

Request for Qualifications

I-64 Exit 91 Interchange Improvements
Contract ID Number: C00075877DB47



Commonwealth of Virginia
Department of Transportation (VDOT)
Central Office Mail Center
Loading Dock Entrance
1401 E. Broad Street
Richmond, Virginia 23219
Attention: Brenda L. Williams



January 6th, 2012

ATTACHMENT 3.1.2

0064-007-111, P101, R201, C501, B627

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

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

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 20-page limit?	SOQ Page Reference
Statement of Qualifications Checklist and Contents	Attachment 3.1.2	Section 3.1.2	no	A-1 thru A-3
Acknowledgement of RFQ, Revision and/or Addenda	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	A-4
Letter of Submittal (on Offeror's letterhead)				1-3
Offeror's point of contact information	NA	Section 3.2.1	yes	2
Authorized Representative's signature	NA	Section 3.2.1	yes	2
Principal officer information	NA	Section 3.2.2	yes	2
Offeror's Corporate Structure	NA	Section 3.2.3	yes	2
Affiliated/subsidiary companies	NA	Section 3.2.4	yes	2
Debarment forms	Attachment 3.2.5(a) Attachment 3.2.5(b)	Section 3.2.5	no	A5-A11
Offeror's VDOT prequalification evidence	NA	Section 3.2.6	no	A12-A14
Evidence of obtaining bonding	NA	Section 3.2.7	yes	4-6
Professional Services Evidence				A15-A35
Full size copies of SCC and DPOR registration documentation (appendix)	NA	Section 3.2.8	no	A15-A35

ATTACHMENT 3.1.2

0064-007-111, P101, R201, C501, B627

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 20-page limit?	SOQ Page Reference
SCC Registration	NA	Section 3.2.8.1	yes	3
DPOR Registration (Offices)	NA	Section 3.2.8.2	yes	3
DPOR Registration (Key Personnel)	NA	Section 3.2.8.3	yes	3
DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.8.4	yes	3
DBE statement within Letter of Submittal confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.9	yes	3
Offeror's Team Structure				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	7-10
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	A-34
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	A35-A36
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	A37-A38
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	A-39
Key Personnel Resume – Lead Structural Engineer	Attachment 3.3.1	Section 3.3.1.5	no	A40-A41
Key Personnel Resume – Environmental Manager	Attachment 3.3.1	Section 3.3.1.6	no	A-42
Organizational chart	NA	Section 3.3.2	yes	11
Organizational chart narrative	NA	Section 3.3.2	yes	12-15
Experience of Offeror's Team				A43-A48
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	A43-A45

ATTACHMENT 3.1.2

0064-007-111, P101, R201, C501, B627

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 20-page limit?	SOQ Page Reference
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	A46-A48
Project Risk				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	16-18



Archer Western

A MEMBER OF The Walsh Group

January 6, 2012

Commonwealth of Virginia
Department of Transportation (VDOT)
Central Office Mail Center
Loading Dock Entrance
1401 E. Broad Street
Richmond, Virginia 23219
Attention: Brenda L. Williams

SUBJECT: *Statement of Qualifications – I-64 Exit 91 Interchange Improvements*
Project No.: 0064-007-111, P101, R-201, C-501, B-627
Contract ID Number: C00075877DB47

Dear Ms. Williams:

The Design-Build Team of **Archer Western Construction, LLC (Archer Western)** and **TranSystems Corporation (TranSystems)** have joined to submit this Statement of Qualifications for the I-64 Exit 91 Interchange Improvement Project in Staunton, Virginia. We look forward to having the opportunity to submit a detailed Technical Proposal and a competitive Price Proposal during Phase II of the selection process.

Archer Western Construction is a general contracting, construction management and design-build firm incorporated in the State of Illinois. Headquartered in Atlanta, Archer Western is the largest subsidiary of The Walsh Group; a firm ranked by *Engineering News Record* in 2011 as the **2nd** largest heavy contractor, **3rd** largest highway contractor, **5th** largest bridge contractor, and **19th** largest design-builder in the United States. Established to address the varied labor agreements that exist across the country, Archer Western typically works in open shop regions across the South and Southeast. Its union counterpart, Walsh Construction focuses on work in the North and Northeast. Archer Western and Walsh Construction operate under the same senior management in the Walsh Group, a family-owned company that has been in business for over 110 years.

TranSystems is an engineering and architectural firm incorporated in the State of Missouri. TranSystems maintains a permanent staff of over 1000 personnel in 41 offices nationally, placing them at **No. 13** in ENR's 2011 Ranking of the Top 25 Transportation Design Firms. TranSystems is nationally recognized for providing designs of simple to complex major bridges, bridge and highway structure safety inspections, evaluations, rehabilitation, and load ratings. The TranSystems' bridge group is ranked **No. 10** on ENR's 2011 List of the Top 25 Bridge firms.

3.2.1 OFFEROR'S OFFICIAL REPRESENTATIVE INFORMATION: As Prime Contractor and Design-Builder, the official representative for the I-64 Exit 91 Interchange Improvement Project will be as follows:

Offeror's Primary Contact: **Brian Quinlan, PE, Senior Project Manager**
Address: 2410 Paces Ferry Rd, Suite 600, Atlanta, GA 30339
Phone: 404-926-0726
Fax: 404-495-8701
Email: bquinlan@walshgroup.com

3.2.2 PRINCIPAL OFFICER INFORMATION: The name, address, and telephone number for the Principal Officer of AWC as "Offeror", is as follows:

Offeror's Principal Officer: **David B. Casey, Vice President**
Address: 2410 Paces Ferry Rd, Suite 600, Atlanta, GA 30339
Phone: 404-495-8700

3.2.3 STRUCTURE OF OFFEROR: The legal structure of the team is organized such that AWC will be the signatory to the design-build contract with VDOT as a Limited Liability Company with all financial responsibility. Additionally, AWC will provide all performance and payment bonds for the project. TranSystems will be a subcontractor serving as the lead design consultant. Additional team members include: **Schnabel Engineering, Accompong Engineering Group (DBE), and T3 Design (DBE)**. Each of these firms will work as subconsultants to TranSystems. **Volkert & Associates** will contract directly with Archer Western for Quality Assurance.

3.2.4 AFFILIATES & SUBSIDIARIES: Below is a listing by company of all affiliates and subsidiaries and their addresses.

Firm	Affiliate/Subsidiary
Archer Western Construction, LLC (A subsidiary of The Walsh Group)	Archer Western Contractors, Ltd (Aff) 2410 Paces Ferry Rd, Suite 600 Atlanta, GA 30339 Walsh Construction (Aff) 929 West Adams Chicago IL 60607 Walsh Construction II (Aff) 929 West Adams Chicago IL 60607 Walsh Construction Company of Canada (Aff) 800 Bay Street, Suite 401 Toronto, ON M5S 3A9 RL Brosamer, Inc. (Aff) 1777 Oakland Blvd Walnut Creek, CA 94596

- 3.2.5 DEBARMENT FORMS:** Please see attachments 3.2.5 (a) and 3.2.5 (b) for all team members
- 3.2.6 VDOT PREQUALIFICATION CERTIFICATE:** Please see attached VDOT Prequalification information for Archer Western Construction, LLC.
- 3.2.7 EVIDENCE OF BONDING:** Please see attached letter from AWC surety indicating our ability to obtain performance and payment bonds for the full contract amount.
- 3.2.8 PROFESSIONAL SERVICES VERIFICATION:** We have attached copies of all DPOR and SCC registrations for all team members who will be providing professional services. As required in the RFQ below is a list in tabular form of all the Key Personnel, their role, firm and registration number.

Firm	Name	DPOR	SCC No.
TranSystems	Daniel Davis, PE	0402032685	N/A
TranSystems	David Hoff, PE	0402026230	N/A
TranSystems	Kansas City, KS Office	0411000831	F1150400
TranSystems	Richmond, VA Office	0411000801	F1150400
TranSystems	Greenville, SC Office	0411000649	F1150400
TranSystems	Norfolk, VA Office	0407003475	F1150400
Accompong Engineering Group	Chesterfield, VA Office	0407005442	S2835215
KDR Real Estate	Allen Dorin	N/A	05712104
Schnabel Engineering	Richmond VA Office	0411000700	07126741
T3 Design Corporation	Fairfax VA Office	0405001624	06585392
Volkert	Gale Dickerson, PE	0402020558	N/A
Volkert	Alexandria VA Office	0407002610	F1366592

- 3.2.9 DISADVANTAGED BUSINESS ENTERPRISE (“DBE”):** AWC recognizes the value in involving qualified disadvantaged business enterprises in the project and is committed to achieving the **12%** DBE participation goal for the full contract amount of the I-64 Exit 91 Interchange Improvement Project

The I-64 Exit 91 Interchange Improvement Project requires a team with proven design-build experience, technical expertise with this type of project and the commitment to proactively resolve issues. Our team possesses all of these attributes and more.

Our Team meets and exceeds VDOT’s requested qualifications for this project. We are a team committed to providing the professional and financial resources required to successfully design and build this exciting project. We appreciate the opportunity to submit our qualifications, and look forward to participating in the next step to further demonstrate our capabilities.

Very truly yours,
Archer Western Construction, LLC

David B. Casey
 Vice President

ATTACHMENT NO. 3.2.5(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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 proposal.

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.

	1/6/2012	Vice President
Signature	Date	Title

Archer Western Construction, LLC

Name of Firm

ATTACHMENT NO. 3.2.5(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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 proposal.

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

 _____ Signature	December 14, 2011 _____ Date	Vice President _____ Title
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TranSystems Corporation
Name of Firm

ATTACHMENT NO. 3.2.5(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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 proposal.

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.

Con JAE 12/15/11 President
Signature Date Title

Accompany Engineering Group LLC
Name of Firm

ATTACHMENT NO. 3.2.5(b)

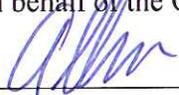
**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-054-703, 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 proposal.

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.

 12/16/11 PRESIDENT
Signature Date Title

KDR REAL ESTATE SERVICES
Name of Firm

ATTACHMENT NO. 3.2.5(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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 proposal.

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.

Edward G. Draker

Signature

Date

Title

Name of Firm

ATTACHMENT NO. 3.2.5(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

(To be completed by a sub-consultant)

Project: 0064-007-111, P101, R-201, C-501, B-627

- 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 proposal.

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.

	December 15, 2011	Senior Vice President
Signature	Date	Title

Volkert, Inc.
Name of Firm

=====
A020
APEX CONTRACTING, INC.
EMPLOYER ID: 61-0728559
PREQ. EXP : 01/31/2012

--PREQ ADDRESS -----	-- WORK CLASSES -----
P. O. BOX 798	003 - MAJOR STRUCTURES
PARIS, KY 40362-0798	007 - MINOR STRUCTURES
PHONE : 859-987-1637	018 - ELECTRICAL INSTALLATION
FAX : 859-987-0619	165 - VARIABLE MESSAGE SIGNING

BUSINESS CONTACT: WHITNEY, FRANK DALE
EMAIL: MAIL@APEXCONTR.COM

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

DBE TYPE : N/A
DBE CONTACT: N/A
DBE/WBE EXP: N/A

=====
A210
ARCHER WESTERN CONSTRUCTION, LLC
EMPLOYER ID: 27-0887868
PREQ. EXP : 01/31/2013

--PREQ ADDRESS -----	-- WORK CLASSES -----
2410 PACES FERRY ROAD	002 - GRADING
SUITE 600	003 - MAJOR STRUCTURES
ATLANTA, GA 30339	006 - PORTLAND CEMENT CONCRETE PAVING
PHONE : 404-495-8700	007 - MINOR STRUCTURES
FAX : 404-495-8701	

BUSINESS CONTACT: GILLIS, DONALD ALAN
EMAIL: DGILLIS@WALSHGROUP.COM@WALSHGROUP.COM

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

DBE TYPE : N/A
DBE CONTACT: N/A
DBE/WBE EXP: N/A
=====



Archer Western Contractors

A MEMBER OF The Walsh Group

August 9, 2011

Mr. Don Silies
Contract Officer
Virginia Department of Transportation
1401 E. Broad Street
Richmond, VA 23219

Re: Restructuring of Archer Western

Dear Mr. Silies,

Per our conversations over the last few days, this letter will confirm that we are restructuring the company to go from Archer Western Contractors, Ltd., to become Archer Western Construction, LLC. Pursuant to that, we formally request that all of the experience and prior records from the old company be transferred to the new company. We agree that we will move the prequalification from the old company to the new company and would commit to the fact that we will bid no more VDOT projects under the auspices of the old company.

I am enclosing a prequalification package for Archer Western Construction, LLC.

We also request that the Department allow us to assign our current VDOT job from the old company to Archer Western Construction, LLC. If this request is approved, we will file the appropriate paperwork and replace the Performance and Payment Bonds in as short a period of time as is reasonable.

Please feel free to contact me directly if there are any questions.

Very truly yours,
Archer Western Construction, LLC

Donald A. Gillis
Vice President



COMMONWEALTH OF VIRGINIA



CERTIFICATE OF QUALIFICATION

Archer Western Contractors, Ltd.

Vendor Number: A210

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

PREQUALIFIED

Work Classes: Grading, Major Structures, Portland Cement Concrete, Minor Structures.

Issue Date: March 22, 2011

This Rating and Classification will Expire: January 31, 2012

Handwritten signature of Suzanne FR Lucas in blue ink.

Suzanne FR Lucas Prequalification Officer

Handwritten signature of Don E. Silies in blue ink.

Don E. Silies, Contract Engineer



Travelers Bond
215 Shuman Blvd., Naperville, IL 60563
Telephone: (630) 961-7052
Fax: (630) 961-7020

December 15, 2011

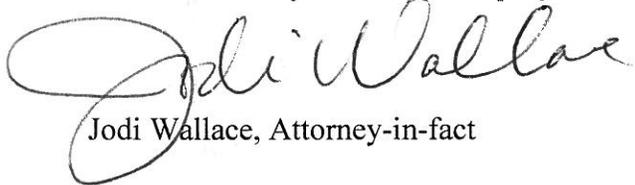
**RE: Virginia Department of Transportation
I-64 Exit 91 Interchange Improvements
From: 0.429 Miles West of Route 285
To: 0.438 Miles East of Route 285**

To Whom It May Concern:

As surety for **Archer Western Construction, LLC, Travelers Casualty and Surety Company of America** with A.M. Best Financial Strength Rating A+ and Financial Size Category XIV is capable of obtaining 100% Performance Bond and 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 such firm be the successful bidder and enter into a contract for this project.

Travelers Casualty and Surety Company of America's commitment to provide bonds is subject to our review and approval of acceptable contract terms, conditions and bond forms.

Yours truly,
Travelers Casualty and Surety Company of America



Jodi Wallace, Attorney-in-fact



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 222409

Certificate No. 004569124

KNOW ALL MEN BY THESE PRESENTS: That St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company and St. Paul Mercury Insurance Company are corporations duly organized under the laws of the State of Minnesota, that Farmington Casualty Company, Travelers Casualty and Surety Company, and Travelers Casualty and Surety Company of America are corporations duly organized under the laws of the State of Connecticut, that United States Fidelity and Guaranty Company is a corporation duly organized under the laws of the State of Maryland, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Kathleen C. O'Rourke, Brian R. Walsh, J. William Ernstrom, and Jodi Wallace

of the City of Chicago, State of Illinois, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 30th day of September, 2011.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: George W. Thompson, Senior Vice President

On this the 30th day of September, 2011, before me personally appeared George W. Thompson, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal. My Commission expires the 30th day of June, 2016.



Marie C. Tetreault
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, Kevin E. Hughes, the undersigned, Assistant Secretary, of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 15 day of December, 20 11

WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER


Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at www.travelersbond.com. Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
12-31-2012

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

NUMBER
0402032685

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

DANIEL GLENN DAVIS
14287 COUNTRY SKY WAY
BEAVERDAM, VA 23015



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)

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APPEALS
PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402032685 EXPIRES: 12-31-2012

DANIEL GLENN DAVIS
14287 COUNTRY SKY WAY
BEAVERDAM, VA 23015



(FOLD)

(DETACH HERE)

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

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NUMBER
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PROFESSIONAL ENGINEER LICENSE

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TRANSYSTEMS
101 NORTH MAIN STREET
SUITE 1506
GREENVILLE, SC 29601-2155



Gordon N. Dixon
Gordon N. Dixon, Director

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TranSystems Corporation

SCC ID: F1150400
 Business Entity Type: Foreign Corporation
 Jurisdiction of Formation: MO
 Date of Formation/Registration: 8/23/1993
 Status: Active
 Shares Authorized: 13500000

Principal Office
 2400 PERSHING RD STE 400
 KANSAS CITY MO 64108

Registered Agent/Registered Office
 CT CORPORATION SYSTEM
 4701 COX RD STE 301

GLEN ALLEN VA 23060-6802
 HENRICO COUNTY 143
 Status: Active
 Effective Date: 1/5/2004

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9960 Mayland Dr., Suite 400, Richmond, VA 23233
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NUMBER
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BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS
AND LANDSCAPE ARCHITECTS
BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

TRANSYSTEMS CORPORATION
2400 PERSHING ROAD
STE 400
KANSAS CITY, MO 64108



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Gordon N. Dixon, Director

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2400 PERSHING ROAD
STE 400
KANSAS CITY, MO 64108



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BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

TRANSYSTEMS CORPORATION
6800 PARAGON PLACE
SUITE 106
RICHMOND, VA 23230



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BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

TRANSYSTEMS CORPORATION
101 N. MAIN ST.
STE. 1506
GREENVILLE, SC 29601



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Jay W. DeBoer, Director

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NUMBER: 0411000649 EXPIRES: 02-29-2012
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101 N. MAIN ST.
STE. 1506
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BUSINESS ENTITY REGISTRATION

PROFESSIONS: ENG, ARC, LS

TRANSYSTEMS CORPORATION
101 WEST MAIN ST
SUITE 900
NORFOLK, VA 23510



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101 WEST MAIN ST
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0407005442

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

PROFESSIONS: ENG

ACCOMPONG ENGINEERING GROUP, LLC
9510 IRON BRIDGE RD
SUITE 200
CHESTERFIELD, VA 23832



Gordon N. Dixon
Gordon N. Dixon, Director

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BUSINESS ENTITY REGISTRATION
NUMBER: 0407005442 EXPIRES: 12-31-2013
PROFESSIONS: ENG
ACCOMPONG ENGINEERING GROUP, LLC
9510 IRON BRIDGE RD
SUITE 200
CHESTERFIELD, VA 23832



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Accompong Engineering Group, LLC

SCC ID: S2835215
 Business Entity Type: Limited Liability Company
 Jurisdiction of Formation: VA
 Date of Formation/Registration: 2/17/2009
 Status: Active

Principal Office
 8425 LYLWOOD CT

CHESTERFIELD VA 23838-0000

Registered Agent/Registered Office
 CONRAD A SCOTT
 8425 LYLWOOD CT

CHESTERFIELD VA 23838-0000
 CHESTERFIELD COUNTY 120
 Status: Active
 Effective Date: 2/17/2009

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**FIRMS WHO ARE PREQUALIFIED FOR VDOT ADMINISTERED CONTRACTS
INCLUDES P3, DESIGN BUILD AND
LOCALLY ADMINISTERED PROJECTS**

KDR Real Estate
2500 Grenoble Road
Richmond, Virginia 23294

Allen G. Dorin

(804)672-1368 Ext. 302



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KDR Real Estate Services, Inc.

SCC ID: 05712104
 Business Entity Type: Corporation
 Jurisdiction of Formation: VA
 Date of Formation/Registration: 1/30/2002
 Status: Active
 Shares Authorized: 100

Principal Office

2500 GRENOBLE RD

RICHMOND VA 23294

Registered Agent/Registered Office

ALLEN G DORIN JR
2500 GRENOBLE RD

RICHMOND VA 23294
 HENRICO COUNTY 143
 Status: Active
 Effective Date: 7/9/2003

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BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

SCHNABEL ENGINEERING CONSULTANTS, INC
ONE CARY STREET
RICHMOND, VA 23220



Jimmy W. DeBoer
Jimmy W. DeBoer, Director

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PROFESSIONS: ENG
SCHNABEL ENGINEERING CONSULTANTS, INC
ONE CARY STREET
RICHMOND, VA 23220



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1. Physical address (PO Box not acceptable) 2. Mailing Address or 3. Both

Physical Address _____ Mailing Address _____

City, State, Zip Code _____ City, State, Zip Code _____

Telephone Number () _____ Fax Number () _____

NAME CHANGE: Include a copy of marriage certificate, divorce decree, court order, or other documentation which verifies the individual name change.

INDIVIDUAL NAME CHANGE: _____
FIRST MIDDLE LAST GENERATION
(Sr., Jr., III, etc.)

BUSINESS NAME CHANGE: (applies to Business Licenses only) _____

IS THIS NAME CHANGE A RESULT OF A CHANGE OF OWNERSHIP? No Yes (if yes, see Board Regulations for requirements)

SIGNATURE _____ DATE _____



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Schnabel Engineering Consultants, Inc.

SCC ID: 07126741
 Business Entity Type: Corporation
 Jurisdiction of Formation: VA
 Date of Formation/Registration: 8/12/2009
 Status: Active
 Shares Authorized: 10000

Principal Office

1054 TECHNOLOGY PARK DR

GLEN ALLEN VA 23059

Registered Agent/Registered Office

CT CORPORATION SYSTEM
4701 COX RD STE 301

GLEN ALLEN VA 23060-6802

HENRICO COUNTY 143

Status: Active

Effective Date: 6/16/2011

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PROFESSIONAL CORPORATION REGISTRATION

PROFESSIONS: ENG

T3 DESIGN CORPORATION
3927 OLD LEE HWY STE 101-C
FAIRFAX, VA 22030-2422



Gordon N. Dixon
Gordon N. Dixon, Director

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PROFESSIONS: ENG
T3 DESIGN CORPORATION
3927 OLD LEE HWY STE 101-C
FAIRFAX, VA 22030-2422



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T3 Design Corporation

SCC ID: 06585392
 Business Entity Type: Corporation
 Jurisdiction of Formation: VA
 Date of Formation/Registration: 5/18/2006
 Status: Active
 Shares Authorized: 5000

Principal Office

3927 OLD LEE HIGHWAY STE 101C

FAIRFAX VA 22030-2422

Registered Agent/Registered Office

REES BROOME PC
8133 LEESBURG PIKE 9TH FL

VIENNA VA 22182-2706
 FAIRFAX COUNTY 129
 Status: Active
 Effective Date: 5/1/2007

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

GALE MACKEY DICKERSON
913 IVEY CREEK ROAD
LANCASTER, VA 22503



Jay W. DeBoer
Jay W. DeBoer, Director

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GALE MACKEY DICKERSON
913 IVEY CREEK ROAD
LANCASTER, VA 22503



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BUSINESS ENTITY REGISTRATION

PROFESSIONS: ENG, LA

VOLKERT INC
5400 SHAWNEE RD
STE 301
ALEXANDRIA, VA 22312



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Gordon N. Dixon, Director

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Volkert, Inc.

SCC ID: F1366592
 Business Entity Type: Foreign Corporation
 Jurisdiction of Formation: AL
 Date of Formation/Registration: 1/21/1999
 Status: Active
 Shares Authorized: 2250

Principal Office
 3809 MOFFETT RD

MOBILE AL 36618

Registered Agent/Registered Office

CORPORATION SERVICE COMPANY
 BANK OF AMERICA CENTER, 16TH FLOOR
 1111 EAST MAIN ST.
 RICHMOND VA 23219
 RICHMOND CITY 216
 Status: Active
 Effective Date: 7/13/2011

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Team Structure

A successful design-build project requires a fully integrated team. The design team, construction team, and owner must work together to accomplish the goal of getting the project built on time and on budget. Our design team will work seamlessly with the construction team to integrate constructability comments, planning the job from the perspective of building it, and optimizing the overall project approach. During the design phase, Archer Western will assign personnel to be located in TranSystems design office to facilitate communication, speed coordination, and enhance review time to ensure this project's successful delivery under our aggressive schedule. To facilitate the integration of the design and construction our **Design-Build Project Manager, Brian Quinlan, PE**, will work closely with key design and construction personnel to incorporate construction means and methods into the design process.

Our team has personnel experienced in the design-build delivery method that understand the importance of working together to ensure that the best ideas from each group are integrated into the design to meet VDOT's goals and requirements. Over-the-shoulder reviews will be performed by construction leads during the design phase to ensure concurrence with the approach.

We have assembled a very experienced team of professionals capable of effectively managing the project and its risks.

Design Team

This team was assembled with a tremendous amount of thought and consideration to bring each firm's best qualified and experienced individuals together and organize them in an efficient structure for this project. Key staff and design subconsultants selected for our team have worked together on previous successful projects, have established working relationships and are positioned to hit the ground running. Though our task leaders and technical staff have primary responsibilities for items such as design, environmental aspects, public involvement, or construction activities, everyone is responsible to some level for all aspects of the Project.

TranSystems brings national expertise in interchange reconstruction projects. Through our firm's 40+ year history, we have served 38 DOT clients across the US. Our reputation in complex transportation projects has led to our growth as a Top 15 Transportation Design Firm.

This high standard of responsibility begins with a successful Design Manager. For this role we have assigned **Danny Davis, PE**. Mr. Davis currently serves as Vice President with TranSystems. His areas of expertise include project management, project development, and the preparation of preliminary and final highway and bridge construction plans for major highway improvement programs. Mr. Davis has over 20 years of structural and civil engineering project management and design experience for both the design and construction of several major interchanges and bridge structures. Mr. Davis brings unique technical and managerial skills to highly complex bridge projects.

Supporting the Design Manager we have selected experienced individuals to fill the key roles identified in the RFQ and those roles we see as necessary for the daily management of the project and associated risks.

These include **David Hoff, PE** who will serve as the **Lead Structural Engineer**. Mr. Hoff is a Senior Professional with TranSystems and serves as a Project Manager responsible for bridge and roadway engineering and associated project activities. His structural background includes the development of contract documents, project cost estimates and technical specifications; structural design and analysis for replacement and rehabilitation of fixed and movable bridge projects using structural steel, reinforced and prestressed concrete and timber; review and analysis of engineering designs and shop drawings for specification compliance.

In addition to the individuals discussed above we have supplemented the team with the following subconsultants: **Volkert, Schnabel Engineering, T3 Design, Accompong Engineering Group, and KDR Real Estate Services.**

The role of **Quality Assurance Manager** has been assigned to **Gale Dickerson, PE** of Volkert. Mr. Dickerson brings significant construction experience through his 26 years with VDOT including serving as the Area Construction Manager for the Fredericksburg District.

Founded in 1925, **Volkert** is a multi-disciplinary, full-service engineering and environmental firm that provides services to state departments of transportation, federal agencies, local and municipal governments, as well as private industry.

Volkert is rated as one of the top engineering, planning, and environmental consulting firms in the United States—ranking in the upper 1% of engineering design firms in the nation. The 2011 Engineering News-Record ranks Volkert #116 of the Top 500 Design Firms in the United States.

Volkert provides experienced inspectors, construction engineers, and program managers for roadway and bridge projects. These individuals are state certified in such areas as work zone safety, concrete testing, asphalt inspection, traffic control, contract plans reading, drilled shaft inspection, and pile driving.

Schnabel Engineering will perform the geotechnical investigation and environmental engineering. Schnabel is an employee-owned company offering highly specialized services in geotechnical engineering, geostructural design, dam engineering, tunnel and underground engineering, environmental, geophysical and geosciences, construction monitoring, and resident engineering from locations throughout the United States. An ENR Top 10 geotechnical engineering firm, Schnabel plays an important role serving clients in both the private and public sectors, solving problems related to the earth and the environment.

Schnabel provides detailed design recommendations, complete plans and specifications, construction drawings, and resident engineering services, providing continuity from design through construction. We draw upon a longstanding tradition of excellence in client service, high quality, and value-added solutions fueled by expertise and experience.

T3 Design will be tasked with Public Relations and Traffic Management design. T3 officially began operations in July 2006, with Ms. Patricia Timbrook, PE, PTOE, as its President. Located in Northern Virginia, the firm is a VDOT-certified Woman Business Enterprise (WBE), and specializes in traffic and Intelligent Transportation Systems (ITS) planning, engineering and design.

The firm currently maintains a staff of 16 transportation professionals, the majority of whom are registered Professional Engineers (PEs), Professional Traffic Operations Engineers (PTOEs), and Engineers in Training (EITs). T3 Design staff provides traffic engineering, transportation planning and ITS services to agencies throughout Virginia and Maryland.

Accompong Engineering Group will provide Traffic Control Design. Accompong is a Virginia based DBE/MBE providing professional services in transportation engineering and planning, civil engineering, environmental engineering and program/project management. The company was founded in 2009 by Conrad Scott PE, PMP, who is a former VDOT Design Section Manager with more than 17 years of experience in the Transportation Engineering Business.

KDR Real Estate Services will lead our ROW Services responsibilities. KDR is a full service right of way and easement acquisition company. Our services include ownership verification that can range from a current owner rundown to a 60-year title search, appraisal of property rights to be acquired, conveyance document preparation and compilation of related paperwork for the presentation of an offer to the affected landowners, negotiations with the landowners, clearance of title, closing and settlement procedures, and overall project administration to complete the transfer of title from the property owner to the acquiring authority. We work closely with the client, which is most often either an engineering company that has been awarded the contract to design and build a public facility or the public agency itself that will own the facility, and representative legal counsel to insure that proper acquisition procedures are followed in accordance with the requirements of the Virginia Code relating to rights acquired through the eminent domain process.

Construction Team

Archer Western is a merit-shop general contractor based in Atlanta. Working primarily throughout the Southeast and Mid-Atlantic regions, Archer Western provides a full range of construction services with a focus on technically-challenging, heavy highway projects. As the largest subsidiary of the Walsh Group, Archer Western has been a major contributor to the growth and success of this 110-year old, family-owned business. This growth has resulted in Archer Western being recognized by ENR as the 2nd Largest Domestic Heavy Contractor and the 3rd Largest US Highway Builder.

Brian Quinlan, PE, our **Design-Build Project Manager** brings a unique blend of national experience and local roots. During his 32 years in the industry he has worked on heavy-highway programs all along the eastern seaboard, including projects in Boston, Philadelphia, Baltimore, Miami, and Richmond. Mr. Quinlan's extensive experience cover multiple project types, typically with complex and demanding MOT requirements and coordination with multiple entities.. His career includes design-build highway projects in Washington, Richmond, and Miami.

Supporting Mr. Quinlan in the role of Construction Manager will be Mike Watkins. Mr. Watkins is well versed in the construction of highway and road projects. Mr. Watkins project portfolio includes interstate construction, urban widening, and bridge reconstruction projects. His career encompasses both the procurement and operations side of our industry and his ability to identify potential issues and develop solutions adds great value to this project.

Mr. Watkins will obtain the required Certifications prior to the commencement of construction. These include the Virginia Department of Conservation and Recreation (DCR) Responsible Land Disturber (RLD), and the VDOT Erosion and Sediment Control Contractor Certification (ESCCC).

For the role of **Environmental Compliance Manager** we have selected **Carter Washington, PE**. Mr. Washington has over 30 years of industry experience with the last 11 focused on environmental compliance. Recently he was the Environmental Compliance Manager on the VDOT I-95 Richmond Bridge Replacement project. He is well versed in VDOT regulations and requirements and will be a valuable asset to this project.

ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.	
a. Name & Title:	Brian Quinlan, P.E., Senior Project Manager
b. Project Assignment:	Design-Build Project Manager
c. Name of Firm with which you are now associated:	Archer Western Construction, LLC 
d. Years experience: With this Firm <u>3</u> Years With Other Firms <u>29</u> Years Please list chronologically your employment history, position and general experience or fields of practice for the last fifteen (15) years.	Archer Western, 2009 – Present, Senior Project Manager, Heavy Civil Construction Cherry Hill, 2006 – 2008, Vice President of Operations, Heavy Civil Construction Condotte America, 1998 – 2005, Vice President of Operations/Project Manager, Heavy Civil Construction Perini, 1995 – 1997, Project Manager, Heavy Civil Construction
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	Georgia Tech, BSCE, 1979 University of Maryland, MBA, 2006
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	1999, P.E. (Civil), VA 033491
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p>MD SHA I-95/I-895 Interchange Reconstruction, Baltimore, MD – Contract Value: \$54,000,000 Role: Vice President of Operations</p> <p>1. Specific responsibilities and authorities included oversight of entire project and direct supervision of Project Manager and Safety Manager. Specific tasks included coordination and management of subcontract and supplier solicitation, negotiation, and award; selection of salaried staff; selection of means and methods for self-performed work; cost control for self-performed work; development of project schedule; and problem resolution with MdTA Project Manager and GEC Partners Construction Manager. Specific features of work included interstate and local MOT, utility relocation, bridge demolition, bridge construction, roadway construction, retaining walls, piledriving, sound walls, and landscaping.</p> <p>2. Experience was with Cherry Hill (Prime Contractor).</p> <p>3. From 2006 to 2008.</p> <p>MDX Design-Build Dolphin Expressway and Florida Turnpike Interchange Reconstruction, Miami, FL – Contract Value: \$36,000,000 Role: Vice President of Operations</p> <p>1. Specific responsibilities and authorities included oversight of entire project and direct supervision of Project Manager and Safety Manager. Specific tasks included development of bid and construction design concepts; oversight of design for construction; coordination and management of subcontract and supplier solicitation, negotiation, and award; selection of salaried staff; selection of means and methods for self-performed work; cost control for self-performed work; development of project schedule, and problem resolution with MDX Program Manager. Specific features of work included interstate and local MOT, utility relocation, bridge demolition, bridge construction, roadway construction, pile driving, retaining walls, post-tensioned substructure, and landscaping.</p> <p>2. Experience was with Condotte America (Prime Contractor).</p> <p>3. From 2003 to 2005.</p> <p>VDOT Design-Build I-95/Route 150/Route 895 Interchange Reconstruction, Richmond, VA, Contract Value: \$115,000,000 Role: Design-Build Project Manager</p> <p>1. Specific responsibilities and authorities included day to day direction of onsite construction activities through supervision of General Superintendent, Site Safety Officer, and engineering staff. Specific tasks included coordination of segmental bridge design; coordination and management of construction engineering for segmental operations, coordination and management of subcontractor and supplier solicitation, negotiation, award, and contract administration; selection of means and methods for self-performed work; cost control for self-performed and subbed work; development and maintenance of CPM schedule, equipment procurement, material procurement, and daily interaction with FD/MK Project Manager. Specific features of work included interstate MOT, bridge construction, drilled shafts, post-tensioned superstructure, cast-in-place segmental superstructure, precast segmental superstructure, and casting yard.</p> <p>2. Experience was with Condotte America (Subcontractor to joint venture of Fluor Daniel and Morris Knudsen).</p> <p>3. From 1999 to 2002.</p>

ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.	
a. Name & Title:	Gale Dickerson, P.E., Construction Manager
b. Project Assignment:	Quality Assurance Manager
c. Name of Firm with which you are now associated:	Volkert, Inc. 
d. Years experience:	With this Firm <u>2</u> Years With Other Firms <u>26</u> Years <i>Please list chronologically your employment history, position and general experience or fields of practice for the last 15 years:</i>
Name of Firm:	Volkert, Inc. Start Date: 2009 End Date: Present
Position:	Construction Manager
	Ms. Dickerson is responsible for management of construction inspection projects for VDOT and local governments in Virginia including the supervision of inspection personnel, QA activities including preparatory inspection meetings and resolution of non-conformance issues to assure compliance with VDOT standards and client satisfaction. Works collaboratively with clients, designers, and contractors to resolve design, construction, and quality issues.
Name of Firm:	Virginia Dept. of Transportation Start Date: 2004 End Date: 2009
Position:	Area Construction Engineer, Fredericksburg District
	Responsible for the direct oversight and management of contract construction for a wide range of projects related to highways, structures, drainage and maintenance in 11 counties.
Name of Firm:	Virginia Dept. of Transportation Start Date: 2003 End Date: 2004
Position:	Geotechnical Engineer / Program Manager , Materials Division
	Managed operation of the geotechnical & soils lab. Confirmed compliance with ASTM & Virginia Testing Methods. Provided guidance and direction to 9 district materials sections
Name of Firm:	Virginia Dept. of Transportation Start Date: 1996 End Date: 2003
Position:	IMMS Project Manager, Maintenance and Construction Divisions
	Identified and assigned work tasks to project team members. Developed budgets, schedules, and project plans. Monitored project plan progress and budget, and prepared monthly reports.
e. Education: Degree(s)/Year/Specialization:	B.S.,1982, Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	1990, Professional Engineer, Virginia #20558
g. Document the extent and depth of experience and qualifications relevant to the Project.	
	<ol style="list-style-type: none"> 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> <p>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</p> <p><i>Experience with Volkert, Inc.</i></p> <p>Construction Manager, Route 221 Realignment Project, Roanoke County, Virginia, VDOT. (2010-2013). Manages CEI services for the realignment and widening of a 0.75-mile section of Route 221. The \$20-million, ARRA-funded, construction project eliminates a dangerous curve and widens the road from 2 to 4 lanes. It also includes 2 new bridges, a replacement bridge, and intersection and drainage improvements. The existing 2-lane road is a major commuter route with an average daily traffic volume of 14,000 and runs through rocky hills as high as 190 feet. Extensive blasting next to the roadway was required for the excavation 373,858 CY of earth material with 60% rock. Challenges included blasting operations that are appropriate for the various types of rocks and geological conditions, prevention of slope failure, safety of motorists and construction workers, avoiding environmental impacts, and finding a disposal site that complied with local ordinances and VDOT and the USACE requirements. Other key challenges and special features include horizontal slope drains, concurrent construction of 3 bridges, temporary lane closures and traffic delays, and public communication during 5 phases of construction. Makes sure there is properly trained and certified staff with experience in rock excavation and blasting, bridge construction, and horizontal slope drains to inspect all construction activities. Established partnering and effective communication protocols with VDOT, FHWA, and local officials and utility providers. Oversight of construction inspection; materials testing; and monitoring of schedule, budget, work zone safety and traffic controls, environmental controls, and compliance with federal regulations and ARRA requirements. Works with contractor to resolve field issues and</p>

addresses nonconformance issues. Oversight of documentation management and confirms compliance to the FHWA's rigorous reporting requirements.

Quality Assurance Manager, Route 29 over the Tye River Bridge Replacement Design-Build Project, VDOT, Amherst County/ Nelson County Line, Virginia (2010-2012). Providing quality assurance services during the design and construction of a new, 0.4-mile, 2-lane, prestressed-concrete girder bridge to replace a structurally deficient steel-girder bridge on the northbound lanes of Route 29 and to raise the roadway profile to match the profile of the southbound bridge. The \$6.7-million project also includes the reconstruction of roadway approaches. Serves as a liaison to confirm compliance with VDOT standards. Developed the QA/QC plan, testing matrix, and inspection checklists and made presentation to VDOT. Communicates and coordinates with the VDOT project manager and staff and coordinates with Independent Assurance and Independent Verification Inspectors. Facilitates construction by informing the contractor of required submissions, documents, and approvals well in advance of each work activity and confirming compliance to help avoid potential delays. Manages QA inspection and materials testing including preparation of the QA testing plan, review and approval of the QC testing plan, supervision of QA testing technicians, coordination with testing laboratory, and review of testing results. Evaluates material documentation from suppliers to confirm compliance with the specifications, applies CT numbers, and tracks them. Confirms accurate maintenance of testing documentation including the materials notebook, etc. Reviews and approves nonconformance recovery plans, monitors corrective actions and retests, and works with contractor on plan to make sure the problem did not reoccur. Prepares monthly summary reports. Originally scheduled to be completed in December of 2012, the project is well ahead of schedule.

Quality Assurance Manager, Route 61 over the New River Bridge Replacement Design-Build Project, Narrows, VDOT (2010-2013). Providing quality assurance services during the design and \$22 million construction of a new, 2-lane, bridge including bike lanes, sidewalks and roadway approaches to replace a structurally deficient bridge. Developed the QA/QC plan, testing matrix, and inspection checklists and made presentation to VDOT. Communicates and coordinates with the VDOT project manager and staff and coordinates with Independent Assurance and Independent Verification Inspectors. Facilitates construction by informing the contractor of required submissions, documents, and approvals well in advance of each work activity and confirming compliance to help avoid potential delays. Manages QA inspection and materials testing including preparation of the QA testing plan, review and approval of the QC testing plan, supervision of QA testing technicians, coordination with testing laboratory, and review of testing results. Evaluates material documentation from suppliers to confirm compliance with specifications, applies CT numbers, and tracks them. Confirms accurate maintenance of testing documentation including the materials notebook, etc. Leads preparatory meetings prior to major work activities. Works with the contractor and QC team to anticipate and resolve field issues before schedule and budget is affected and to resolve nonconforming materials and construction work in the most efficient and cost-effective manner. Prepares noncompliance reports for items that do not meet specifications. Reviews and approves nonconformance recovery plans, monitors corrective actions and retests, and works with contractor on plan to make sure the problem does not reoccur. Prepares monthly summary reports.

Construction Inspection Coordinator, CEI Services for Culpeper District-Wide, VDOT (2010-2011). Coordinates construction engineering and inspection contract, forecasts future staff requirements, makes staff assignments, assists the District staff, submits invoices for input into FMS II, and is responsible for the performance of the inspection staff for a variety of construction and maintenance projects in the Culpeper District on an as-needed basis. Responsible for more than 15 of the 38 that tasks have been assigned including new bridge construction, bridge replacement and repairs, roadway improvements, roadway widening, utility relocations, and schedule maintenance and resurfacing projects.

Experience with VDOT

Area Construction Engineer, West Point Bridge Replacement and Roadway Improvement Project, West Point, Virginia, VDOT (2004-2008). Managed (on behalf of VDOT) 2 bridge replacements including the reconstruction of a 2.395-mile segment of a primary roadway through a downtown corridor. Route 33 Eltham Bridge over the Pamunkey River was replaced with a new 5,354-foot, 4-lane, double-leaf, trunnion, bascule bridge; the widening and reconstruction of Route 33 through West Point from 3 to 5 lanes; landscaping enhancements; lighting; and signals. Lord Delaware Bridge over the Mattaponi River was replaced with 3,545-foot, 4-lane, fixed-span bridge; replacement of a box culvert at West Point Creek with a 5-lane, single-span bridge; and trails. Addressed environmental challenges with the Chesapeake Bay watershed such as time-of-year restrictions for working in water, tidal influences, and a soft subsurface. Resolved traffic bottlenecks for rail, river barges, and motorists traveling between I-64 and Route 17. Used a partnering approach to build collaborative working relationships and establish a protocol to facilitate an efficient problem resolution process. Provided updates at the weekly town meetings, worked closely with the affected businesses, provided additional business location signage in the construction corridor, and provided media updates as construction phases changed. Monitored schedules and budgets, coordinated with the FHWA and local officials, checked documentation, and wrote correspondence and reports. The bridges were completed on time, within budget and without claims. The National Partnership for Highway Quality selected the Lord Delaware Bridge as the 2007 state winner in its National Achievement Award program.

ATTACHMENT 4.3.1.6

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.	
a. Name & Title: Daniel (Danny) G. Davis, PE – Vice President / Senior Project Manager	
b. Project Assignment: Design Manager	
c. Name of Firm with which you are now associated: TranSystems Corporation	
d. Years experience: With this Firm <u>1</u> Years With Other Firms <u>19</u> Years Please list chronologically your employment history, position and general experience or fields of practice for the last fifteen(15) years: TranSystems (December 2010 – present): Vice President – Bridge Design Halcrow (June 2008 – October 2010): Director, Bridge Sector – Bridge Design DMJM+Harris (December 1996 – June 2008): Regional Manager, Structures – Bridge Design	
e. Education: Degree(s)/Year/Specialization: Auburn University, Auburn, AL – Bachelor of Civil Engineering, 1990, Structures Auburn University, Auburn, AL – Masters of Science, 1995, Structural Engineering	
f. Active Registration: Year First Registered/ Discipline/VA Registration #: Professional Engineer: Florida/#0051342/1997, Virginia/#032685 , Louisiana/#33462, New York/#086928, West Virginia/#18486, Pennsylvania/#077920, North Carolina/#037121, South Carolina/#29265 NCEES – National/#15809	
g. Document the extent and depth of 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> (List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)	
	<p>Florida Avenue Bridge over IHNC, New Orleans, Louisiana; Project Manager (2004, 2006-2008) {previous firm}</p> <p>The Louisiana DOTD project includes 2.8 miles of high level structures and 1.4 miles of roadway. The total estimated construction cost is \$220 million.</p> <p>Mr. Davis’ responsibilities included the overall management of 25 design team members located across 6 offices (states) along with 6 subconsultants to deliver over 1000 contract drawings and specifications. The design aspects include bridge design, roadway design, intersection design, roadway signs, roadway and navigation lighting, geotechnical design, surveying, and landscaping design.</p> 
<p>Danny was responsible for the Lead Technical role on the High Level Approaches and Main Span Unit. The project utilizes AASHTO PPC girder, curved steel plate girders, and Bulb-T PPC girders for the approaches and CIP concrete segmental box girders or steel plate girders for the main span unit. Danny served as Primary Point of Contact for the client and the client’s Program Manager. He was also responsible for internal cost controls, budgeting, staffing, internal project reviews, and ISO Quality Management System.</p>	
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Carolina Bays Parkway, Myrtle Beach, South Carolina; Senior Bridge Engineer (2001-2002) {previous firm}



The South Carolina Department of Transportation consisted of a 21.53-mile bypass, including 22 precast, prestressed Bulb-T concrete structures, four over the Atlantic Intercostal Waterway. The total construction contract was \$240 Million for the **Design-Build** project. Mr. Davis was the lead designer responsible for the design of the substructure in the highly seismic area (SPC C). Site specific response spectra were required for the development and analysis of the three-dimensional finite element model of the bridges.

I-64/I-295 Interchange Ramps F & D, Richmond, Virginia; Project Manager (2002-2008) {previous firm}

The Virginia Department of Transportation project required the design of the two curved flyover steel plate girder bridges with a total construction cost estimated at \$14 million. Ramp F is a 538m curved flyover ramp consisting of three continuous unit spans. The span lengths vary from 35 to 59m. Ramp D is a 240m curved flyover ramp consisting of two continuous unit spans. The span lengths vary from 39 to 54m. Mr. Davis was responsible for the development and delivery of the final contract bridge plans. He also served as the Principal Bridge Engineer responsible for the conceptual and final design of the curved steel plate girders and substructure elements; including the steel integral straddle bents, concrete hammerhead piers, abutments and footings.

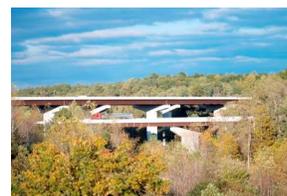


Madison Heights Bypass Project, Lynchburg, Virginia; Deputy Project Manager / Senior Bridge Engineer (1996-2000) {previous firm}



Route 29 over the James River - The bridges designed for the Virginia Department of Transportation were twin 2,300 foot long structures, with 100 foot tall piers, crossing the James River. Mr. Davis was responsible for the preliminary design of the superstructure elements; including steel plate girders, and segmental concrete box girders. He was also responsible for the preliminary and final design of the substructure elements; including the piers, the abutments, and the foundations (spread footings, Steel H-pile footings, and Drilled Shaft footings).

Route 460 EBL and WBL over Route 29 - The bridges designed for the Virginia Department of Transportation were twin 850 foot long structures, with 100 foot tall piers, crossing Route 29. Mr. Davis was responsible for the preliminary and final design of the superstructure elements; including steel plate girders, and AASHTO prestressed girders. He was also responsible for the checking of the final design of the substructure elements; including the piers, and the foundations (spread footings and Steel H-pile footings).



Existing Route 460 over Route 29 - The bridge designed for the Virginia Department of Transportation was a 250 foot long jointless bridge crossing Route 29. Mr. Davis was responsible for the final design of the semi-integral abutments and the checking of the superstructure design; including the slab and steel plate girders.

Route 210 over Route 29 - The bridge designed for the Virginia Department of Transportation was a 38m long and 30m wide jointless bridge crossing Route 29. Mr. Davis was responsible for the final design of the semi-integral abutments and the checking of the superstructure design; including the slab and steel plate girders.



Franklin Turnpike Bridge Over Norfolk Southern Railroad and Fall Creek, Danville, Virginia; Project Manager (2003-2005) {previous firm}

The Virginia Department of Transportation project required the design of the 6-lane 600'-long curved bridge with a total construction cost estimated at \$6.6 million. Mr. Davis was responsible for the development and delivery of the final contract bridge plans. He also served as the Principal Bridge Engineer responsible for the conceptual and final design of the prestressed Bulb-T girders and substructure elements; including the 60' tall concrete hammerhead piers, abutments and footings.

ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.	
a. Name & Title: Michael Watkins, Project Manager	
b. Project Assignment: Construction Manager	
c. Name of Firm with which you are now associated: Archer Western Construction, LLC	
d. Years experience: With this Firm <u>0</u> Years With Other Firms <u>9</u> Years Please list chronologically your employment history, position and general experience or fields of practice for the last fifteen (15) years. Archer Western, October 2011 - Present, Project Manager, Heavy Civil Construction Rea Contracting, 2007 - October 2011, Project Manager/Lead Estimator, Heavy Civil Construction Cherry Hill, 2003 - 2007, Project Engineer/Assistant Project Manager, Heavy Civil Construction	
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: St. Mary's College of Maryland, BA Political Science, 2002	
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	
g. Document the extent and depth of your experience and qualifications relevant to the Project. NCDOT Wake Forest Road, Raleigh, NC – Contract Value: \$4,000,000 Role: Project Manager 1. Specific responsibilities and authorities included project oversight and direct supervision of the Project Superintendent and Project Engineer. Specific tasks included logistical management of company labor forces and equipment; development and implementation of project schedule; internal cost analysis and control of self-performed work; subcontractor scheduling; and first point of contact for issue resolution and contractual matters with project owner. Project consisted of interstate and local MOT, urban roadway construction, soil nail retaining wall construction, utility construction and utility relocation. 2. Experience was with Rea Contracting (Prime Contractor). 3. From 2008 to 2009. City of Raleigh Sunnybrook Road Widening, Raleigh, NC – Contract Value: \$4,000,000 Role: Project Manager 1. Specific responsibilities and authorities included project oversight and direct supervision of the Project Superintendent and Project Engineer. Specific tasks included logistical management of company labor forces and equipment; development and implementation of project schedule; internal cost analysis and control of self-performed work; subcontractor scheduling, point of contact for issue resolution and contractual matters with project owner. Project consisted of local MOT, urban roadway construction, utility construction and utility relocation. 2. Experience was with Rea Contracting (Prime Contractor). 3. From 2008 to 2009. MdTA I-895 NBGP Bridge over I-95; Moravia Road and Moravia Park Drive Bridges over I-895 and Associated Roadways, Baltimore MD, Contract Value: \$54,000,000 Role: Assistant Project Manager 1. Specific responsibilities and authorities included oversight and supervision of Project Engineering staff. Specific tasks included development and monthly project schedule updates submitted to project owner; cost analysis of self-performed work; composition of subcontracts and purchase orders; establish and negotiate monthly pay estimates with owner's representatives. Project consisted of interstate and local MOT, bridge demolition, bridge construction, roadway construction, noise wall and retaining wall construction, utility construction, and utility relocation. 2. Experience was with Cherry Hill (Prime Contractor). 3. From 2006 to 2007.	

ATTACHMENT 4.3.1.6

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.	
a. Name & Title: David B. Hoff, PE – Vice President	
b. Project Assignment: Lead Structural Engineer	
c. Name of Firm with which you are now associated: TranSystems Corporation	
d. Years experience: With this Firm <u>14</u> Years With Other Firms <u>13</u> Years Please list chronologically your employment history, position and general experience or fields of practice for the last fifteen(15) years: TranSystems (October 1996 – present): Vice President – Bridge Design	
e. Education: Degree(s)/Year/Specialization: North Carolina State University – B.S, 1983, Civil Engineering	
f. Active Registration: Year First Registered/ Discipline/VA Registration #: Professional Engineer: Florida/#43701/1990, Virginia/#26230/1995 , Georgia/#PE035978/2011, North Carolina/#16335/1990, New York/#67726/1991, South Carolina/#20006/1999, Texas/#99784/2007, West Virginia/#12699/1995	
g. Document the extent and depth of 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> (List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)	
I-385 Widening and Improvements, Greenville, South Carolina; Senior Structural Engineer (1998-2000) {current firm}	
	Senior structural engineer responsible for Bridge Project Management, design, contract plan production, quantities, pay items and quality control of seven bridge replacements, one bridge widening, reinforced concrete box culvert extension, MSE, reinforced concrete and masonry retaining walls along the I 385 corridor from I-85 and downtown Greenville. Project was completed seven months ahead of schedule at the request of the client due to air-quality requirements that would have stopped construction for up to five years. Bridge design groups were located in separate four offices. During the course of the project, monthly design team meetings were held at the Raleigh or Greenville offices. Design procedures and plan production processes were established prior “Notice to Proceed” with weekly contract plans review for detailing consistency, budget, project status and quality reviews. Bridge types included rolled beam and plate girder structural steel tangent and curved girder, replacement and stage construction and cast-in-place reinforced concrete deck slabs. Each site had extensive utility coordination. Total estimated construction cost for the nine highway bridges was \$13.7 million.
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I-385 On-Call Widening and Improvements, Greenville, South Carolina; Senior Structural Engineer (2000-2004) {current firm}



Senior structural engineer responsible for project management and review of shop drawings for steel fabrication and various erection drawings for six structural steel bridges. This four year follow up contract included construction liaison and construction engineering services which included redesigns of minor retaining walls, additional moment resisting sidewalk guardrails and one bridge interior bent foundations to avoid a costly shaft removal required by a poor concrete compression test.

SR 802 over Intercoastal Waterway, Palm Beach County, Florida; Senior Structural Engineer (1993-1994) {current firm}

Senior structural engineer responsible for the rehabilitation design, plan preparation and specification development for the two single-leaf bascule bridges with prestressed concrete approach spans. Each bridge totaled 3,132 ft. in length. The structural work included repair of heavily spalled concrete, repair of deck spalls, strengthening of pier caps by external post-tensioning, replacement of pile fenders, repair of prestressed piles under water, upgrading the existing sidewalk railing to meet current safety standards, replacement of bascule span steel grid deck and stringers using panelized construction, installation of inspection catwalks and maintenance platforms, and bascule span balance analysis.



Arsenal Road over BNSF Railway and Jackson Creek, Will County, Illinois; Senior Structural Engineer (2002) {current firm}



Senior structural engineer involved with the design of a four span 572 feet long continuous steel girder structure with 72 feet clear roadway. Review responsibility included superstructure design and the multi-column / drilled shaft substructure.

SR 2560 over Southern Railroad, Gaston County, North Carolina; Senior Structural Engineer (1992) {previous firm-NCDOT}

Senior structural engineer responsible for analysis and review of a proposal to place a crane on the bridge deck during construction. Analysis involved calculation of stresses below each crane outrigger and crane axle. Critical loading determined using boom length, payload weight, crane placement and ever changing center of gravity due to multiple lift positions.

ATTACHMENT 3.3.1

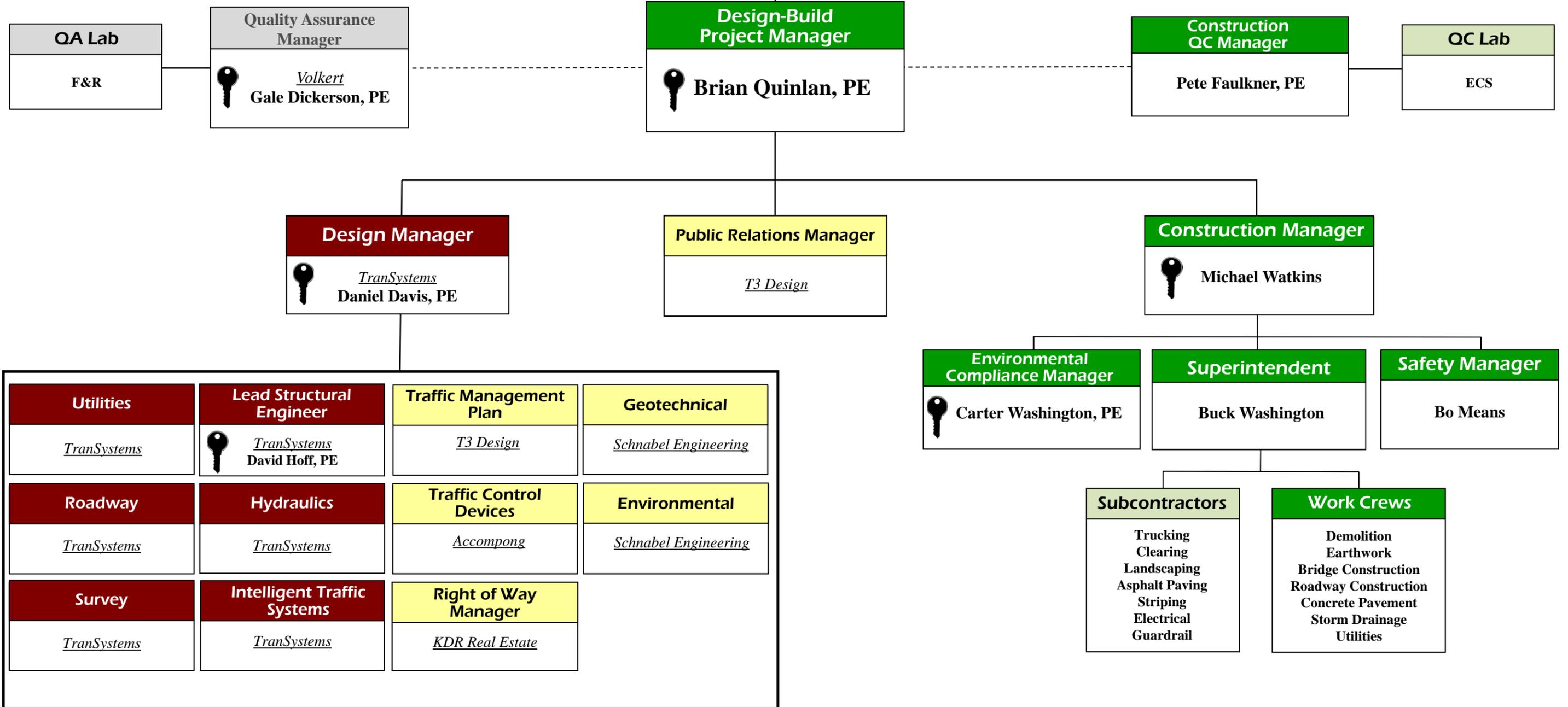
KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.	
a. Name & Title:	John Carter Washington, P.E., Assistant Project Manager
b. Project Assignment:	Environmental Compliance Manager
c. Name of Firm with which you are now associated:	Archer Western Construction, LLC. 
d. Years experience: With this Firm <u>11</u> Years With Other Firms <u>21</u> Years Please list chronologically your employment history, position and general experience or fields of practice for the last fifteen(15) years:	Archer Western, 2010 – Present, Asst. Project Manager, Heavy Civil Construction Curtis Contracting, 2007 – 2010, Project Manager, Heavy Civil & Site Construction Archer Western, 2002 – 2007, Asst. Project Manager, Heavy Civil Construction Condotte America, Inc., 1998 – 2002, Project Engineer, Heavy Civil Construction Causseaux & Ellington, Inc., 1996 – 1997, Design Engineer, Site Design & Permitting Lawson, Noble & Webb, Inc., 1995 – 1996, Design Engineer, Site Design & Permitting
e. Education: Degree(s)/Year/Specialization:	Masters of Engineering – University of Florida – Construction Management – 1998 Bachelor of Science in Civil Engineering – University of Florida - 1995
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	2001 –Professional Engineer – VA Registration #035328
g. Document the extent and depth of experience and qualifications relevant to the Project.	<p>VDOT I-95 Richmond Bridge Replacements, Richmond, VA – Contract Value: \$68,000,000 Role: Environmental Compliance Manager</p> <ol style="list-style-type: none">1. Specific responsibilities and authorities included coordination and management of: subcontractor solicitation, negotiation, award and contract administration; cost control for self-performed work and subcontractors; design and maintenance of primavera CPM schedule; material/equipment procurements; monthly job status summaries; estimating; chaired weekly progress and coordination meetings; staff training; execution of monthly pay applications; Owner's point of contact for project.2. Experience is with the current firm, Archer Western.3. From 2006 to 2009. <p>Fort Eustis Tactical Equipment Maintenance Facility Project, Fort Eustis, VA - Contract Value: \$14,000,000 Role: Environmental Compliance Manager</p> <ol style="list-style-type: none">1. Specific responsibilities and authorities include: VA DCR, Army Corps of Engineers and Fort Eustis Department of Public Works environmental compliance during project construction.2. Experience is with Curtis Contracting, Inc.3. From 2009 to 2010. <p>VDOT I-77 New River Bridge, Austinville, VA – Contract Value: \$40,000,000 Role: Environmental Compliance Manager</p> <ol style="list-style-type: none">1. Specific responsibilities and authorities include: VA DCR, Army Corps of Engineers and VDOT environmental compliance during project construction.2. Experience is with current firm, Archer Western.3. From 2006 to 2006.

Archer Western
TranSystems
Design Subconsultants
Key Personnel
 (Resume Included)



I-64 Exit 91
Interchange Improvements
 State Project No. : 0064-007-111
 P101, R201, C-501, B-627



Organization Structure

On the I-64 Exit 91 Interchange Project, as with all of our projects, we will initiate a detailed planning approach to our work. This ensures that every detail is thoroughly planned, materials are procured in a timely manner, and all parties, including VDOT, are fully involved with the process. We facilitate a true Partnering atmosphere and instill a team mindset of design-building this project together, eliminating the unknown, and acting proactively in designing and building a quality project, on time, and within budget.

The importance of contractor-engineer-owner interfacing cannot be overemphasized in the design-build setting. We realize this and therefore are taking proactive measures, such as co-locating our Design-Build Project Manager with the TranSystems Design team, to ensure that as potential issues arise they are dealt with in a timely manner. To speed communications, our Team has set up a collaborative website for document management and project coordination using Microsoft's SharePoint software platform. Our Team has made use of this website throughout the qualifications stage and will continue to utilize this tool throughout the life of the project.

Organizational Chart Narrative

Archer Western will provide overall project management overseeing both the design and construction aspects through our Design-Build Project Manager Brian Quinlan, PE. Reporting directly to Mr. Quinlan are the Design Manager, Public Relations Manager, and Construction Manager. This structure provides VDOT with an organization with a single point of contact for any issue and a structure that requires coordination among team members. Mr. Quinlan will foster the integration of our design solutions with our construction sequence and activities.

Volkert, Inc. will provide Quality Assurance for the construction activities. Gale Dickerson, PE of Volkert will serve as the Quality Assurance Manager for the project. Volkert will enter into a contract with Archer Western. Mr. Dickerson will report directly to the Design-Build Project Manager providing a clear separation from the Quality Control operations on the project.

We have assembled a design team with direct relevant design experience for this project and long standing working relationships with VDOT. TranSystems Corporation will serve as the Lead Designer and will enter into a contract directly with Archer Western. The design activities will be supported by Schnabel Engineering Consultants, Inc., T3 Design Corporation (DBE), Accompong Engineering Group, LLC (DBE), and KDR Real Estate Services, Inc. (SWaM). These firms will enter into a subconsultant agreement with TranSystems.

TranSystems will perform roadway, survey, structure and/or bridge (including the demolition of existing structures), hydraulics, utility relocations, adjustments and coordination, Intelligent Transportation Systems, and overall Design Project Management. TranSystems will also develop and manage the quality assurance and quality control plan for the design activities. Danny Davis, PE of TranSystems will serve as the Design Manager for the project. David Hoff, PE of TranSystems will serve as the Lead Structural Engineer.

Schnabel Engineering will provide environmental and geotechnical services for the project. T3 Design will provide transportation management plans and public involvement / relations services. Accompong Engineering Group will provide the traffic control devices plans.

The right-of-way services will be provided by KDR Real Estate Services. KDR Real Estate Services is a VDOT prequalified right-of-way contracting consultant. Allen Dorin, Jr., MAI, SRA, R/W-NAC of KDR Real Estate Services is a VDOT prequalified Fee Appraiser and a VDOT prequalified Review Appraiser.

Integrated Team Approach

The Team has held planning meetings since the RFQ was advertised, and will continue to do so throughout the project. Our weekly coordination meetings have a structured agenda and all team members are assigned action items that they are responsible for completing. Our internal coordination plan includes the use of “Task Teams” designed to focus individuals with certain specific experience on those particular aspects of the project. Examples of Task Teams include roadway, drainage, bridges, MOT, utilities, etc. These Task Teams are comprised of personnel from both AWC and TranSystems. Each team designates a leader who provides status reports to the Design Manager and the Design-Build Project Manager.

An important step in determining staff assignments to each Task Team involves the implementation of our “zipper” strategy. This strategy involves pairing designers with their construction personnel counterparts. For example, a structural engineer designing the bridges will be paired with the Bridge Superintendent on the Bridges Task Team. This pairing creates personal relationships that benefit both parties and ultimately VDOT. The designers gain valuable insight into construction techniques, and the construction personnel help shape the design. Additionally, should an issue arise during construction, the construction staff knows instantly who to contact regarding assistance. This is a technique we deploy on all AWC design-build projects and have successfully used in the past with TranSystems.

The transition from design phase to construction phase requires our Task Teams to refocus from design to construction activity pre-task/work plan development. Designers are involved in the construction pre-task planning and activity work plan development. These planning activities are interactive and serve to confirm decisions that were made by the Task Team during the design/constructability review process. Once construction begins, the Task Teams are also assigned the responsibility to assist with the QC inspections to ensure the work is being constructed in accordance with the design. The creation and use of the Task Teams provide VDOT with an integrated team of design and construction professionals from commencement of design through construction completion.

Project Coordination

We are committed to a proactive and effective coordination program, both within the design-build team and with VDOT. This relationship will extend to the Public, Utility Companies, Permitting Agencies, Augusta Health Center, and other Local Entities (third parties). These are some of the *key* issues in our approach to this coordination:

- 🔑 *Design-Build Team* – The team has held planning meetings since the RFQ was advertised, and will continue to do so throughout the project. These meetings have a structured agenda and all team members are assigned action items that they are then held accountable for completing.

This team coordination has been developed over our team's cooperative work history, which includes design-build projects and pursuits. Our companies have pursued design-build projects in Texas, South Carolina, and Florida. TranSystems completed several of the bridge designs on AWC's I-10/I-95 Interchange project (see Form 3.4.1.a). Most recently, we are working together on the \$168 design-build Central Florida Commuter Rail project in Central Florida. Design is underway with ground breaking to follow close behind.

- 🔑 *VDOT* – We are committed to tailoring our coordination and communication program with VDOT to meet the project needs and provide you with whatever level of access you desire to the design-build team's activities. We recognize that the VDOT project manager and staff are busy people, managing multiple projects, and we are sensitive to this. Our team has extensive experience on similar interchange projects and extensive knowledge of VDOT standards and procedures. There will be **no handholding** necessary with our team whatsoever.

Additionally, we are committed to adapting our communication program with the design reviewers to meet the project needs. Advanced notification of submittals, submittal packages that are complete, and open lines of communication will be our team commitment. We understand the reviewers have multiple projects and we are dedicated to helping them approve our design. We anticipate periodic meetings with the design reviewers regarding technical issue resolution, and permit agency coordination.

- 🔑 *Public* – We understand that this is a highly visible project. We have assigned Amy Morris, PE, PTOE with T3 Design to coordinating the public involvement effort. Amy will be responsible for communicating information regarding the development of the project to all interested groups, persons, and government organizations and will work closely with both the design and construction personnel on the project.
- 🔑 *Utility Companies* – Through a combination of relocations and avoidance we will incorporate the utility conflicts into our design and construction plans. We will meet with each utility as our plans develop and include their provisions in our final plan set. As we begin construction we will again meet with each entity to keep them apprised of our progress. They will have an open invitation to attend any of our team meetings and on this project we will assign a Utility Coordination Manager to act as their single point of contact.
- 🔑 *Permitting Agencies* – Schnabel Engineering has maintained a longstanding professional relationship with the Virginia Department of Environmental Quality, particularly its Water, Solid Waste and Voluntary Remediation Divisions. Similarly, through development of Environmental Impact Reports for State projects, Schnabel has experience coordinating agency reviews with the Department of Game and Inland Fisheries, Department of Conservation and Recreation, Department of Forestry and Department of Historic Resources. Through Schnabel's many dam design and construction projects, they have worked through, and for, the U.S. Army Corps of Engineers, U.S. Fish and Wildlife and the NRCS. Schnabel is also familiar with the Augusta County Service Authority, having held a previous term contract with the Authority.

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- 🔑 *Augusta Health Center* – We understand the criticality of Exit 91 in providing continuous access to the Augusta Health Center. Our MOT plans and construction sequence will be developed with the understanding that impacts to emergency vehicle access need to be minimized. Additionally, we will meet with Health Center officials to explain our construction sequence and ensure that we provide access from I-64 throughout our construction phase.
 - 🔑 *Local Entities* – We will coordinate with other entities that will have interest in the project construction and need information, including the Cities of Staunton and Fishersville, County of Augusta, and various local law enforcement agencies and emergency response groups. Our team will make effective use of both e-mailed and faxed bulletins to representatives of all of these agencies as appropriate, to make sure that all agencies with any interest in the project are kept up to speed on the project activities. We are dedicated to doing what is needed to keep all of the agencies on board, informed, and part of the commitment to make this project a success.

ATTACHMENT 3.4.1 (a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)



Work by Lead Contractor - three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities;	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
(1)VDOT I-64/CSX Railroad Bridge, Richmond, Virginia	Archer Western was the Lead Contractor for this project which consisted of the bridge replacement of two 515-foot mainline structures on Interstate 64 just west of the split of Interstate 95 in Richmond and just east of the Staples Mill Interchange, a highly congested area. Foundations to widen the structures consist of drilled shafts for the piers and H-pile for the abutments. The bridges pass over all tracks within the CSX ACCA Yard and created quite a challenge for foundation work to be performed with the rail schedule. New structures were founded on drilled shafts, with 10" steel piles at the abutments. Substructure is concrete and the superstructure is steel. In addition to the bridge work, Archer Western self-performed the sound barrier walls and MSE walls on the roadway portions of the project.	Mr. Mal Kerley, PE VDOT Chief Engineer VDOT Central Office 1401 E. Broad Street Richmond, VA 23219 Phone: (804) 786-2801	February 2007	October 2007	TOTAL: \$23,095	TOTAL: \$24,600 Includes Owner initiated changes and additional scopes of work.	TOTAL: \$24,600



ATTACHMENT 3.4.1.(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)



Work by Lead Contractor - three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities;	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
(2) FDOT I-10/I-95 Interchange Jacksonville, Florida	Archer Western is the Prime Contractor for this Project which includes reconfiguration of the I-95/I-10 Interchange, 17 new bridges, 21 ramps, reconstruction of 25 lane miles of interstate highway and 800,000 cy of embankment built over and around traffic moving through one of the busiest interchanges in the state. Archer Western performed all the demolition, MOT and earthwork including major grading, bridge construction, storm drainage, retaining wall construction, roadway work and concrete paving. The I-95/I-10 Interchange Project is an AASHTO National Award Winner and finished six months ahead of schedule. Lead Designer: URS– Bridge subconsultant - TranSystems	Mr. Ken Hill Florida Department of Transportation 3552 SW Corporate Parkway Palm City, FL 34990 Phone: 904-360-5564	January 2011	March 2011	TOTAL: \$148,011	TOTAL: \$159,032 Includes Owner initiated changes and additional scopes of work.	TOTAL: \$159,032



ATTACHMENT 3.4.1 (a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)



Work by Lead Contractor - three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities;	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
(1) FDOT I-10/I-110 Davis Highway Interchange Pensacola, Florida	Archer Western was the Lead Contractor for this project which consisted of the reconstruction of over 5 miles of highway, including removals, mass excavation, grading, storm sewer, asphalt paving, structures, sound walls, utility relocations, signing and pavement markings. Some project components of note include; installation of 42,000 linear feet of temporary barrier wall; removal of 94,999 square yards of concrete pavement; excavation of 963,000 cubic yards of material; embankment of 350,000 cubic yards of material; 409,000 square yards of subgrade; placement of 200,000 square yards of optional base (HMAC 145,000 tn); placement of 120,000 tn of asphalt pavement; demolition of 5 existing bridge structures and the construction of 8 replacement bridges; and the installation of 20,000 linear feet of storm sewer. Archer Western performed the demolition, excavation, concrete, sewer, bridge structures and MSE walls on this project.	Mr. Dominic Richard Florida Department of Transportation 6025 Old Bagdad Highway Milton, Florida 32583 Phone: (850) 981-2803	November 2006	July 2008 Includes Owner initiated changes and weather related delays.	TOTAL: \$70,000	TOTAL: \$84,000 Includes Owner initiated changes.	TOTAL: \$83,954



ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM



(LIMIT 1 PAGE PER PROJECT)

Work by Lead Designer - three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
(1) I-385 Widening & Interchange Improvements Max Heller Gateway Greenville, SC  	<p>As Lead Designer, TranSystems provided full, turnkey, planning, and design services for a 6.5-mile interstate rehabilitation project. The project included widening the interstate to provide a third travel lane in each direction, along with the reconstruction of three interchanges with state roadways.</p> <p>TranSystems was responsible for the preparation of an Interchange Modification Report for the proposed modifications at the Haywood Road, SC 291 and Laurens Road interchanges. TranSystems was also responsible for the preparation of the Environmental Assessment document prepared for the proposed improvements. An ecological assessment was conducted, as well as, the completion of a Natural System Report. A Conditional Letter of Map Revision (CLOMR) was obtained. The project also involved a raised, planted, median along the entire mainline section, as well as, extensive landscaping at the three reconstructed interchanges. TranSystems worked closely with the City Planners in the aesthetic landscaping treatments associated with this project.</p> <p>TranSystems was responsible for designing the traffic control in order to maintain traffic at all times throughout the construction duration. The budget for this project was \$130M, which is inclusive of all design fees, right-of-way, and construction costs. The final construction plans for this interstate widening project were completed four months ahead of the established project schedule. The project also included the design for eight bridges.</p>	<p>Owner: South Carolina DOT – CRM West 240 Stoneridge Drive, Suite 305 Columbia, SC 29210</p> <p>Flour Daniel – CRM West 204 Halton Road, HP01A Greenville, SC 29607</p> <p>David Henerson (864) 281-8406</p>	February 2011 (Construction)	February 2011 (Construction)	\$120,000 (Construction)	\$120,000 (Construction)	\$120,000 (Construction)

ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)



Work by Lead Designer - three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
(2) HAM-75-2.30 Hopple/Mainline Final Design Cincinnati, Ohio 	<p>This project covers the development of the mainline reconstruction phase of the Mill Creek Expressway project from the southern terminus to just north of the Monmouth St. overpass, approximately 1.6 miles. The interchange at Hopple St. will be re-constructed and necessary ramp work to tie in the I-74 interchange will also be included in the project.</p> <p>As Lead Designer, the scope of services included adding a lane in each direction and full depth pavement replacement on I-75, reconstruction of the Hopple Interchange including removal of a lefthand exit, grade separation of Hopple Street and Central Parkway, hydraulic analysis and replacement of existing combined sewers to a stand-alone storm system. The project also includes 4 bridges and 17 retaining walls, ITS design, lighting design, 4 new traffic signals and 2 noise walls.</p> <p>The Stage 1 design was completed \$200,000 under budget and the Stage 2 design was completed \$150,000 under budget and both deliveries were on time. There was extensive coordination with the City of Cincinnati and MSD about separating the combined sewer system and working with them to incorporate their master plan for the area.</p>	Owner: Ohio DOT – District 8 505 South Street, Route 741 Lebanon, OH 45036 Stefan Spinosa, PE (513) 933-6639	March 2011 (Design)	March 2011 (Design)	\$110,000 (Construction)	\$110,000 (Construction)	\$110,000 (Construction)

ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)



Work by Lead Designer - three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
(3) I-90 Nagel Road Interchange Final Design Avon, OH 	<p>TranSystems was selected as Lead Designer to perform final design for the new interchange on existing I-90 at Nagel Road within the City of Avon, a western suburb of Cleveland. This interchange was developed in accordance with ODOT's Project Development Process in order to receive Federal Highway Administration (FHWA) and Ohio Department of Transportation (ODOT) approvals.</p> <p>TranSystems had previously completed the "planning". This study documented operational and geometric deficiencies of the existing roadway network bounded by Detroit Road (SR 254) to the south, Walker Road, SR 83 to the west and Crocker Road to the east, including the existing interchanges with I-90.</p> <p>The Interchange Final Design plans include all ramps for full access to I-90 and Nagel Road (in three quadrants) and the adjacent intersections at Chester Road, Just Imagine Drive and Avon Road. The project includes a replacement and widened Nagel Road bridge structure over I-90 and widened bridge structures over Heider ditch. The final design plans also include a closed drainage system, storm water best management practices (BMP's), traffic signals, pavement marking and signing plans, special soils and earthwork treatments, coordination with the City's sanitary sewer and water main design and construction projects within the project footprint and coordination with private utility companies for their necessary relocations. The services for the project also included Environmental Studies and Permits, Wetland Mitigation, R/W Plan Preparation and R/W Acquisition.</p> <p>The project was bid and awarded for construction in July 2011. The construction is scheduled for completion in November 2013. TranSystems has also been retained for Construction Support Services.</p>	Owner: City of Avon, OH Client Contact James Piazza (440) 937-7800	July 2011 (Design)	July 2011 (Design)	\$16,000 (Construction)	\$16,000 (Construction)	\$16,000 (Construction)

Project Risk

Risk #1: Maintenance of Traffic (MOT)

Why Risk is Critical: Minimizing impacts to traffic along I-64, Rt. 285, and Rt. 636 as well as minimizing impacts to Augusta Regional Hospital throughout construction is critical to a successful project.

Impact of Risk on Project: Without an effective MOT plan and approach, the traveling public and the construction workers could be placed in unsafe conditions. Additionally, traffic delays, detours and closures will affect the Augusta Regional Hospital from an accessibility standpoint. Emergency response vehicles and hospital patrons would be forced to find alternate and less effective routes to the hospital until construction is completed. All of the potential impacts would lead to a poor public image for VDOT and the project.

Mitigation Strategies: Below are examples of our approach to the Maintenance of Traffic aspect of the project.

- 1) Design and execute a feasible, coordinated MOT Plan that will maintain access to local businesses and Augusta Regional Hospital, while minimizing impacts on traffic. Archer Western's construction management team and TranSystems design team will work in concert to develop the most logical and comprehensive MOT Plan for this project.
- 2) Utilize off peak hours for critical construction activities such as beam placement. This will provide a safe work zone while minimizing impacts to the traveling public. We have utilized this technique on several interstate projects including the I-95/I-10 Interchange, and the I-64 CSX railroad bridge project. Archer Western will consult with the Augusta Regional Hospital staff and local emergency response teams to develop the most logical and precise detour routes to the hospital.
- 3) Continuous communication between the design-build team, hospital management, local residents, and business owners providing information on key construction activities. By holding regular informational meetings with impacted parties and providing a single point of project information, the Archer Western team will be proactive in handling any community relations issues.

VDOT's Role: Provide input, review, and approve our MOT plan and provide any information regarding activity constraints during the design phase. Provide notice of any changes to the project requirements or provisions to accommodate community desires as soon as possible so that we can incorporate them into our plans. Partner with our team in the assistance of providing all parties with appropriate information and discussing any potential issues or impacts that VDOT feels can be mitigated prior to construction activities taking place.

Risk #2 – Project Schedule

Why Risk is Critical: Several aspects of a design-build project can greatly affect the overall project schedule. These include Right of Way acquisition, permitting, utility relocations, design reviews, and finally weather. Each of these can independently or collectively extend the project completion date thereby adding cost.

Impact of Risk on Project: Failure to properly plan as well as proactively deal with outside agencies has the possibility of delaying the project completion date as well as impacting the local businesses and negatively affecting local residents.

Mitigation Strategies: Below are examples of our mitigation strategies for the scheduling aspects of the project.

- 1) We will commence design activities that impact permitting or are linked to long lead items (bridge beam fabrication) first.
- 2) We will initiate pre-application meetings with the permitting agencies and utility companies to bring them up to date with the project. In these meetings we will formulate our plan and schedule on upcoming submittals. Follow-up meetings will be scheduled and we will take a proactive approach to managing the permitting and utility relocation process.
- 3) Through our design QA process we will ensure our design submittals are complete and accurate the first time eliminating the need for resubmittals. Additionally, we will provide VDOT with advance notice of upcoming design submittals so that resources can be allocated accordingly.
- 4) The project will be scrutinized to determine if subdividing the design submittals into multiple packages provides any schedule enhancement.
- 5) Provide an opportunity for public involvement in the initial design stages of the project.
- 6) The Archer Western project team will use Primavera Project Planner (P6) to develop a Resource Loaded Critical Path Method schedule (CPM). This software provides both the owner and contractor with the necessary controls to monitor large, fast track construction projects, as well as predict financial impacts through the cost loading feature. Not only will this schedule include design and construction activities, it will also account for all weather and time sensitive constraints which allows us to take outside factors into account while still achieving our goal of meeting the agreed upon contract completion date. Our Construction Project Engineer will maintain the project schedule with input from the entire Project Team. We develop and utilize a three-week look-ahead schedule that is distributed on a weekly basis to the project team and used during the project progress meetings. On a monthly basis the project schedule will be formally updated and submitted for approval.
- 7) During the bid solicitation phase of the project, subcontractors are required to review our schedule for their scope of work. Once the subcontractor has been selected, additional schedule information, having been thoroughly reviewed by the project team, will be incorporated into the overall project schedule.

VDOT's Role: Assist with permitting agency and utility meetings. Assign required resources for design reviews to achieve allowed review durations.

Risk #3 – Potential Geotechnical Issues

Why risk is critical: The projects geology is varied and therefore creates multiple potential issues. These range from unsuitable soils (due to moisture and highly plastic clays) to Karst conditions. All of these potential issues can contribute to pavement and structure failure creating a safety issue. Additionally, construction delays could occur due to unexpected rock excavation and difficult pile installation.

Impact of Risk on Project: Project grading and drainage alterations could lead to development of sinkholes in the pavement and around the structures, which could lead to increased maintenance costs and safety issues. The variability of the rock could lead to difficulty construction delays

Mitigation Strategies: Below are examples of our approach to minimizing the impact to the project:

1. **Bridge Approach Embankment Settlement:** The weight of the fill will cause the underlying soils to settle. However, the foundation soils are relatively stiff and rock is relatively shallow. Accordingly, settlement of the foundation soils may not be too great and should occur relatively quickly. Some undercutting of soft or wet near-surface soils could occur prior to approach fill placement to reduce settlement.
2. **Embankment Fill Materials:** Criteria for unsuitable soils are provided in the GDR. On-site soils included some highly plastic clays and silts with liquid limits greater than 40. These materials are considered unsuitable and cannot be used as embankment fill. Moisture conditioning of fill materials could be needed in addition to the import of suitable material for embankment.
3. **Karst:** We will begin with investigation on historical data, research into the prevalence of sinkholes, geological mapping, and visual site assessments. In addition to the conventional test borings our investigation may also include air track probe holes.
4. **Certain grading and drainage measures may be included in the project design to minimize the potential for future sinkhole development.** These include designs that minimize surface water infiltration, avoid using open graded stone, unlined and unpaved swales, or stormwater devices near critical structures.
5. **Provide foundation designs that account for anticipated rock variability and sinkhole potential such as piles that can be easily spliced and systems that contain redundancy.**

VDOT's Role: Provide historical data on the local geology including occurrence of sinkholes and construction issues in the project area. Share best practices for karst mitigation. Participate in discussions of project risk related to local geology.