Specifications. His responsibilities included checking test reports, daily reports, safety reports, environmental reports, coordination with companies for utility relocations, and coordination with public relations in regards to the project.

- Relevance to Route 3 Project**
- ✓ Road Widening
  - ✓ Stormwater Management
  - ✓ Utility Inspection
  - ✓ Public Involvement

2. *TRC (formally Site-Baluelvt); Quality Control Manager* 3. *November 2007 – November 2010*

**VDOT ROUTE 895 PPTA PROJECT, RICHMOND, VA (\$314M)**

1. Project involved monitoring the James River crossing of I-95 using a segmental bridge. This bridge was built using a very advanced technique called the balanced cantilever method and was cast in place with traveling formwork. Mr. Vyas was responsible for studying the complex reinforcement plans, river crossing segmental drawings, and the pier table structure detailed drawings in order to methodically check and inspect the reinforcement of the critical river crossings. He also inspected the post tensioning of strands for the river crossing segments and reviewed the schedule of nodes and stressing data.

- Relevance to Route 3 Project**
- ✓ Stormwater Management

2. *TRC (formally Site-Baluelvt); Quality Control Manager* 3. *April 2001 – July 2002*

**LINTON HALL ROAD WIDENING PROJECT, PRINCE WILLIAM COUNTY, VA (\$20M)**

1. Project included a bridge over Broad Run Creek and Roadway Widening up to Route 28. Project also included stormwater management, shared use path, waterline and other utilities relocations. During the project, Mr. Vyas managed geotechnical challenges and public involvement. He served as the Quality Assurance Manager providing coordination with QA/QC Teams for execution of the work according to plans and VDOT Specifications. His responsibilities included checking test reports, daily reports, safety reports, and environmental reports. He also worked closely with utility companies during facility relocations and addressed public inquiries as related to the project.

- Relevance to Route 3 Project**
- ✓ Road Widening
  - ✓ Stormwater Management
  - ✓ Utility Inspection
  - ✓ Public Involvement

2. *TRC (formally Site-Baluelvt); Quality Assurance Manager* 3. *November 2007 – November 2010*

**SPRIGGS ROAD IMPROVEMENTS PROJECT, PRINCE WILLIAM COUNTY, VA (\$30M)**

1. Project which included widening of Spriggs Road to make it a four-lane divided highway between Minnieville Road and Hoadly Road. The project also included the construction of road widening, access roads, MSE walls, shared-use path, stormwater management and utility relocation. Mr. Vyas' responsibilities included interpreting geotechnical reports as related to actual field conditions and recommending solutions when unsuitable soils were encountered. He monitored ongoing roadway drainage construction, soil stabilization, prepared daily reports, pay item summaries and project schedule reports.

- Relevance to Route 3 Project**
- ✓ Road Widening
  - ✓ Stormwater Management
  - ✓ Utility Inspection
  - ✓ Public Involvement

2. *TRC (formally Site-Baluelvt); Quality Assurance Manager* 3. *May 2006 – October 2007*



**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>MO KIM, P.E., DBIA, DIRECTOR OF TRANSPORTATION</b>
b. Project Assignment:	<b>DESIGN MANAGER</b>
c. Name of Firm with which you are now associated:	<b>RINKER DESIGN ASSOCIATES, P.C. (RDA)</b>
d. Years experience: With this Firm <u>18</u> Years With Other Firms <u>1</u> Years	
Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen(15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):	
<p><b>RDA (FORMERLY RINKER-DETWILER AND ASSOCIATES, P.C.); DIRECTOR OF TRANSPORTATION; 2003 – PRESENT:</b> Principal-In-Charge of overseeing and managing all elements of roadway design, hydrology and hydraulics, construction plans and overall direction of RDA’s Transportation Department. Mr. Kim’s duties include Quality Control and Quality Assurance (QA/QC) for all professional services and oversight of all subconsultant work. Strong emphasis is placed on constructability reviews and best value solutions for recent DB projects with hands on integrated techniques. He recently became a DBIA professional and previously served as the President of the American Society of Highway Engineers–Potomac Section. He served on the ASHE Board of Directors for nearly eight consecutive years (most recently as the Past-President). He also served as a member of the Technical Advisory Committee for the Northern Virginia Transportation Alliance.</p> <p><b>RINKER-DETWILER AND ASSOCIATES, P.C.; PROJECT MANAGER; 2000 – 2003:</b> Primary Point of Contact on numerous roadway improvement projects. Mr. Kim was responsible for managing all aspects of design and performing IGRDS to Geopak migration for the firm. He was the Project Manager/Lead Designer on several VDOT L&amp;D projects where his duties included performing geometric layouts, drainage design, stormwater management, flood studies, maintenance of traffic, value engineering and quality control. He was also responsible for providing bid assistance, construction support and review of shop drawing as the Engineer of Record.</p> <p><b>RINKER-DETWILER AND ASSOCIATES, P.C.; SENIOR TRANSPORTATION ENGINEER; 1997 – 2000:</b> Mr. Kim was responsible for elements of roadway design production associated with large widening and infrastructure projects. His duties included reviewing cross sections and performing take-off on construction plans. He was the Team Leader for preparing and assembling plans for constructions, as well as developing the technical capabilities of the junior staff. He provided all elements of geometric and drainage design on an array of projects throughout the Commonwealth.</p> <p><b>RINKER-DETWILER AND ASSOCIATES, P.C. [TRANSPORTATION ENGINEER, 1997:</b> Mr. Kim assisted in the first migration of projects developed in IGRDS, MicroStation and metric design criteria. He developed electronic files and data for roadway projects and assisted VDOT in developing the IGRDS software development through the IGRDS Task Force. He generated cross sectional data for geometric design, prepared plans, developed storm and ditch calculations and prepared plan quantities. He also developed earthwork quantities and grading diagrams while utilizing and manipulating multi-surface DTMs.</p>	
<b>EXPERIENCE RELEVANT TO THE ROUTE 3 PROJECT</b>	
<ul style="list-style-type: none"> <li>▪ 19 Years of Experience</li> <li>▪ 8 Design-Build Projects</li> <li>▪ Design QA/QC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Roadway Design</li> <li>▪ Drainage / SWM Design</li> <li>▪ TMP / MOT Design</li> </ul>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	University of Virginia (Charlottesville, VA) / BS / 1993 / Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	2001 / Professional Engineer / #0402 032943
g. Document the extent and depth of your experience and qualifications relevant to the Project.	
<ol style="list-style-type: none"> <li>1. Note your specific responsibilities and authorities for each assignment, not those of the firm.</li> <li>2. Note whether experience is with current firm or with other firm.</li> <li>3. Provide beginning and end dates for each assignment.</li> </ol>	
<b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>	

**JAMES MADISON HIGHWAY (ROUTE 15) PPTA DESIGN-BUILD, PRINCE WILLIAM COUNTY, VA (\$56.4M)**

1. Mr. Kim was responsible for the oversight of all disciplines encompassed under the design elements of work including Quality Control and Quality Assurance for all design services and work being performed by subconsultants which included two bridges. He was responsible for executing timely design while meeting VDOT and AASHTO design criteria. He was also responsible for facilitating coordination meetings between the various stakeholders on the project and overseeing the CEI efforts for construction Quality Control, ensuring design intent is being carried out in the field. Although this project was a Prince William County administered project, Mr. Kim's responsibilities as the Design Manager included close coordination with VDOT for ultimate acceptance and maintenance of a quality product.
2. *RDA; Design Manager / Engineer of Record*
3. *February 2007 – January 2010*

**Relevance to Route 3 Project**

- ✓ Road Widening
- ✓ Utility Coordination
- ✓ Four-lane divided highway

**SUDLEY MANOR DRIVE PPTA/DESIGN-BUILD PROJECT, PRINCE WILLIAM COUNTY (MANASSAS), VA (\$30M)**

1. Mr. Kim was the Design Manager for the first project in Prince William County contracted and constructed in accordance with the PPTA of 1995. The construction plans (completed with VDOT approval within an accelerated 180-day schedule) entailed right of way acquisitions, transcontinental petroleum line relocations and utility design/coordination. He was responsible for overall management of geometric and hydrologic/ hydraulic design on the project and the preparation of the overall construction plans including in plan utility design for VDOT approval. He was also responsible for coordinating field revisions and ensuring the proper stakeout of the revised facilities.
2. *RDA; Design Manager*
3. *July 2004 – September 2006*

**Relevance to Route 3 Project**

- ✓ Utility Coordination of large fuel pipelines
- ✓ Four-lane divided highway

**VDOT STRINGFELLOW ROAD (ROUTE 645) WIDENING PROJECT, FAIRFAX COUNTY, VA (\$22.3M)**

1. Mr. Kim was responsible for engineering services for this 2.02-mile project for ROW and construction plans including roadway design, hydraulic design, traffic engineering design, lighting plans and ITS, retaining wall design, and coordination of utility design. He was responsible for administering the contract and oversaw all elements of the professional engineering design services. As primary point of contact for VDOT, Mr. Kim was responsible for all aspects of design quality and oversight of personnel and subconsultants. He managed extensive stakeholder coordination and developed a best value solution to the geometric design due to heavy utility impacts.
2. *RDA; Project Manager*
3. *October 2005 – December 2012*

**Relevance to Route 3 Project**

- ✓ Widening
- ✓ Utility Coordination
- ✓ Four-lane divided highway

**LINTON HALL ROAD PPTA PROJECT, PRINCE WILLIAM COUNTY (MANASSAS), VA (\$40.1M)**

1. He was Design Manager for segments C-502, C-503 and C-504, which were adopted by Prince William County as a PPTA project. Mr. Kim served as Project Manager on the original VDOT project, a 9.5-kilometer urban minor arterial improvement project including roadway widening, intersection improvements, sound walls, box culverts, asphalt trails and curb and gutter. He was responsible for overall management and design QA/QC of geometric design and the oversight of all subconsultants encompassing hydrologic/hydraulic analyses, flood studies and traffic. He performed detailed geometric design for horizontal and vertical geometry and prepared design waiver and exception requests for VDOT. He was responsible for the review of all stormwater management and drainage design to ensure adequate outfall and BMP applications. He developed of detailed sequence of construction, maintenance of traffic and noise abatement plans.
2. *RDA; Design Manager*
3. *July 2001 – December 2008*

**Relevance to Route 3 Project**

- ✓ Road Widening
- ✓ Large culvert crossings

**VDOT ROUTE 36 IMPROVEMENTS DESIGN-BUILD PROJECT, PRINCE GEORGE COUNTY, VA (\$8.2M)**

1. Responsible for the quality assurance and quality control for multi-discipline construction plans. Mr. Kim's duties and responsibilities included the review of roadway widenings and new alignments, review of open and closed storm drain systems, SWM, TMP, Signals and utility coordination/design. He acted as design QA/QC manager to review the overall submissions and provide review guidance on all design elements for both RDA and subconsultants. He was also responsible for coordinating with Design Manager to maximize available construction time.
2. *RDA; Design QA/QC Manager*
3. *November 2008 – November 2010*

**Relevance to Route 3 Project**

- ✓ Road Widening
- ✓ Utility Coordination
- ✓ SWM Innovation

**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title: <b>ROBERT ACKLEY, CONSTRUCTION MANAGER</b>	
b. Project Assignment: <b>CONSTRUCTION MANAGER</b>	
c. Name of Firm with which you are now associated: <b>AMERICAN INFRASTRUCTURE</b>	
d. Years experience: With this Firm <u>10</u> Years With Other Firms <u>13</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen(15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.): <b>AMERICAN INFRASTRUCTURE, CONSTRUCTION MANAGER; 2003- PRESENT:</b> Responsible for managing all aspects of his projects including construction quality control and erosion and sediment control. Mr. Ackley oversees all construction activities to ensure project delivery that meets or exceeds all expectations of quality, timeliness, and budget. His responsibilities include managing the overall project schedule, planning and scheduling work activities, coordinating submittals, preparing pay estimates, and estimating and negotiating changes to the scope of work. Mr. Ackley is also responsible for coordination with the owner, design consultants, private utility owners, the public and other stakeholders for his projects. His experience and expertise includes projects over \$40M with extensive utility coordination, coordinating redesigns to meet field conditions, safely managing traffic control and coordinating with communities to keep them informed of construction progress. <b>NEW CONSTRUCTION, INC; PROJECT MANAGER; 2000 - 2003:</b> At New Construction Inc., a civil contractor in Northern Virginia, Mr. Ackley's responsibilities included managing all aspects of VDOT construction projects, estimating and proposal preparation. He was responsible for construction quality control, erosion and sediment control, contract administration, planning and scheduling work activities, and coordinating with third party stakeholders as required. <b>VIRGINIA DEPARTMENT OF TRANSPORTATION; ENGINEERING TECHNICIAN SUPERVISOR; 1994 - 2000:</b> Mr. Ackley started with VDOT performing geological surveys, was promoted to Transportation Inspector in 1996, and became the Engineering Technician Supervisor in 1998. His responsibilities included supervising construction of roadways, drainage, box culverts, and bridges. He coordinated with local officials and stakeholders for project progress, issues, and plan changes. He oversaw subcontractors, authorized invoices, prepared monthly estimates, approved change orders, and managed plan changes. He evaluated soils for stability and recommended remediation actions for unsuitable subgrades, and performed foundation inspections. In addition, Mr. Ackley participated in value engineering reviews for all scope items on projects over \$1M as part of the review panel.	
<b>EXPERIENCE RELEVANT TO THE ROUTE 3 PROJECT</b>	
<ul style="list-style-type: none"> <li>▪ 23 Years of Experience</li> <li>▪ Construction Quality Control</li> <li>▪ ESCCC &amp; DCR RLD Certifications</li> <li>▪ Design Coordination for Field Conditions</li> </ul>	<ul style="list-style-type: none"> <li>▪ 11 VDOT Roadway Projects</li> <li>▪ Roadway Widening</li> <li>▪ Utility Coordination</li> <li>▪ Public Involvement</li> </ul>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: King George High School/Diploma/1989 Drexel University/Construction Management Certificate/2012	
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 2008/Erosion and Sediment Control Contractor Certification/ #5141C 2008/Virginia DCR Responsible Land Disturber Certification/#36835	
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 assignment, 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 assignment.</i> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>	

**VDOT ROUTE 60 AND GERMAN SCHOOL ROAD, RICHMOND, VA (\$45.5M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality management and contract administration for the project. Specific construction activities included construction of 2.5 miles of six-lane roadway, installation of gas, water, sanitary, storm sewer, irrigation, landscaping and lighting. He managed the planning and coordination of crews, subcontractors and suppliers. Mr. Ackley managed the coordination of Verizon, Dominion Power and the City of Richmond utility relocations. He coordinated significant redesign for stormwater management due to offsite drainage and the elimination of roadside ditches. He planned work schedules for crews, subcontractors, and suppliers as they worked around the clock. He was responsible for construction operations going on 24 hours a day, with the majority of the work occurring during off-peak hours.
2. *American Infrastructure; Senior Project Manager* 3. 2010 – 2012

**Relevance to Route 3 Project**

- ✓ Road Widening
- ✓ Stormwater Management
- ✓ Utility Coordination
- ✓ Public Involvement

**WATKINS CENTER PARKWAY AT WESTCHESTER COMMONS PROJECT, MIDLOTHIAN, VA (\$50M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality management, and contract administration required for the completion the project. Project scope included development of the 140-acre commercial site and nearly three miles of new roadway. The roadway improvements included widening of Route 60 from two lanes to six lanes and intersection and ramp improvements at Route 288 and Watkins Center Parkway. Mr. Ackley was responsible for utility coordination. From the start of the project throughout the duration, Mr. Ackley organized and led weekly planning meetings with the Construction Managers from all utility companies to focus on coordination. The collaboration with the utility companies allowed for the successful installation of over 30,000 lf of conduit for electric, gas, and telephone. Mr. Ackley oversaw the installation of the utility infrastructure that AI provided including duct banks, conduit installation, junction boxes, vaults, and transformer pads. Mr. Ackley also coordinated the MOT plan for this project and he planned for and managed numerous traffic shifts, daily lane closures and the coordination with VDOT's smart traffic communication system. He coordinated media notifications of the traffic shifts and other pertinent information for commuters.
2. *American Infrastructure; Senior Project Manager* 3. 2007 – 2009

**Relevance to Route 3 Project**

- ✓ Road Widening
- ✓ Stormwater Management
- ✓ Utility Coordination

**VDOT SPRINGFIELD INTERCHANGE/ LOISDALE ROAD PROJECT, SPRINGFIELD, VA (\$14M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality management, and contract administration required for the completion of this project. Specific construction activities included constructing new exit lanes, soundwalls, drainage and paving. Additionally, he managed the planning and coordination of the crews, subcontractors and suppliers. Mr. Ackley managed the complicated MOT plan for the work on I-95 as New Construction build this new off ramp. He planned work schedules for crews, subcontractors, and suppliers as they worked around the clock. He coordinated lane closures and correspondingly communicated traffic pattern information with commuters using VDOT smart traffic system and coordinated activities without disrupting motorist activities.
2. *New Construction Inc.; Project Manager* 3. 2000 – 2001

**Relevance to Route 3 Project**

- ✓ Roadway Widening
- ✓ Stormwater Management
- ✓ Utility Coordination

**RIDGEFIELD PARKWAY, PRINCE WILLIAM COUNTY, VA (\$6M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality control, and contract administration. Scope of work was construction of approximately three miles of four lane divided highway and included water line, storm drainage, curb and gutter, soil cement stabilization, paving, and a box culvert. Mr. Ackley also coordinated connection of the new utilities to the existing development. This project was built to VDOT specifications.
2. *New Construction; Project Manager* 3. 2001 – 2002

**Relevance to Route 3 Project**

- ✓ Stormwater Management
- ✓ Utility Coordination
- ✓ Public Involvement

**VDOT FAIRVIEW AVENUE, MANASSAS, VA (\$7M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality control, and contract administration for the project which included phased construction of approximately one mile of roadway widening from a two lane to four lanes; utility installation of gas, water, sewer, and electrical; stormwater management and basins; curb and gutter; islands; and paving.
2. *New Construction; Project Manager* 3. 2002 – 2003

**Relevance to Route 3 Project**

- ✓ Road Widening
- ✓ Stormwater Management
- ✓ Utility Coordination
- ✓ Public Involvement

**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>JOHN A. MYERS, JR., UTILITY COORDINATOR (MANASSAS OFFICE)</b>
b. Project Assignment:	<b>LEAD UTILITY COORDINATION MANAGER</b>
c. Name of Firm with which you are now associated:	<b>RINKER DESIGN ASSOCIATES, P.C. (RDA)</b>
d. Years experience: With this Firm	<u>&lt;1</u> Years With Other Firms <u>13</u> Years
Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen(15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):	
<b>RINKER DESIGN ASSOCIATES, P.C., UTILITY COORDINATOR; 2013-PRESENT:</b> Mr. Myers is responsible for all aspects of utilities for any project containing a utility coordination aspect in the proposal. His duties include, but are not limited to: conflict analysis of onsite utilities, pro-rate calculations, alignment determination, test hole determination, request and review, UFI meetings, easement determination and drafting P&E review and approval, RUMS tracking of utility relocations and utility schedule input for overall CPM project schedule.	
<b>VIRGINIA DEPARTMENT OF TRANSPORTATION, REGIONAL UTILITY COORDINATOR; 2006-2013:</b> Mr. Myers was responsible for coordination of utility relocations for VDOT design/bid/build projects. Utility coordination activities from scoping level to P&E approval stages. Included review of project for utility conflicts and mitigation possibilities, test hole request and review, pro-rate calculations, UFI meetings, P&E review, bill review and payment. He managed several highly complicated utility projects including the Rt 29/ Gallows project and the Rte 608 Stringfellow Road project.	
<b>VIRGINIA DEPARTMENT OF TRANSPORTATION, UTILITIES CONSTRUCTION PROJECT MANAGER; 2005-2006:</b> Mr. Myers was responsible for managing inspectors on NOVA utility relocation projects. His role required knowledge of how utility construction worked in the field, as well as advanced construction knowledge. Documentation and schedule tracking were strongly emphasized as well as active problem solving for all field issues. He was responsible for keeping the project advertisement on time with a target of no utility conflicts.	
<b>VIRGINIA DEPARTMENT OF TRANSPORTATION, SENIOR UTILITY INSPECTOR; 2004-2005:</b> Mr. Myers was responsible for the documentation of day to day field activities for utility companies while performing relocation work for VDOT projects in NOVA District. He gained a vast knowledge of how utilities are built in the field and how to review the locations on as-builts to ensure that the new location was clear of proposed construction features.	
<b>VIRGINIA DEPARTMENT OF TRANSPORTATION, SENIOR CONSTRUCTION INSPECTOR; 2001-2004:</b> Mr. Myers was responsible for management of VDOT Highway construction projects and inspector staff assigned to them. He was responsible for all record keeping and tracking of quantities and materials as well as presiding over the day to day operations and problems of the construction project. He gained great experience in problem solving and highway construction methods.	
<b>VIRGINIA DEPARTMENT OF TRANSPORTATION, CONSTRUCTION INSPECTOR; 1999-2001:</b> Mr. Myers was responsible for documentation of day to day operations on highway construction projects activities. Advanced plan reading as well as construction means and methods as well as the entire gambit of VDOT Materials certification classes	
<b>EXPERIENCE RELEVANT TO THE ROUTE 3 PROJECT</b>	
<ul style="list-style-type: none"> <li>▪ 13 Years VDOT Experience</li> <li>▪ Utility Conflict Analysis</li> <li>▪ Relocation Design</li> </ul>	<ul style="list-style-type: none"> <li>▪ 9 Years Utility Coordination</li> <li>▪ Construction Inspection</li> <li>▪ CPM Schedule Coordination</li> </ul>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	Shepherd University, Shepherdstown, WV (no degree received) / 1993 – 1996 / engineering and computer programming
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	Not Applicable
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 assignment, not those of the firm.</i>

2. Note whether experience is with current firm or with other firm.
3. Provide beginning and end dates for each assignment.

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

**ROUTE 29 / GALLOWS INTERSECTION IMPROVEMENT PROJECT, FALLS CHURCH, VA (\$110M)**

1. Mr. Myers was the Utility Coordinator for this highly complicated utility relocation. Utilities involved included two water companies, twelve different fiber optic companies, Verizon major feeds for a switch office onsite as well as power and gas. Coordination was also required with two developers onsite for commercial projects and the adjacent highway project (Hot Lanes). Utility relocation cost over \$17 million dollars. He was responsible for all coordination with the utility companies to complete their relocation designs, including negotiating the fiber companies to build a joint duct bank due to limited room for relocation. Thought by many to be the most complicated relocation project in NOVA to date, the project was very successful and had very few utility conflicts during construction.

<b>Relevance to Route 3 Project</b> <ul style="list-style-type: none"><li>✓ Utility Coordination</li><li>✓ Utility Relocation</li><li>✓ Fiber Optics</li><li>✓ Power</li></ul>
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2. VDOT; Regional Utility Coordinator
3. July 2005 – July 2012 (est.)

**ROUTE 50 / COURTHOUSE ROAD PROJECT, ARLINGTON VA (\$39M)**

1. Mr. Myers was the Utility coordinator for this large scale interchange project. He was responsible for all aspects of utility coordination from UFI to P&E approval, including undergrounding of the existing aerial power, phone and cable lines. Utility relocations totaled \$3.4 million in project cost. He coordinated of all utilities involved as well as a large scale development and several different departments of Arlington County government. While there were utility conflicts discovered during construction, these were deemed to be due to plan changes made after the relocation project was designed and in the field actively being built.

<b>Relevance to Route 3 Project</b> <ul style="list-style-type: none"><li>✓ Utility Coordination</li><li>✓ Utility Relocations</li><li>✓ Aerial Power</li><li>✓ Phone</li><li>✓ Cable</li></ul>
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2. VDOT ; Regional Utility Coordinator
3. April 2006 – June 2012 (est.)

**ROUTE 28/WELLINGTON ROAD PROJECT, MANASSAS VA (\$21.4M)**

1. Mr. Myers was the Utility Coordinator for this major interchange project. He was responsible for all aspects of coordination from P&E approval through utility relocation completion. Coordination of a large scale gas relocation as well as a joint power/communication ductbank. The project also included a significant water relocation to coordinate as well as several different departments of the local government

<b>Relevance to Route 3 Project</b> <ul style="list-style-type: none"><li>✓ Utility Coordination</li><li>✓ Utility Relocations</li></ul>
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2. VDOT ; Regional Utility Coordinator
3. November 2008 – 2010 (Design) 2012 (Const)

**VDOT STRINGFELLOW ROAD PROJECT, FAIRFAX COUNTY VA (\$22.3M)**

1. Mr. Myers was the Utility Coordinator for this complex major utility relocation for a widening project. The Utility relocation included two major petroleum lines, aerial power, significant aerial communications lines, several underground fiber optic carriers and two cable television companies. Relocation cost in excess of \$23 million. Mr. Myers handled the project from P&E submittal thru the major relocation work.

<b>Relevance to Route 3 Project</b> <ul style="list-style-type: none"><li>✓ Utility Coordination</li><li>✓ Utility Relocation</li><li>✓ Gas Transmission Lines</li><li>✓ Aerial Power</li><li>✓ Fiber Optics</li><li>✓ Cable</li></ul>
--

2. VDOT ; Utility Coordinator
3. October 2010 – December 2012 (est.)

**VDOT TELEGRAPH ROAD AT SOUTH KINGS HIGHWAY PROJECT, FAIRFAX COUNTY VA (\$12.4M)**

1. Mr. Myers was the Utility Coordinator for this small put complex widening project including a three sided structure and some very problematic geotechnical material. Utility relocations of major transmission gas, distribution gas aerial power and phone water, sewer and underground fiber optic including government facilities. Mr. Myers was responsible for utility relocations from scoping of the project to the utility construction.

<b>Relevance to Route 3 Project</b> <ul style="list-style-type: none"><li>✓ Utility Coordination</li><li>✓ Utility Relocation</li><li>✓ Gas Transmission Lines</li><li>✓ Aerial Power</li><li>✓ Phone</li><li>✓ Fiber Optics</li></ul>
--

2. VDOT , Utility Coordinator
3. September 2009 – December 2012 (est.)

**Appendix 3.4.1 Work  
History Forms**

**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: <b>ROUTE 60 AND GERMAN SCHOOL ROAD</b> Location: <b>Richmond, VA</b>	Name: <b>AECOM</b>	Name of Client.: <b>VDOT</b> Phone: <b>804-524-6211</b> Project Manager: <b>Harold Dyson</b> Phone: <b>804-720-0974</b> Email: <b>Harold.Dyson@Virginia.VDOT.gov</b>	<b>08/2013</b>	<b>12/2012</b> Completed early through schedule acceleration	<b>\$35,412</b>	<b>\$45,584</b> Increase due to extensive design changes, utility conflicts and quantity overruns.	<b>\$45,584</b>

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.

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- Completed eight months ahead of schedule with additional scope of work;
- 100% on VDOT's Contractor's Employee Safety Score;
- Scored 95% or better on all VDOT CPE's

➤ *"American Infrastructure proved to be an excellent partner working with the agency through a host of issues on the Route 60/German School project in the City of Richmond and delivered the job ahead of the scheduled completion date."- Harold Dyson, VDOT*

**Relevance to Route 3 Project**

- ✓ Road Widening
- ✓ Stormwater Management
- ✓ Utility Coordination
- ✓ Public Involvement



*German School Road North completed*

**PROJECT DESCRIPTION**

The Route 60 project consisted of a total of 4.5 miles of utility and road improvements (i.e. gas, water, sanitary sewer, storm sewer, road reconstruction, curb and gutter, concrete flatwork, paving, lighting, and landscaping) on Midlothian Turnpike (six lane divided highway) and German School Rd. Major contract items included 6,561 meters of water main; 2,302 meters of sanitary sewer; 4,849 meters of gas main; 9,975 meters of storm drain; 380 storm drain structures; 200 meters of box culvert; and 68,072 metric tons of asphalt.

One of the many challenges on this project was that AI worked both day and night on the job since the start of construction in January 2011. In order to safely perform the work in accordance with the MOT Plan, crews had to complete the majority of work on Route 60 during the night time hours, but most work on German School Road had to be performed during the daytime hours due to a large number of residential homes.

AI also hit a major road block when there was a survey bust discovered on Route 60. An outside survey company was utilized to resurvey the entire job to locate busts and grade issues throughout the project. In order to correct this problem, AI and VDOT spent weeks using the information gathered to come up with the final solution of profile milling to even out the grades on Route 60 and ensure all the drainage already installed would work properly when the final pavement was placed. The significant redesign is evidenced by the 120 RFI's and 60 change orders on the project and was coordinated by AI Team CM, Robert Ackley.



*Route 60 West Bound completed*



*Concrete Pavers in the median of Route 60*

**LESSONS LEARNED FOR ROUTE 3 PROJECT**

- **Stormwater Management** – Drainage changes caused approximately \$5M in change orders. The project design eliminated the drainage swales along the roadway and median and installed sidewalk and curb and gutter. AI worked with the design engineer to resolve drainage issues from the offsite drainage areas in the most cost effective way.
- **Proactive Utility Conflict Identification** – Identification of utility/design conflicts proactively before they become critical to the schedule. By identifying issues in the planning stages, construction progress was not halted by conflicts.
- **Contingency Plans** – Always have a Plan "B" when working on projects with numerous, unknown, existing utilities. This allowed AI crews to quickly move to another work operation without losing production or jeopardizing safety.
- **Public Involvement** – Provide a voice for the public to understand progression of the project. Through attending city council meetings with the Midlothian Civic Association, progress updates were provided and local community issues and questions were addressed.
- **Partnering with VDOT** – Through formal partnering on this project, a good relationship between VDOT and AI's construction team was developed and maintained, helping the project run smoothly. The significant change negotiations were successful because of the teaming relationships created to successfully deliver the project.

*"Throughout the construction of this project there was very successful collaborative effort between American Infrastructure, AECOM and VDOT to resolve issues related to the conditions encountered...Mr. Ackley's construction experience provided valuable insight into possible working solutions and the relative cost and constructability of those issues. It was a pleasure working with Robert..." – Richard Lenninger, P.E. AECOM Roadway Manager*

**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: <b>MIDDLE GROUND BOULEVARD EXTENSION DESIGN-BUILD PROJECT</b> Location: Newport News, VA	Name: <b>RDA</b> 	Name of Client.: <b>VDOT</b> Phone: <b>757-253-5367</b> Project Manager: <b>Thomas Druholt</b> Phone: <b>757-592-6068</b> Email: <b>Thomas.Druholt@VDOT.virginia.gov</b>	<b>12/2014</b>	<b>12/2014</b>	<b>\$32,653</b>	<b>\$38,936</b> HRSD Betterment of \$5.2M contributed to increase in contract value	<b>\$38,936</b>

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.

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- Zero recordable safety incidents for over 30,000 manhours on the project.
- The project is progressing on schedule.

**PROJECT DESCRIPTION:**

This project extends Middle Ground Boulevard in Newport News, VA from its current termini at Route 143 (Jefferson Avenue) approximately 1.2 miles to Route 60 (Warwick Boulevard). AI is responsible for management and completion of work on the Middle Ground Boulevard Extension DB project, including the design and construction of 1.2 miles of primarily new mainline four-lane divided highway; a bridge over CSXT Railroad; widening of Jefferson Avenue and Warwick Boulevard to provide turn lanes to the new roadway; public and private utility relocations including 2,640 LF water line relocation and 1850 LF sanitary sewer relocation; 10,566 LF of storm sewer and four new stormwater management basins; acquisition of 72 parcels including 56 relocations; a mainline shared use path; improvement of intersections along the mainline as well as reconstruction of private and commercial entrances affected by construction; rehabilitation or removal and replacement of unsuitable soils; and replacement of a sanitary sewer pump station. Construction of the roadway includes 32,527 TN of aggregate and 41,596 TN of asphalt paving. Bridge construction includes 2,069 CY of structural concrete and 3,063 LF of prestressed concrete girders. The bridge abutments contain 6750 LF of 18" square concrete pile and the pier is on 2940 LF of 16" square concrete pile.

Following the award of the project, AI worked with the City of Newport News and Hampton Roads Sanitation District (HRSD) to add a betterment to the contract that includes the installation of 2300 LF of 30" ductile iron pipe and 3130 LF of 31" ductile iron pipe sanitary force main. The betterment added \$5,226,360 to the total contract value and provided the City of Newport News with a system that will accommodate future growth in the area.

**AI has maintained an aggressive schedule throughout the life of the project. Accelerated design and early utility relocations contributed to the scheduled completion date of December 2014, maintaining the project schedule even with the addition of the HRSD force main.** Assistance from the VDOT Right-of-Way division helped accelerate right-of-way acquisition and the addition of labor resources to critical path activities has been a large factor in maintaining the project schedule.

**LESSONS LEARNED FOR ROUTE 3 PROJECT**

- **Stormwater Management** – The high water table in the project area posed a challenge for drainage. During the design phase, the project team was able to introduce several alternatives: elliptical pipe to create positive flow while using less fill; increased inlet sizes at the bases of fills to eliminate the need for drainage structures and pipe on the bridge; and ditches and berms to facilitate water movement. These alternatives allowed the team to keep costs low and manage the unique needs of the project effectively.
- **Utility Coordination** – Utilities affected by this project include Newport News Water Works, HRSD, Virginia Natural Gas, City lighting, overhead and underground Dominion Virginia Power lines, Cox Communications, Level 3 Communications, and Verizon fiber optic and copper wire telephone. Early coordination with utility owners has allowed AI to eliminate impacts to AT&T, Newport News Public Schools, and Sprint, and to minimize impacts to other affected utilities.
- **Public Involvement** – AI developed a detailed, project-specific community relations plan to coordinate the communication of information relevant to the traveling public and local stakeholders throughout design and construction of the project. AI created an organized task force made up of key players from the design and construction teams and project stakeholders to carry out this plan throughout the duration of the project. Pulsar is working as part of the AI Team for public outreach on Middle Ground, and will work as part of the AI Team for Route 3.
- **Partnering with Stakeholders** – Formal partnering with VDOT, the City of Newport News, and other affected stakeholders has allowed the team to quickly identify and resolve potential issues. This proactive approach has helped maintain an aggressive schedule that shows the project completing well ahead of the contract completion date. Partnering with all affected parties has enabled AI to provide a successful project for all stakeholders, including the City and community through the HRSD betterments.

**Relevance to Route 3 Project**

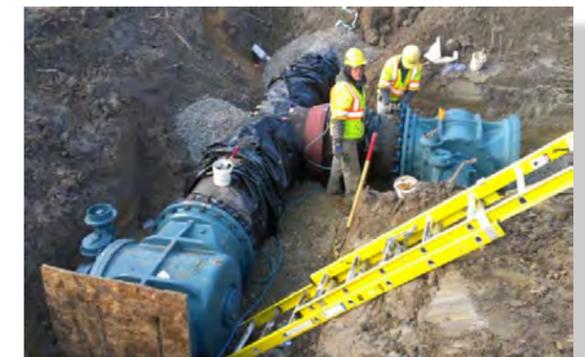
- ✓ Road Widening
- ✓ Stormwater Management
- ✓ Utility Coordination
- ✓ Public Involvement



*New Middle Ground Boulevard Mainline looking toward Nat Turner Boulevard*



*Installation of Storm Drainage Pipe*



*HRSD Force Main on East side of Jefferson Avenue*

**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: <b>RICHMOND AIRPORT CONNECTOR ROAD DESIGN-BUILD PROJECT</b> Location: <b>Henrico County, VA</b>	Name: <b>Dewberry</b>	Name of Client.: <b>Transurban</b> Phone: <b>804-822-3460</b> Project Manager: <b>Richard Prezioso</b> Phone: <b>804-822-3460</b> Email: <b>rprezioso@transurban.com</b>	<b>05/2011</b>	<b>03/2011</b>	<b>\$38,523</b>	<b>\$39,446</b> Change due to scope validation after engineering investigation was complete	<b>\$39,446</b>

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.

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- Completed the project two months ahead of schedule;
- Design-Build Institute of America Design-Build Merit Award for Transportation (2011);
- Worked a total of 152,546 man-hours with zero incidents;
- Received an overall rating of "Extremely Satisfied" (American Infrastructure Customer Survey 2010);

➤ *"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)*

**RELEVANCE TO ROUTE 3 PROJECT**

- ✓ Road Widening
- ✓ Stormwater Management
- ✓ Utility Coordination
- ✓ Public Involvement

**PROJECT DESCRIPTION**

Richmond Airport Connector Road (ACR) is a lump sum, design-build project on which AI was fully responsible for design and construction in collaboration with the lead designer, Dewberry. The project consisted of approximately 1.6 miles (2.58 km) of four-lane roadway that provides motorists with direct access to the Richmond International Airport from Route 895. Major quantities included: 422,737 CY of import; 16,541 LF of Storm Drainage; 111,511 SF of MSE Walls; 3 New Bridges (one crossing over existing 895 toll road); 1 Bridge Widening; 4 Box Culvert extensions; and 133,507 TN of Stone Base and Paving. This project required advanced planning and design creativity from AI and Dewberry in order to ensure success. There were set schedule milestones so AI managed critical path items on a daily basis to ensure the goals were met. AI realized early on in the project that settlement periods would affect the critical path and adjusted the work schedule accordingly. AI coordinated work with adjacent property owners. Planning was focused on reducing the impact to the environmentally sensitive site and surrounding wetlands. 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. AI also used innovative solutions for ground improvements and soils management including lime stabilization and geotextile fabrics. AI was responsible for fully managing the QA and QC aspects of this project and is very familiar with the QA & QC procedures that the Department requires on their projects.



*Construction of 800' long, 35' tall 4-sided MSE wall between two bridges*



*Construction of straight MSE wall for bridge abutment over I-895*

**LESSONS LEARNED / KEYS TO SUCCESS**

- **Communication** – Open Communication between AI, Dewberry, the Department and Transurban reduced the need for rework on design changes and allowed the project team to know the Owner's 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 FMI.
- **Preplanning** – AI initiated early coordination and approvals from third parties such as CSX, Henrico County, Dominion Power, and the Richmond Airport to expedite schedule.



*Aerial View of the entire project*

**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 overall construction of the project.	c. Contact information of the Client 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: <b>STRINGFELLOW ROAD (ROUTE 645) WIDENING</b> Location: <b>Fairfax County, VA</b>	Name: <b>Fort Myer Construction Corporation</b>	Name of Client.: <b>VDOT NOVA District</b> Phone: <b>703-259-1794</b> Project Manager: <b>Mr. Zamir Mirza</b> Phone: <b>703-259-1794</b> Email: <b>Zamir.Mirza@vdot.virginia.gov</b>	<b>Fall/2015</b>	<b>Fall/2015</b> Estimated	<b>\$22,320</b>	<b>\$22,320</b> Estimated	<b>\$2,300</b>

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**  
**RDA has received significant positive feedback on this project through VDOT's Consultant Performance Reports. VDOT's Project Manager noted that:**

- "Rinker staff has been very cooperative in addressing the needs/requirements of the Department."
- "Rinker has worked very well with other agencies particularly Fairfax County" and "exceeded expectations on many tasks."
- "Rinker staff work diligently to prosecute the work thoroughly and efficiently" and "Rinker's response to review comments is exemplary." (Utility relocation are near complete and the project was awarded in Dec. 2012 for construction).

**PROJECT DESCRIPTION:**  
**Design Work Performed by RINKER DESIGN ASSOCIATES, P.C. (MANASSAS, VA) as LEAD DESIGNER**  
 The Stringfellow Road Widening project consisted of widening a two-lane roadway to a four-lane divided urban minor arterial. VDOT selected RDA to provide engineering services for this 2.02-mile project for right-of-way and construction plans including roadway design; hydraulic design; traffic engineering design (including traffic data collection and analysis); sign, signal, pavement marking, lighting plans and ITS; retaining wall design, permit sketches; coordination of utility design and supplemental survey data with roadway design and construction coordination and support. The project consists of widening the existing 2-lane roadway to a 4-lane divided roadway with on-road bicycle lanes; sidewalks and trails; curb and gutter; and a raised median for the length from Route 7735 Fair Lakes Boulevard to Route 50. The project passes through a densely populated residential corridor with several public facilities including a library, schools and parks, as well as several stream crossings.

**Relevance to Route 3 Project**

- ✓ Widening
- ✓ Extensive Utility Coordination / Relocation (including fuel transmission lines)
- ✓ Four-lane divided roadway

In addition, the corridor has major utilities including a newly installed 24 inch water main, several large aviation fuel lines serving Dulles International Airport's fuel farm, and other standard overhead and underground utilities. Roadway design tasks include horizontal and vertical geometrics, pedestrian facility design, on-road bicycle lanes, detailed Traffic Management Plan (TMP) design, signal design, and signage and marking plan design. Drainage design tasks include storm water management facility design, major culvert design, H&H analyses, closed system roadway drainage design, and erosion/sediment control plans. During the preliminary design phase, RDA developed and evaluated multiple roadway alignments in coordination with VDOT, Fairfax County, and other stakeholders including homeowners' associations and public school representatives for the selection of the preferred roadway alignment. In addition to roadway design tasks, RDA has assisted VDOT with the coordination of the relocation of underground and above ground utilities by developing detailed utility relocation information plans depicted as-built information for each relocated utility.

**LESSONS LEARNED FOR ROUTE 3 PROJECT**

- **Avoidance when feasible** – Through redesign of the horizontal and vertical alignments, RDA saved VDOT several million dollars by avoiding a large encased waterline which had just been constructed prior to RDA starting the project. We also minimized the impacts to the fuel transmission lines providing additional savings.
- **Re-evaluate everything** – If RDA had designed the project as originally intended, the project cost would have been in excess of 15% higher. By stepping back, re-evaluating the corridor and developing design alternatives, RDA was able to minimize costs and maximize VDOT's money. However, there were problematic properties (schools) along the corridor which dictated line and grade so modifications to the design needed to be sensitive to these parcels.

*The Route 3 Widening Design-Build Project has many of these same issues which the AI Team will take into account to provide the best solution*

*Parallel Widening of Stringfellow Road for the corridor.*

*Existing utilities along both sides of the corridor*

*Utilities in every direction*



**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 overall construction of the project.	c. Contact information of the Client 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: <b>JAMES MADISON HIGHWAY (US ROUTE 15) PPTA / DESIGN-BUILD</b> Location: <b>Prince William County, VA</b>	Name: <b>Branch Highways, Inc.</b>	Name of Client.: <b>Prince William County, Dept. of Public Works</b> Phone: <b>703-792-6825</b> Project Manager: <b>Mr. Tom Blazer</b> Phone: <b>703-792-6825</b> Email: <b>tblazer@pwcgov.org</b>	<b>12/2009</b>	<b>12/2009</b>	<b>\$56,430</b>	<b>\$56,430</b>	<b>\$4,119</b>

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**

- Consultant Performance Report scores ranging from 3.76 to 4.0 throughout the life of the contract.
- *“They also greatly assisted the Environmental Group in documents necessary for the permits despite having no scope for this task. The project will be advertised in July and I would like to say that I am very pleased with the performance of RDA throughout the design phase of the project.” – Zamir Mirza, VDOT Project Manager*

**1 Relevance to Route 3 Project**

- ✓ Road Widening
- ✓ Utility Coordination
- ✓ Four-Lane Divided Roadway
- ✓ ROW Acquisition

**PROJECT DESCRIPTION:**

**Design Work Performed by RINKER DESIGN ASSOCIATES, P.C. (MANASSAS, VA) as LEAD DESIGNER**

RDA is the Lead Designer providing engineering design services, right-of-way acquisition services, environmental permitting and construction engineering/inspection services for the Route 15 PPTA project in Haymarket (Prince William County), Virginia. The project consists of complete roadway and bridge construction for 2.2 miles of US Route 15, 0.3 miles of Waterfall Road, 0.7 miles of Old Carolina Road and 0.3 miles of Heathcote Boulevard. The project also includes construction of an additional 1.2 miles of Route 15 widening design by others. Project limits are from the I-66/Route 15 interchange on the south to the Route 15/Route 234 intersection on the north, including construction of bridge structures over Little Bull Run Creek and Catharpin Creek and a major box culvert at the Tributary to Catharpin Creek. RDA is serving as the Prime Engineering Consultant to Branch Highways, Inc., the Lead Contractor/Project Constructor responsible for development and construction. The project was performed as a DB venture under the Virginia PPTA Act of 1995.

RDA's commitment to quality is demonstrated in their willingness to provide innovative solutions throughout the DB process. Working closely with VDOT, Prince William County, Branch Highways and other stakeholders, RDA facilitated conflict resolution by providing numerous engineered solutions that were acceptable to all parties involved. These solutions enabled the project to maintain momentum, without compromising VDOT standard and requirements, and at the same time, met the team's budgetary constraints.

The Route 15 PPTA consisted of numerous roadways and design features. The widening of Route 15 was from Dominion Valley Drive to Route 234 (Sudley Road). Additionally, our design included the improvement to Old Carolina Road, the design extension of Heathcote Boulevard and the realignment of Waterfall Drive. The total length of all of these improvements was approximately 3.5 miles. RDA's services on the contract included, in addition to the roadway design, detailed hydrologic and hydraulic analyses for three stream crossings, utility coordination for service lines and a major power transmission line, and right-of-way services for over 50 parcels. Finally, RDA provided CEI services for the entire project which included construction of two bridges and approximately 1.7 miles of additional roadway (previously designed by others).

**LESSONS LEARNED FOR ROUTE 3 PROJECT**

➤ **Partnering** – The goal of the any project is to provide a quality product, on-time and on-budget. Often, these goals are challenged by lack of communication or even third party reviews. As the Route 15 project progressed, it became clear that both of these issues were a problem. Our design was meeting resistance from VDOT (in this case, a third part reviewer) and our attempts to resolve were not well received. Immediately, we worked to met to establish an informal partnering agreement where the stakeholders (Prince William County, the DB team, and VDOT) agreed to work together for the common goal of the project. From that point forward, communication was open, dialogue was productive, and solutions that everyone could agree on were reached.

➤ **Utility Coordination Resources** – As the design progressed and the utility coordination was engaged, we quickly found that our utility subconsultant either did not understand the nature of DB and he continually drew a metaphoric line in the sand with the utility companies. For this reason, we determined this effort was best served by our own resources. We knew that the right solution was to find common ground and compromise to find a solution. This initiated RDA's Utility Coordination group which has been complimented by numerous VDOT staff in the districts and Central Office.



*Route 15 Completed*



*Route 15 under construction*



*Route 15 looking south at relocated Utility Poles*

**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 overall construction of the project.	c. Contact information of the Client 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: <b>SUDLEY MANOR DRIVE PPTA/DESIGN-BUILD</b> Location: <b>Prince William County, VA</b>	Name: <b>CH2M Hill &amp; The Lane Construction Corporation</b>	Name of Client.: <b>Prince William County, Dept. of Public Works</b> Phone: <b>703-792-6826</b> Project Manager: <b>Mr. Khattab Shammout, PE</b> Phone: <b>703-792-6826</b> Email: <b>kshammout@pwcgov.org</b>	<b>09/2006</b>	<b>09/2006</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$2,000</b>

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**

- Prince William County has repeated selected RDA as one of their top engineers. This repeated work is based on our performance and customer service.
- The County deemed the project such a success, they added Linton Hall Road to the project and procured another PPTA/Design-Build project (James Madison Highway). The common denominator of these three projects is the County, the procurement method and RDA.

**PROJECT DESCRIPTION:**

**Design Work Performed by RINKER DESIGN ASSOCIATES, P.C. (MANASSAS, VA) as LEAD DESIGNER**

The Sudley Manor Drive PPTA consisted of constructing a four-lane divided highway, Urban Typical Section with Curb and Gutter, and Raised Median; 10,000 linear feet, Urban Minor Arterial. Sudley Manor Drive was prepared for Prince William County on an accelerated schedule in accordance with the Public-Private Transportation Act of 1995 (PPTA). The project provides a direct connection from Linton Hall Road to the Prince William Parkway and Sudley Road area as called for in the Prince William County Comprehensive Plan. In addition to the 10,000 lf extension of Sudley Manor Drive (a four-lane urban minor arterial designed to accommodate future expansion to six lanes), the project included Linton Hall Road Improvements from Devlin Road to Broad Run. The project required close coordination with the Virginia Department of Transportation to meet the accelerated schedule for plan design, utility relocation, right-of-way acquisition, and construction. This project has been constructed and placed under traffic.

**Relevance to Route 3 Project**

- ✓ Four-lane divided highway – depressed median
- ✓ Coordination of large fuel pipelines
- ✓ Four-lane divided roadway



*Sudley Manor Drive looking toward railroad*



*Completed four-lane construction of Sudley Manor Drive*

The project's typical section consisted of a four-lane roadway built on six-lane right of way with curb and gutter, raised median, sidewalk and a 10' wide shared use path to accommodate both pedestrians and bicyclists in the corridor. The design adhered to VDOT standards and policies throughout, incorporating standard pavement, incidentals, drainage, and stormwater management design.

The Sudley Manor Drive project provided many challenges for the project team. The accelerated schedule required RDA to assemble construction plans within 7 months of project kickoff while incorporating directives from the Contractor, VDOT and Prince William County into the design. Design issues that needed special consideration included: a bridge with MSE walls over a railroad; coordination of the project with several large fuel pipelines, the construction and access requirements of a new firehouse, and several site developments; floodplain analysis and environmental considerations related to major stream crossings; and a traffic analysis and design. The project team also worked closely with VDOT to ensure a seamless transition between this PPTA project and the adjoining VDOT administered construction project on Linton Hall Road.

As part of this contract, RDA also provided survey services including complete boundary and topographic surveys, in addition to plat preparation for more than 50 properties.

**LESSONS LEARNED FOR THE ROUTE 3 PROJECT**

- **Utility Coordination Early and Often** – The utility coordination for the Sudley Manor Drive project included several large fuel pipelines. Our approach to ensuring that these lines were protected during construction required weekly discussions with the utility company throughout the design and construction phases of the project. This proactive approach was invaluable.



*Sudley Manor Drive over the railroad*





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