



# Submittal of Qualifications

A DESIGN-BUILD PROJECT

## Rolling Road/ Franconia-Springfield Parkway Interchange Improvements

From: 0.30 Miles West of Rolling Road

To: 0.34 Miles East of Rolling Road

and

From: 0.21 Miles South of Fairfax County Pkwy.

To: 0.18 Miles North of Fairfax County Pkwy.

*Fairfax County, Virginia*



**American  
Infrastructure**



State Project No.: 0286-029-947,  
PE101, RW201, C501, B623

Federal Project No.: STP-5A01(223)

Contract ID No.: C00100391DB61

Date: July 8, 2013



## ATTACHMENT 3.1.2

**Project: 0286-029-947, PE101, RW201, C501, B623**

### **STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

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

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



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<b>SCC and DPOR registration documentation (Appendix)</b>	3.2.10	Section 3.2.10	no	Appendix 3.2.10
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	Appendix 3.2.10
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	Appendix 3.2.10
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	Appendix 3.2.10
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	Appendix 3.2.10
<b>DBE statement within Letter of Submittal</b> confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	Page 2
<b>Offeror's Team Structure</b>				Pages 3-7
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	Pages 3-4
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	Appendix 3.3.1
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	Appendix 3.3.1



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**Project: 0286-029-947, PE101, RW201, C501, B623**

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Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	Appendix 3.3.1
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	Appendix 3.3.1
Organizational chart	NA	Section 3.3.2	yes	Page 7
Organizational chart narrative	NA	Section 3.3.2	yes	Pages 4-7
<b>Experience of Offeror's Team</b>				Pages 8-10
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4.1	no	Appendix 3.4.1
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4.1	no	Appendix 3.4.1
<b>Project Risk</b>				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	Pages 11-15











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July 8, 2013

Stephen D. Kindy, P.E.  
Virginia Department of Transportation  
1401 East Broad Street  
Richmond, VA 23219

Letter of Submittal / Statement of Qualifications:  
Rolling Road/Franconia-Springfield Parkway Interchange  
Improvements Design-Build Project  
State Project No.: 0286-029-947, PE101, RW201, C501, B623  
Federal Project No.: STP-5A01(223)  
Contract ID Number: C00100391DB61

Dear Mr. Kindy:

American Infrastructure (AI) is presenting to Virginia Department of Transportation (VDOT) a design-build team of dedicated professionals to successfully compete for the Rolling Road/Franconia-Springfield Parkway Interchange Improvements project (the Project).

Leading our team of design professionals will be ***Rinker Design Associates, P.C. (RDA)***. AI and RDA share common values and management philosophies, which has led to the AI/RDA Team winning two VDOT design-build projects. These projects, *Middle Ground Boulevard Extension* and *I-581/Elm Avenue Interchange Improvements*, have a combined construction value of \$52.9M. The most significant of the values that we share is a dedication to meeting VDOT's and other stakeholders expectations in a very collaborative manner. Individually our firms have been well received by VDOT. Collectively the AI/RDA Team will prove to be a valuable partner to VDOT on this Project.

To date, AI has completed two VDOT design-build projects and has three others under design and construction. In addition, AI has similar design-build projects under construction in other jurisdictions. Currently in the Mid-Atlantic region, AI has \$530M of design-build transportation projects in various stages of design and construction. RDA is a Virginia-based firm which has been and continues to be an innovator in design-build. Aside from the two current design-build projects underway with AI, RDA has been a partner in six other design-build transportation projects in Virginia.

The AI/RDA Team has reviewed the potential risks to the Project and identified three which will be key factors in our goal to meet the expectations of VDOT and other stakeholders. Those three risks are: ***Construction Sequence, Public Outreach and Pedestrian Safety***. These three issues are very much integrated and present challenges that will be mitigated by thorough planning and execution. As a brief overview to the discussion that will follow, planning the Construction Sequence requires a thorough analysis of how each construction operation will affect pedestrian's movements during every day we are onsite. The key to alerting the pedestrians is how effective we are with our Public Outreach. A good plan is only effective if the proper method of inclusion engages all stakeholders in execution of the plan.

VDOT's customers, the public, are entitled to a safe construction environment. A cornerstone of AI's culture is not only the safety of our workers, but the safety of the public that comes into contact with our construction activities. When construction operations are safe, the public impacted by those operations will also be safe. AI has become a leader in safety at all levels. We diligently plan safety into our construction operations and review this planning at our Morning and End-of-Shift Huddles. If an unsafe condition arises during the course of a shift, each one of AI's field employees is empowered to stop a work activity in progress if safety becomes an issue. This structure supports the AI safety culture that each individual is responsible for not only his own safety, but also the safety of others in his crew, on our project sites, and those travelling through our work zones.



*"As an 11 year resident of Louisa County...(I) have been impressed by the quality and efficiency of this project...Thanks for taking the safety of area residents and your contractors ... into serious consideration during this improvement project! I commend you and your staff for an ongoing exceptional job in the Louisa/Spotsylvania Counties of our Commonwealth!" - Bernadette M. Nolan in an email to VDOT regarding the Bridge Rehabilitation on Route 208 over Lake Anna project, which AI completed in December 2012.*

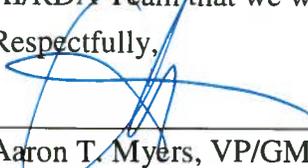
### **SUBMITTAL REQUIREMENTS**

The AI/RDA Team submits the information below as detailed in Section 3.2 of the Request for Qualifications:

- 3.2.1** The full legal name and address of American Infrastructure – VA, Inc. (AI-VA) is as follows:  
**American Infrastructure – VA, Inc.**, 301 Concourse Boulevard, Suite 300, Glen Allen, VA 23059
- 3.2.2** The contact information for Kevin R. Ott (DBPM) who is responsible for the oversight of the entire AI/RDA Team and will be the primary point of contact with VDOT is as follows:  
**Kevin R. Ott** 703.502.7500 (Telephone)  
44209 Wade Drive 703.502.7550 (Fax)  
Chantilly, VA 20152 kevin.ott@americaninfrastructure.com
- 3.2.3** The principal officer of AI-VA with whom a D/B contract with VDOT would be written is:  
**Aaron Myers, VP/GM** 804.290.8500 (Telephone)  
301 Concourse Boulevard – Suite 300 804.418.7935 (Fax)  
Glen Allen, VA 2305 aaron.myers@americaninfrastructure.com
- 3.2.4** AI-VA is a registered Corporation in the Commonwealth of Virginia and will take financial responsibility for the Project.
- 3.2.5** American Infrastructure – VA, Inc. will be the lead contractor and Rinker Design Associates, PC will be the Lead Designer for the Project.
- 3.2.6** All affiliated and subsidiary companies are identified on Attachment 3.2.6 in **APPENDIX 3.2.6**.
- 3.2.7** Executed Certification Regarding Debarment Forms are included in **APPENDIX 3.2.7**.
- 3.2.8** AI-VA is active, in good standing and prequalified to bid on the Project. AI-VA's prequalification number is G303 and evidence of prequalification is included as in **APPENDIX 3.2.8**.
- 3.2.9** AI-VA has the capability to obtain a performance and payment bond for the \$9M estimated contract value of the Project as exhibited by the letter of surety in **APPENDIX 3.2.9**.
- 3.2.10** The summary of professional licenses, Attachment 3.2.10, as well as full size copies of individual licenses for the AI/RDA Team business entities and Key Personnel are included in **APPENDIX 3.2.10**.
- 3.2.11** AI is committed to achieving the 14% DBE participation goal for the Project. AI consistently meets DBE goals and has met the goal on both of our completed D/B projects in Virginia.

The AI/RDA Team is prepared to successfully deliver the Rolling Road/Franconia-Springfield Parkway Interchange Improvements Design-Build project to VDOT, Fairfax County, and the numerous stakeholders. AI and RDA have established team dynamics, experienced key personnel, and lessons learned from recent experience on projects with similar challenges. As you review this SOQ, we trust you will agree with the AI/RDA Team that we will make a valuable contribution to VDOT's success on the Project.

Respectfully,



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



AI and RDA are experienced in working with VDOT on D/B projects similar to the Project in scope, size, and with similar risk elements. The AI Team is strengthened by design support and key subconsultants with local experience and previous teaming experience with AI and RDA.

- *Volkert Inc. (Volkert)* has teamed with AI and RDA on two D/B projects for both QAM and Structural Engineering providing familiarity and confidence in quality and capability.
- *DMY Engineering Consultants, LLC (DMYEC)* has an office in Fairfax County and has teamed with the AI/RDA Team on several pursuits and is currently working for RDA on a design project in Manassas.

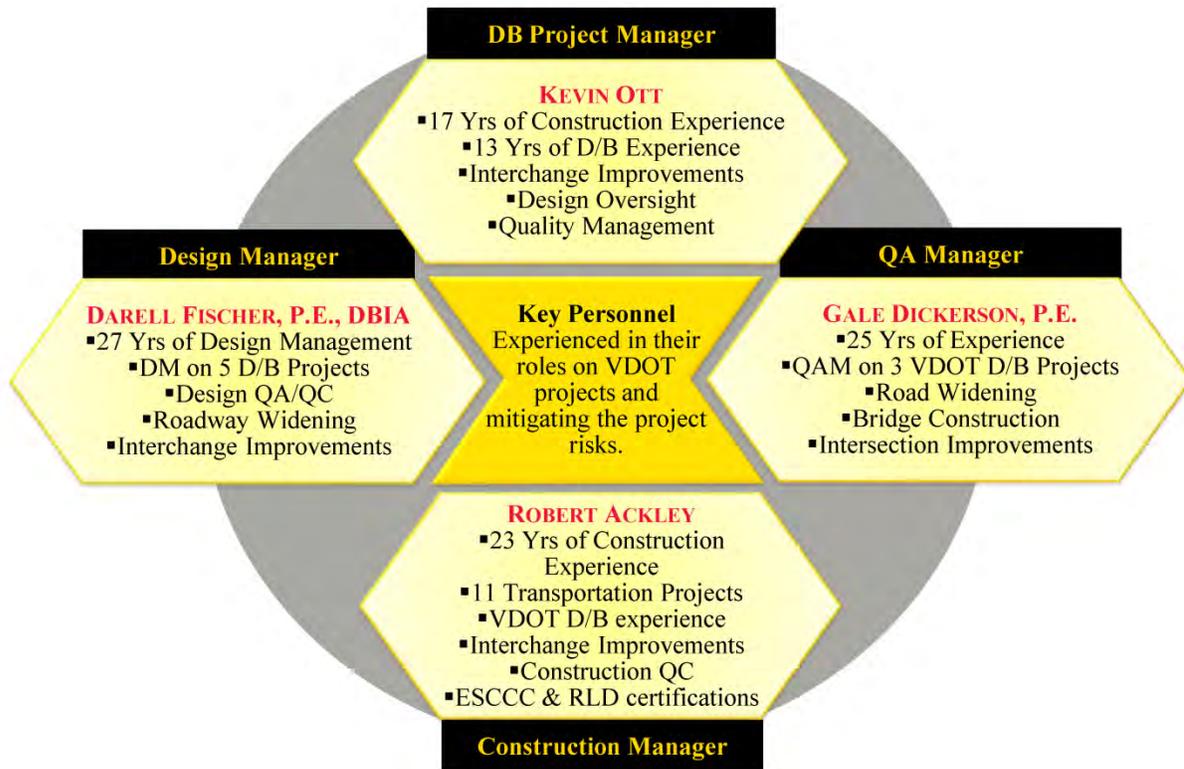
### **3.3.1 KEY PERSONNEL**

**3.3.1.1 Design-Build Project Manager (DBPM):** AI has identified *Kevin Ott* as DBPM for the Project and the primary point of contact for VDOT. He has 17 years of construction experience and will be responsible for the overall project design, construction quality management and contact administration. Mr. Ott is currently overseeing the *I-95 at Contee Road Interchange Design-Build Project* in Maryland. He also held key positions on both the *Woodrow Wilson Bridge Replacement* and *Inter-County Connector Design-Build* projects. Mr. Ott was involved with coordination of the Woodrow Wilson Bridge construction through Jones Point Park with the City of Alexandria to maintain pedestrian access. The project bisected the park pedestrian trail, which was relocated three times during construction to maintain access. He also coordinated construction at multiple intersections on the ICC project, which included pedestrian and vehicular traffic.

**3.3.1.2 Quality Assurance Manager (QAM):** *Gale Dickerson, P.E.* has 25 years of experience in both the public and private sectors. In the public sector, Ms. Dickerson was assigned to VDOT's Fredericksburg District. This assignment enabled Ms. Dickerson to gain a thorough understanding of VDOT's quality assurance inspection, testing and construction quality control programs. Upon joining the private sector, Ms. Dickerson has put into practice her knowledge of VDOT's programs. Ms. Dickerson is currently serving as the QAM on AI's *Middle Ground Boulevard Extension Design-Build project* and worked as the QAM on the *Route 29 NBL Bridge over the Tye River project*. In addition, she brings an understanding of VDOT's perspective having previously worked for VDOT as an Area Construction Engineer.

**3.3.1.3 Design Manager (DM):** RDA has selected *Darell Fischer, P.E., DBIA* to serve as DM for the Project. Mr. Fischer has 27 years of transportation design experience and has worked as the DM on five D/B projects in Virginia. His experience includes three similar D/B projects for VDOT that include road widening, complex TMP/sequencing, pedestrian access challenges and public outreach programs: *Route 36 Improvements, Middle Ground Boulevard Extension, and I-581/Elm Avenue Interchange Improvements D/B projects*. Additionally, Mr. Fischer provided QA/QC reviews for the *Route 15 (James Madison Highway) PPTA project* mainline design and roadway and drainage design for the connections. Finally, Mr. Fischer provided TMP design for the *VDOT Stringfellow Road project* in Fairfax County, which dealt with complex phasing, maintaining pedestrian access and significant public involvement.

**3.3.1.4 Construction Manager (CM):** The AI Team's CM, *Robert Ackley*, has 23 years of experience and has completed 11 transportation projects for VDOT. Mr. Ackley's project expertise includes managing projects with complex maintenance of traffic, maintaining pedestrian access, and coordinating with multiple stakeholders to maintain positive public perception as construction progresses. Mr. Ackley is currently working on the AI/RDA Team's *I-581/Elm Avenue Interchange Improvements Design-Build project* and recently completed the *VDOT Route 60 and German School Road project*. Mr. Ackley safely managed high volumes of traffic and constructability challenges on VDOT's *Route 60 and German School Road* and the *Watkins Center Parkway at West Chester Commons projects*. Having spent six years of his career with VDOT, Mr. Ackley has a strong understanding of the Department's goals and processes, and earned 95% or above on all VDOT CPE's on the *Route 60 and German School Road project*.



**Figure 3.3.1: AI Team Key Personnel.** *The AI Team Key Personnel will minimize the project risks through personal experience and team accountability.*

### 3.3.2 ORGANIZATIONAL CHART

The AI/RDA Team organizational chart on Page 7 shows the chain of command and identifies major functions to be performed for design and construction of the Project. This organizational structure is similar to the successful model used by AI and RDA on VDOT’s *Middle Ground Boulevard Extension* and *I-581/Elm Ave Interchange Improvements D/B projects*.

#### FUNCTIONAL RELATIONSHIPS AND COMMUNICATION

**VDOT** – The Department will coordinate directly with our DBPM as the primary contact for all aspects of design and construction oversight of the Project. Open lines of communication between the QAM and VDOT will assist with monitoring quality assurance oversight.

We anticipate VDOT’s involvement in coordinating with the project stakeholders, including the Fairfax County, adjacent residential communities, the utility companies, and environmental stakeholders. To minimize the potential of coordination issues, the AI/RDA Team will establish a partnering process that integrates all project stakeholders. We have found this approach creates a team focused on the success of the Project, where everyone’s perspective is heard.

**Design-Build Project Management** – Our DBPM will serve as VDOT’s primary point of contact for the Project. Reporting to the DBPM are four key managers; the QAM, DM, CM and Public Relations Manager. This structure, combined with our DBPM’s maintenance of an action item log for potential project issues and three-month look-ahead schedule will ensure the design, construction, and environmental compliance efforts remain on-schedule and in-conformance with VDOT commitments.

**Quality Assurance** – The QAM will lead the independent QA team and be responsible for QA inspection and testing of all materials used and work performed on the Project. She will also monitor the construction QC program and ensure all work, materials testing, and sampling is performed in accordance with the contract requirements and the “approved for construction” plans and specifications. The QAM will report

directly to our DBPM with oversight and concurrent reporting directly to VDOT and will be supported by Volkert’s QA inspectors.

**Design** – The DM will report to our DBPM and will lead the design team to ensure the overall design conforms to the contract documents. The AI Team has identified team leads for pertinent disciplines to provide project management and risk mitigation expertise. The design discipline leads as well as the Utility Manager, ROW Manager, and Environmental Compliance lead will report to the DM to ensure design critical elements are carried across all disciplines. The DM will establish and oversee the design QA/QC program, including review of design criteria, calculations, working plans, shop drawings, and specifications. He will also coordinate with the CM on constructability during both design and construction phases.

<i>Relevant Design Team Experience</i>		
<i>Lead Roadway Engineer, Brandon Shock has 14 years of experience and served as Senior Engineer on the AI/RDA I-581/Elm Avenue Interchange D/B project.</i>	<i>Senior Traffic Engineer, Adam Welschenbach has 11 years of experience and held this role on the Stringfellow Road Widening project.</i>	<i>Design QA/QC Manager, Mo Kim has 18 years of experience and served as the Design Manager for the Route 15 PPTA project.</i>

**Figure 3.3.2: Design Team Experience.** Experience of key design team members for roadway, traffic engineering, and design QA/QC will provide an innovative design in compliance with all applicable VDOT standards.

**Construction** – The CM will be responsible for managing the construction process, including QC activities and will report to the DBPM. The CM will be on the project site for the duration of the construction operations, and will coordinate with the DM for RFI’s and design changes that may arise during construction. Public relations updates will be coordinated between the CM and PR Manager to keep project stakeholders informed about the construction impact.

Construction Quality Control Manager (QCM), *Wamiq Hamid*, will report to the CM to ensure materials used and work performed meet contract requirements and “approved for construction” plans and specifications. Comprehensive construction management will be provided under the CM’s leadership. AI’s General Superintendent, Schedule Manager, Safety Manager, and construction leads will all report to the CM. The CM is also responsible to oversee our DBE Coordinator in meeting the project goals.

<i>Relevant Construction Team Experience</i>	
<i>Bridge Superintendent, Jeff Miller has 29 years of experience and ensured the safety of the public while maintaining vehicular and boat traffic as superintendent for the Bridge Rehabilitation on Route 208 over Lake Anna.</i>	<i>Schedule Manager, Jessica Colbert has 10 years of experience and oversaw early completion of the Richmond Airport Connector Road Design-Build project for AI.</i>

**Figure 3.3.3: Construction Team Experience.** AI’s experienced bridge superintendent and schedule manager will plan construction operations in coordination with schedule updates to ensure the Project is delivered on or ahead of schedule.

**TMP/MOT** – MOT Coordinator, *Ivan Saer*, will report to the CM and coordinate with the TMP/MOT design lead to build constructability into the final design, ensure the TMP is implemented properly, and identify any necessary adjustments. Providing the MOT Coordinator’s expertise during the design phase will produce a quality TMP with minimal field changes necessary. Coupled with his oversight of construction work packages, this provides continuity for implementation of the TMP.

Safety Manager, *Chris Shertzer*, will report to the CM and participate in pre-traffic switch planning meetings, as with all pre-planning meetings. He will be onsite during traffic switches to assist in reviewing the safety of construction personnel, motorists and pedestrians traveling through the site.

<i>Relevant TMP/MOT Experience</i>	
<i>MOT Coordinator, Ivan Saer has 20 years of experience and oversaw implementation of a complex TMP for phased construction of the Saintsbury Drive and Vienna Metro Improvements project in NOVA.</i>	<i>Safety Manager, Chris Shertzer has 9 years of experience as a safety manager and filled this role on the Richmond Airport Connector Road Design-Build project.</i>

**Figure 3.3.4: Construction Team Experience.** AI’s experienced bridge superintendent and schedule manager will plan construction operations in coordination with schedule updates to ensure the Project is delivered on or ahead of schedule.

**Public Relations** – Public Relations Manager (PRM), *Chris Reed*, will coordinate communication with Fairfax County, the travelling public, local residents, EMS/Fire/Police, and adjacent construction projects. He will report directly to the DBPM but have continual interaction with the DM and CM throughout the life of the project. He has been added to our team to develop a comprehensive public outreach plan that will communicate construction impacts and provide a method for the public to voice concerns during construction. Mr. Reed has 43 years of experience in the industry and prior to joining RDA served as VDOT’s PM for the *Fairfax County Parkway* and *Woodrow Wilson Bridge* projects.

**TEAM COORDINATION MEETINGS**

The AI/RDA Team meetings will coordinate design and construction and manage critical elements throughout the duration of the Project.

**Design Coordination** – Coordination will occur between the design and construction teams to incorporate construction means and methods into the design. Meetings may also include design disciplinary reviews, over the shoulder reviews, and any comment resolution meetings with stakeholders. Task forces may be established by design discipline as necessary to coordinate technical discussions between the project stakeholders and the AI/RDA Team.

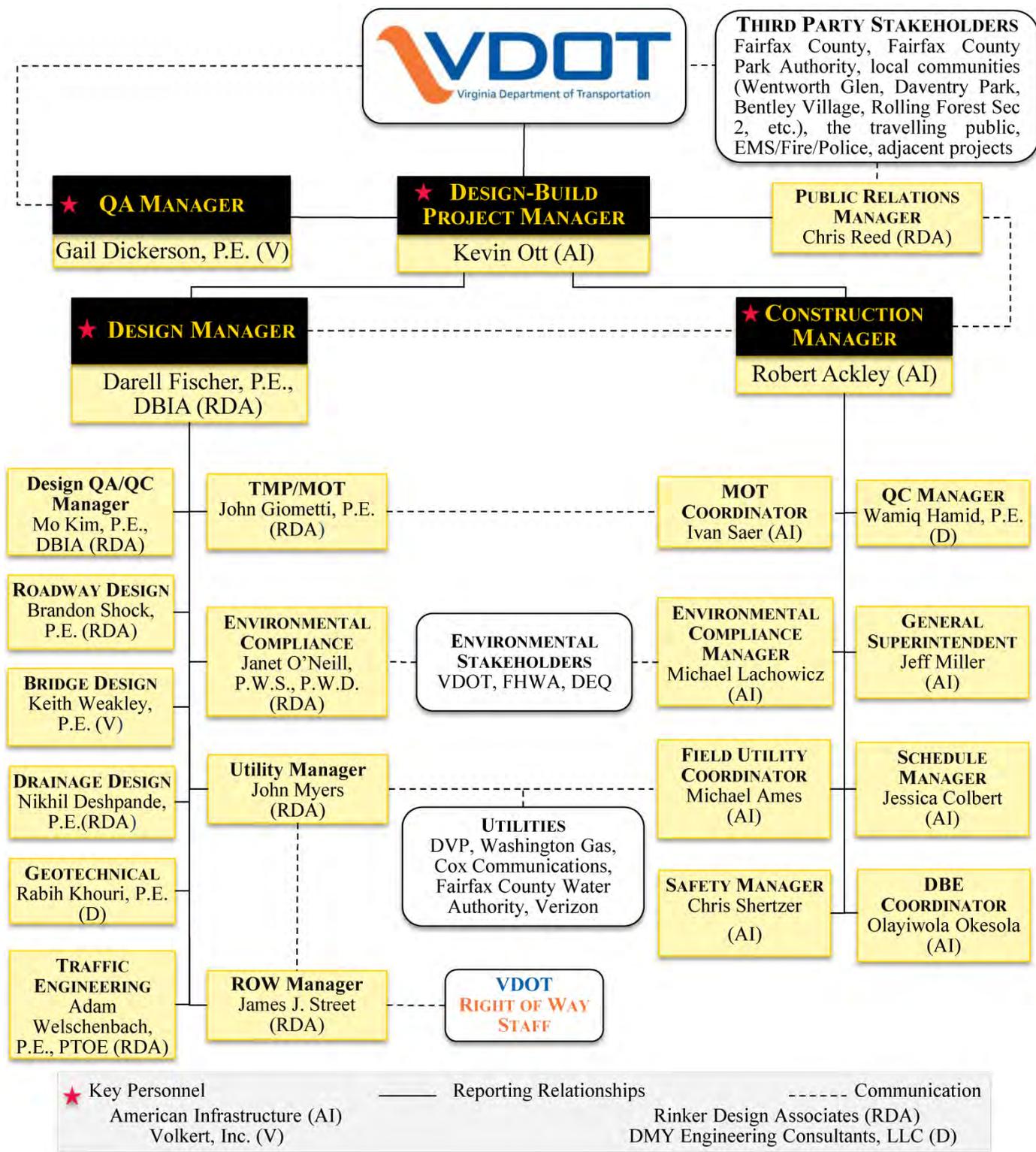
**Progress Meetings** – Weekly progress meetings will discuss key issues not limited to design status, construction status, project schedule, ROW status, contract administration, safety, and public outreach with updates provided by the responsible person. This is a key meeting that will be used to monitor prosecution and progress of the work. Project stakeholders will be invited to attend, as necessary. Monthly meetings between project key personnel, and others designated by them, will be used to discuss and resolve high level issues that may be affecting work progress.

**Public Outreach** – The Public Relations Manager will ensure that an appropriate and consistent message is conveyed in all communications with the public. “Pardon our Dust” meetings will be used to allow the public to view plans and discuss concerns through the design and construction process. The DBPM, PRM, DM and CM will be present to answer questions and address possible concerns. Concerns that cannot be addressed will be returned to the Team for resolution.

**Schedule Review** – The AI/RDA Team will have daily coordination meetings, weekly planning and schedule meetings, and monthly safety meetings where the project schedule will be communicated throughout the entire team. Daily coordination meetings between the CM, senior inspectors, and VDOT’s onsite representative will help keep communication open about construction progress. Weekly planning and schedule meetings may include the QA and QC team, VDOT representatives, and design team members as necessary. The weekly look ahead schedule and the project monthly CPM schedule will be distributed.

**Safety Meetings** – Before and after each shift, the field supervisors will review safety issues and successes with their crew as part of the planning process. Once a month, the entire project staff will review safety on the project, address any issues, and acknowledge work completed safely. All members of the project staff will have the opportunity to promptly bring their concerns to the attention of the management team during safety meetings.

**ORGANIZATIONAL CHART** – The organization chart below graphically shows how our team is organized and integrated – relationally and communicatively. We are a singularly focused team, with many solutions to get the job done right.





The AI/RDA Team’s ability to deliver D/B projects ahead of schedule and within budget is an asset to VDOT. AI delivered both the *Richmond Airport Connector Road* and *Route 29 Approaches and Bridge over the Tye River D/B projects* ahead of schedule and within budget. We have learned to optimize our team performance working with RDA on the *Middle Ground Boulevard* and *I-581/Elm Avenue Interchange Improvements D/B projects* and will meet the expectations of VDOT and Fairfax County. AI and RDA are experienced on projects of similar scope and size to the Project and have successfully managed the critical risks of **Construction Sequence**, **Pedestrian Safety**, and **Public Perception**. Our selected work history forms, in conjunction with our additional relevant experience provided below, demonstrate our experience at managing these risks.

**RELEVANT EXPERIENCE OVERVIEW**



**American Infrastructure (AI)** is a heavy civil contractor that has provided quality construction services in the Mid-Atlantic region since 1939 and in the Commonwealth of Virginia since 1967. Currently ranked #116 in the Top 400 Contractors and #24 in Top 50 Domestic Heavy Contractors by *Engineering News-Record*, AI has a Virginia workforce of over 300 employees and 250 pieces of heavy equipment. AI strategically positions our resources throughout the Mid-Atlantic region, which include 1600 employees and 1300 pieces of equipment. *Our resource positioning enables AI to exceed schedule expectations and respond promptly to schedule challenges that arise due to external forces beyond our control.*

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

AI’s company-wide safety initiative, known as “Home Safe Tonight”, is based on the premise that safe work operations must be planned into every phase of the construction process. Our detailed safety planning of work operations exceeds OSHA rules and requirements and takes a proactive approach to ensure employee safety during construction. This commitment to safety is evidenced by AI’s Recordable Incident Rate of 1.01, which is well below the construction industry average of 3.5.



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

Over the past seven years, RDA has been awarded over \$200M (construction value) on 10 DB/PPTA projects, which includes four completed D/B projects in Virginia. These four projects, all which were delivered on-budget, are the *Sudley Manor Drive PPTA*, *James Madison Highway (US Route 15) Widening PPTA*, *Crosspointe Centre Roadway Improvements project*, and the *Route 36 Improvements D/B project*. RDA’s D/B projects have provided experience with abundant complex construction sequencing/TMP issue resolutions, pedestrian safety strategies, and public outreach campaigns and successes.

**AI TEAM DESIGN-BUILD APPROACH** –AI and RDA have a structured approach to the D/B process, which evolved from working together on our active D/B projects and previous pursuits. AI and RDA’s active D/B projects for VDOT are the *Middle Ground Boulevard Extension* and the *I-581/Elm Avenue Interchange*



Improvements D/B projects, both of which are progressing on-schedule. Through continuous refinement of our process, the AI/RDA Team developed the following methodology to D/B projects:

- Identify and mitigate risk issues during the design phase.
- Utilize innovative design solutions to provide efficient and cost-effective project solutions.
- Complete detailed construction planning during the RFP process that is incorporated into the design.
- Coordinate over-the-shoulder reviews to include VDOT’s feedback in our design solutions.
- Dedicate a construction engineer to the design process to incorporate construction means and methods into the design and minimize construction cost and schedule.
- Implement lessons learned from previous project’s design efforts and construction challenges.

The benefits of our established processes are evidenced by the project solutions developed on *Middle Ground Boulevard* and *I-581/Elm Ave*. On *Middle Ground Boulevard*, the bridge over CSXT rail was changed from a three-span to a two-span from the conceptual plans which reduces the overall project schedule by more than a month. On *I-581/Elm Avenue*, changing a soil nail wall to a RW-3 will reduce the overall project schedule by approximately two months. AI and RDA provided a cost savings of \$12.1M to VDOT with our bids on these two projects, as compared to the next low bids.

**TEAM INTEGRATION** – In addition to the experience AI and RDA have working together; we have previous work experience with all AI/RDA Team members. This will provide VDOT with an integrated team capable of seamless project delivery.

<b>AI Team Experience Working Together (Construction Value)</b>	<b>AI</b>	<b>RDA</b>	<b>Volkert</b>	<b>DMYEC</b>
Middle Ground Boulevard Extension DB, City of Newport News (\$32.5M)	✓	✓	✓	
I-581/Elm Avenue Interchange Improvements DB, City of Roanoke (\$20.4M)	✓	✓	✓	
Route 29 Approaches and Bridge over Tye River DB, Amhearst/Nelson County (\$6.7M)	✓	✓	✓	
Route 28 Widening, City of Manassas (\$2.8M)		✓		✓
Route 29 over Little Rocky Run RFP, Centerville (\$11.4M)	✓	✓		✓
Sycolin Road DB RFP, Loudoun County (\$12.2M)	✓	✓		✓
Virginia Capital Trail - Varina Phase DB RFP, Henrico County (\$10.5M)	✓	✓		✓
Route 3 Widening RFQ, Culpeper County (\$39.0M)	✓	✓		✓
Projects	Technical Proposals			

**Figure 3.4.1. Previous Design-Build Experience of the AI Team.** All AI Team members have experience working with AI and RDA on VDOT D/B projects and pursuits.

**WORK HISTORY FORMS (APPENDIX 3.4.1)** AI and RDA have chosen the following projects to best demonstrate our individual qualifications.

**AI WORK HISTORY AS LEAD CONTRACTOR**

- I-95 at Contee Road Interchange D/B project
- Richmond Airport Connector Road D/B project
- Watkins Center Parkway at Westchester Commons project

**RDA WORK HISTORY AS LEAD DESIGNER**

- I-581/Elm Avenue Interchange Improvements D/B project
- Stringfellow Road Widening project
- James Madison Highway PPTA/D/B project



### ADDITIONAL RELEVANT WORK EXPERIENCE

In addition to the Work History forms provided, the AI/RDA Team has identified other recent AI, RDA, and Volkert projects where similar challenges to the Project were successfully managed by our team members.

**MIDDLE GROUND BOULEVARD EXTENSION D/B PROJECT** – The AI/RDA Team was awarded this project to extend Middle Ground Boulevard from its current termini at Route 143 (Jefferson Avenue) approximately 1.2 miles to Route 60. The scope of work includes a bridge over CSXT Railroad; utility coordination and relocations; and installation of a mainline shared-use path. Early coordination with the City of Newport News and Hampton Roads Sanitation District (HRSD) added a betterment to provide a system to accommodate future growth in the area while maintaining the original project completion date. Access to private and commercial properties during reconstruction of entrances has been managed through continuous coordination and a strong public communication plan. Pedestrian access is being maintained at the work sites at Jefferson Avenue, Nat Turner Boulevard, Nettles Drive, and Warwick Boulevard. An alternative TMP has shortened a detour to keep two lanes of traffic open and eliminate the use of flagmen in three locations. This change has minimized safety risks and kept traffic moving.

#### Relevance to the Project

- ✓ VDOT Design-Build
- ✓ AI, RDA and Volkert
- ✓ Road widening
- ✓ Bridge construction
- ✓ Challenging TMP/MOT
- ✓ Pedestrian access

**ROUTE 36 ROADWAY IMPROVEMENTS D/B PROJECT** – RDA was the lead designer on the roadway improvements on Route 36 in Prince George County, VA. DM, Darell Fischer, P.E., DBIA managed the design for this project. The scope of work included 1.2 miles of widening and reconstruction of Route 36, Route 144, and Route 640 along with several ramp designs for higher speed access between connecting roadways. The design was through a very urbanized corridor with extensive pedestrian access and sequencing of construction challenges.

#### Relevance to the Project

- ✓ VDOT Design-Build
- ✓ Road widening
- ✓ Ramp construction
- ✓ Complex TMP
- ✓ Pedestrian access

**SAINTSBURY DRIVE AND VIENNA METRO IMPROVEMENTS PROJECT** – AI's construction of this roadway project consisted of the reconstruction of 0.8 miles of Saintsbury Drive and the Vienna Metro Station for the Washington Metropolitan Area Transit Authority (WMATA). It required 33 MOT phases to accommodate the daily and continuous flow of pedestrian and vehicular traffic. The scope of work included 3 retaining walls, 30,500 SY of demolition, 259,000 CY of mass excavation, 10,300 LF of utility line, 24,000 SY of heavy duty concrete and 20,255 SY of asphalt paving.

#### Relevance to the Project

- ✓ NOVA project
- ✓ 33 phases of Complex MOT
- ✓ Pedestrian access
- ✓ Retaining wall construction

**BRIDGE REHABILITATION ON ROUTE 208 OVER LAKE ANNA** – AI's rehabilitation of this 930 ft long 13-span bridge included the phased removal/replacement of the existing bridge deck with a new deck and Kansas corral railing. The existing steel girders remained, however, the girders were jacked and blocked to replace the bearings. Substructure repairs were made to the existing pier columns and caps. Maintenance of traffic was a significant part of this project. RDA prepared the detour plan to expedite the construction and to minimize the timeline impact to motorists. The two-lane bridge required

#### Relevance to the Project

- ✓ Bridge rehabilitation
- ✓ Phased construction
- ✓ Maintenance of traffic

concrete barrier to be installed down the centerline of the bridge as well as temporary traffic signals at either end to allow for traffic to alternate directions in one lane, while the other lane was being constructed. AI ensured public safety during construction by managing boat traffic on the lake during substructure repairs.



In preparation of this SOQ, the AI/RDA Team has reviewed the plans, visited the project site, and evaluated the site conditions to identify the three risks most critical to the success of the Project. We weighed each major risk with the potential to impact the Project’s success. The AI/RDA Team considers a project successful when the goals and expectations of the customer and stakeholders are met, in addition to the expectations for performance related to quality, schedule, cost, safety, and environmental. The three critical risks identified as **Construction Sequence, Pedestrian Safety, and Public Perception** were selected because they impact meeting the expectations of VDOT and other stakeholders. These three issues are interrelated and are critical to delivering the Project safely, on-time, within budget, while minimizing the project’s effect on the local community.

**CONSTRUCTION SEQUENCE**

**Risk Description** – The construction sequence risk on the Project revolves around reconfiguration of the intersection at Ramp B/Loop Ramp B and Rolling Road. The challenge is to minimize the phases by creating large work areas while providing separation between the work zone and traffic, both vehicular and pedestrian. Sequencing of work at this intersection is complicated by retaining wall construction, traffic signals, and pedestrian access.

Construction of the new retaining/median walls while widening the new roadway, maintaining traffic, and demolishing the old walls will be a primary consideration in determining the construction sequence. Following is a summary of proposed retaining/median walls at Ramp B/Loop Ramp B:

Structure	Baseline	Begin	End	Description
Wall 1	Ramp B	59+51	55+31	Between Ramp B and HVD
Wall 2	Ramp B	62+36	65+60	Between SUP and Ramp B
Wall 3	Ramp B	62+36	65+98	Between HVD and SUP
Wall 4	Loop Ramp B	37+98	39+00	Ramp B side at Divergence
Wall 5	Ramp B	56+55	57+76	Loop Ramp B side at Divergence
Median Wall	Loop Ramp B	33+80	37+98	Between Ramps

*Figure 3.5.1 – Summary of Proposed Walls at Ramp B/Loop Ramp B.*

The traffic signal at the intersection of Rolling Road and Ramp B/Loop Ramp B requires maintaining an acceptable Level of Service during construction. In addition, signal modifications/upgrades at the intersection of Rolling Road and Hunter Village Drive may be ongoing at the time of the project and require coordination of lane closures.

Pedestrian access through the intersection of Rolling Road and Ramp B/Loop Ramp B must be safely maintained throughout construction. Pedestrian access is considered in more detail in the Pedestrian Safety risk element.

**Impact** – The construction sequence at Ramp B/Loop Ramp B will impact the project schedule, safety during construction, and noise levels; all of which will influence public perception.

**Project Schedule:** A prolonged project schedule can be avoided as a result of the lane closure restrictions during time of heavy traffic volumes. Adjacent highway improvement contracts ongoing concurrently with this project will require coordination of lane closures that could affect the schedule and sequence of work.

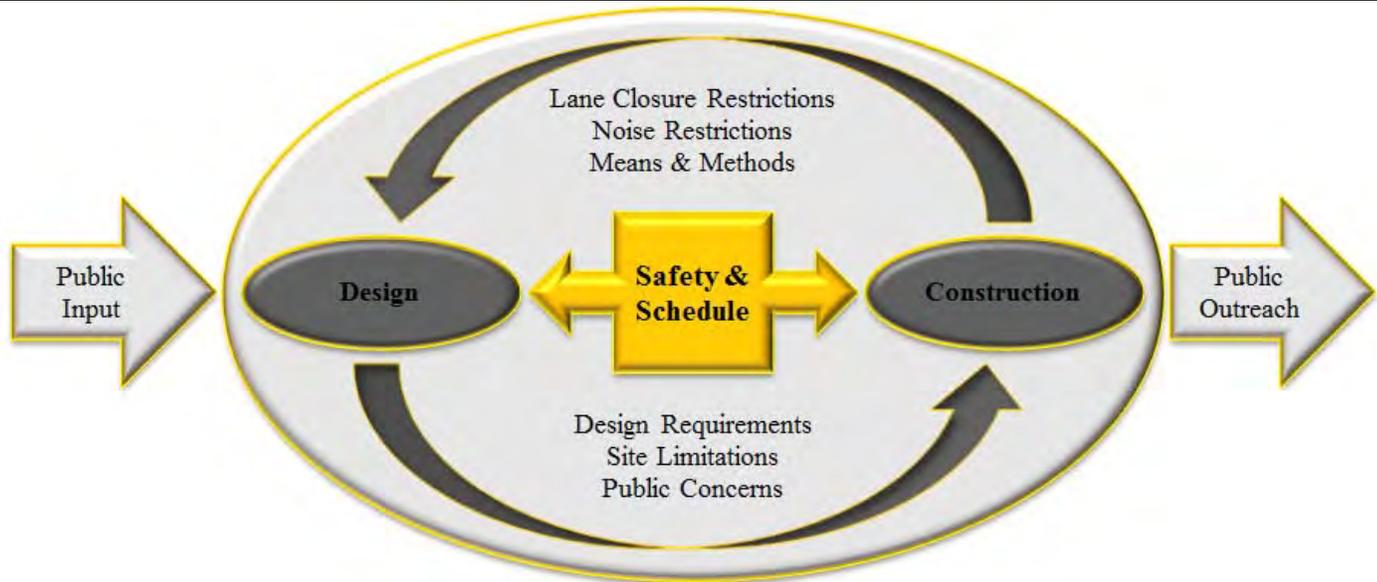
**Safety:** Additional phases, or precautionary measures such as temporary traffic barrier, may be necessary to avoid unsafe conditions for pedestrians, traffic, or workers. There will be a higher risk of incidents after each phase as the public and pedestrian get familiar with the new traffic pattern, increasing the need for construction workers to continually evaluate the work zone and their surroundings.

**Noise pollution:** Adjacent residential neighborhood will further restrict construction means and methods. The time of day/night when the work can be performed will impact the public either by construction noise or time of commute.

**Public Perception:** Construction projects in this area have been ongoing for several years. Residents' perception of the project will not be favorable unless public outreach is proactive.

**Mitigation** – Construction sequence risks are mitigated through a design and construction team experienced with these challenges on previous projects. AI's experience on Richmond Airport Connector Road with retaining walls driving the project schedule has assisted in identifying the integrated process shown below.

**CONSTRUCTION SEQUENCE DEVELOPMENT PROCESS**



**Figure 3.5.2** Design and construction staff will work together to develop a construction sequence with focus on safety and schedule. Including public

**Team Integration:** In mitigating this risk, the AI/RDA Team will fully utilize the benefits of the design-build process, and take the approach a step further in considering innovative construction approaches to minimize the duration of construction at this ramp. This approach will utilize an iterative process that integrates the construction team during the design phase to compress the schedule and include safety planning.

Continuous coordination between design and construction staff is facilitated by AI and RDA's collocated offices and our experience working together on the *Middle Ground Boulevard* and *I-581/Elm Avenue Interchange Improvements Design-Build projects*.

**Scheduling:** The schedule will be considered during the design phase to make certain it accurately reflects construction means and methods and ensure timely completion. The DBPM and DM will be involved in development of the Baseline CPM Schedule with the CM. Pre-traffic shift planning meetings will be held with all key stakeholders at least one week prior to each traffic shift for the next phase.

**Safety:** Safety planning will begin during constructability reviews in the design stage and will be planned in detail for every work operation. The DBPM, CM, and SM will perform regular safety reviews that identify potential hazards at the construction site and corrective actions which will be taken immediately. Compressing the project schedule will reduce the exposure of the public to potential safety hazards.

**Public Involvement:** During the construction sequence development, public outreach will seek feedback and input into the design. As design moves into construction, public outreach will include regular communication of new traffic patterns and daily lane closures.

**VDOT's Role** – The TMP review and approval by VDOT will confirm that the AI / RDA Team's approach is in compliance with the design criteria, time of day restrictions and lane closure restrictions. Additionally, we anticipate VDOT's involvement in coordination of information dispersed to the public, which would

include attendance at public meetings and scheduling meetings. Incident response teams shall respond proactively to emergency incidents and broken-down vehicles within the construction work zone.

**PEDESTRIAN SAFETY**

**Risk Description** – Based on the RFQ plans and field observations, pedestrian access from Rolling Road onto Hunter Village Drive, part of the Cross County Trail, must be maintained during all phases of construction. The Cross County Trail (CCT) connects Fairfax County from one end to the other bringing communities and enthusiasts together along the way. The CCT, a rural trail in an urban setting, is in one of the nation’s fastest growing counties making it unique and coveted. Disruption of this facility would create significant public objection well beyond the local community.

The existing pedestrian access ramp from Rolling Road to Hunter Village Drive is adjacent to the existing MSE wall along the outside of Ramp B and will be removed in the early stages of construction sequencing. Specifically, construction of new retaining walls for the ramp widening and the proposed trail will not allow for the existing trail to remain open during construction.



**Figure 3.5.3 Cross County Trail Map**

In addition to the CCT, there are locations along Hunter Village Drive where frequent pedestrian users have worn a path where no sidewalk or trail currently exists. The project proposes to construct a sidewalk where these worn paths are evident. As a result, there is a need and a requirement to maintain pedestrian access in these areas throughout construction.

**Impact** – As construction begins and pedestrian traffic is rerouted, the impact and challenge will be to maintain pedestrian safety in a manner that meets public expectations and avoids confusing detours.

**Mitigation** – Prior to altering pedestrian access, sidewalk improvements along Hunter Village Drive will be incorporated. These improvements will allow flexibility in developing a temporary trail to reestablish the CCT connectivity without disruption. The three alternatives presented, and any others that become apparent, will be evaluated with safety as the prime consideration to achieve the most efficient path.



**Figure 3.5.4 Pedestrian Safety Mitigation Strategies** – Three potential relocations have been identified and evaluated by the AI/RDA Team for pedestrian traffic during construction.

*Alt 1.* – One possible solution is to use a portion of the proposed sidewalk along Hunter Village Drive to establish a new crossing and construct a temporary trail up to the intersection of Rolling Road and Ramp B. This alternative may require additional length to achieve ADA compliance and in turn temporary retaining walls.

*Alt. 2* – An alternative would utilize the entire proposed sidewalk along Hunter Village Drive and connect to the existing trail at the intersection of Hunter Village Drive and Rolling Road. This alternative will easily meet ADA requirements but provides a pedestrian crossing at an unsignalized intersection. However, we understand that a signal is under design and the project has an advertisement date of Spring 2014.

*Alt. 3* – Utilize traffic barrier along the Rolling Road shoulder to create a segregated pedestrian path in conjunction with temporary trail / proposed sidewalk. This would circumvent the construction site and realign pedestrians with the existing CCT on Hunter Village Drive.

**VDOT’s Role** – VDOT will review and approve our TMP which will contain a pedestrian access component. VDOT will be invited to attend any meetings with stakeholders. Finally, we anticipate VDOT will provide welcomed guidance in finding a “solution for all”. Every problem has a solution and as a collective project team, which includes VDOT, we will evaluate the options to select the best solution.

### **PUBLIC PERCEPTION**

**Risk Description** – Fairfax County is a well-educated and informed public with a high level of community engagement. The community immediately surrounding this project area is reflective of that greater Fairfax public. Given the extensive amount of construction to widen the ramp and loop movements, widen along the Springfield-Franconia Parkway, reconfigure/widen Rolling Road, and recent construction activities associated with the Fairfax County Parkway, we anticipate that the adjacent communities will be interested in engaging in this process. A seemingly small inconvenience may result in extensive response by a community that has been impacted by ongoing construction for the last several years.

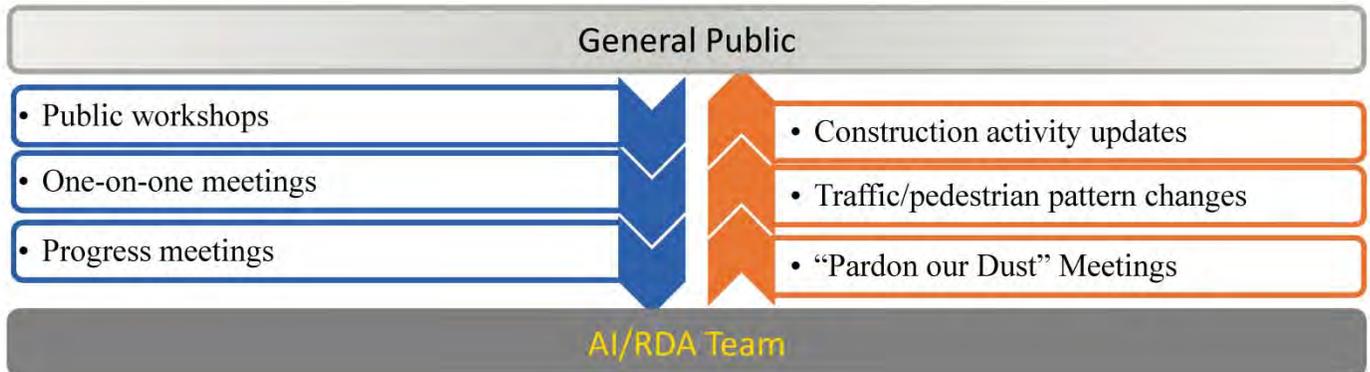
**Impact** – A highly engaged community may result in increased public comment, concern and input relayed to VDOT, the County, and potentially further to media and elected officials. This input requires timely and thorough response.

**Mitigation** – One option for mitigating the impacts is a proactive campaign built around information sharing and outreach. We embrace VDOT’s value of “no surprises” for affected stakeholders. It will be imperative that our Team develop an outreach program that includes information packages clearly explaining the process associated with the project, the details of all activities (design and construction), and measures that are being implemented to minimize and mitigate perceived impacts. The best way to describe this process is as a “Project Information Campaign”. Our campaign must begin at NTP and extend through the life of the contract. Our campaign will focus on seeking information from the public during and design and disseminating information to the public during construction. This straight forward approach is outlined below:

*Design:* In conjunction with VDOT, we will hold various meetings (i.e. workshops, one-on-one meetings with landowners/ associations, progress meetings). We will provide advanced notice to the general public and to known stakeholders about meeting times, dates and locations; and, we will develop agendas and/or brochures depending on the type and focus of the meeting. Each meeting will be documented with meeting minutes. These meetings will assist us in developing our design approach through sensitive areas of the project. These meetings will also be useful in maintaining our commitments and as documentation of the agreements between our team, VDOT and the stakeholders. As a supportive means of maintaining communication, our team will develop and maintain a project webpage. This webpage will allow for posting work progress updates, meeting agendas, meeting minutes, and upcoming design activities such as design

charettes or workshops. It will also provide a means of file sharing and distribution of design documents for obtaining review comments from stakeholders.

**Construction:** The updates of the project webpage will continue. However, the focus will transition from design to construction by including construction activity updates, upcoming lane closures, and traffic/pedestrian pattern changes. We will also post the dates and times of upcoming “Pardon our Dust” meetings with affected homeowner’s associations and property owners. These meetings will be held on a quarterly basis, at a minimum, and more often if needed. It is our goal to provide an interactive means of actively communicating with the public. A first step in achieving this goal will be to post a single point of contact for comments or questions during construction. Motorists driving through the corridor will obtain information from the regional DMS’s and local variable message signs.



**Figure 3.5.5 Public Information Campaign** – During design, input from the public will be sought through public workshops and meetings. During construction, information will be shared with the public about progress and activities that will affect their daily lives. This open communication will facilitate maintaining positive public perception of the Project.

**Opportunities:** This outreach effort provides an opportunity for stakeholders to gain a further appreciation of the construction process and their role within it, and very clearly highlights VDOT’s mission to plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

**VDOT’s Role** – VDOT and the AI/RDA Team enjoy a shared value of public service. Both teams prioritize community engagement and communication with stakeholders. We are responsive to customer needs, and treat our customers with fairness, courtesy and respect while working together to protect the public investment. As such, we expect VDOT will choose to partner with our team in the outreach campaign in order to mitigate any challenges presented by this Project to ultimately find solutions that allow the project safety, budget and schedule to remain uncompromised. Our team’s strong public outreach and community awareness efforts in conjunction with VDOT’s Communications and project management teams, will exhibit to stakeholders that VDOT is thinking ahead, acting and planning creatively for today and tomorrow.

### **3.2.6 Affiliated/Subsidiary Companies**

## ATTACHMENT 3.2.6

### State Project No. 0286-029-947, PE101, RW201, C501, B623

#### Affiliated and Subsidiary Companies of the Offeror

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

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

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



## ATTACHMENT 3.2.6

State Project No. 0286-029-947, PE101, RW201, C501, B623

### Affiliated and Subsidiary Companies of the Offeror

Affiliate	ICM of Delaware, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	D. M. Stoltzfus & Son, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Elk Mills Partners, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Cedar Hill Quarry Partners, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Talmage Partners, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	440 Twin Oaks Drive, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Jessup Asphalt Partners, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Subsidiary	US 460 Mobility Partners, LLC	301 Concourse Blvd, Suite 300, Glen Allen, VA 23059





**ATTACHMENT NO. 3.2.7(a)**

**CERTIFICATION REGARDING DEBARMENT  
PRIMARY COVERED TRANSACTIONS**

Project No.: 0286-029-947, PE101, RW201, C501, B623

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

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

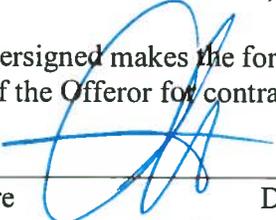
b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under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

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

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

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

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

  
Signature \_\_\_\_\_ Date 6/28/13 Title VP/GM  
American Infrastructure - VA, Inc.  
Name of Firm \_\_\_\_\_

**ATTACHMENT NO. 3.2.7(b)**

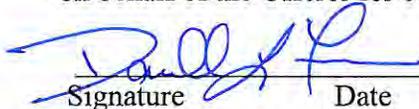
**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0286-029-947, PE101, RW201, C501, B623

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

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

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



07/01/13

General Manager / Principal

Signature

Date

Title

Rinker Design Associates, P. C.

Name of Firm

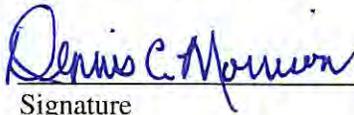
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

Project No.: 0286-029-947, PE101, RW201, C501, B623

- 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.



Signature

June 17, 2013

Date

Senior Vice President

Title

Volkert, Inc.

Name of Firm

ATTACHMENT NO. 3.2.7(b)

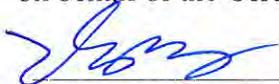
**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0286-029-947, PE101, RW201, C501, B623

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

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

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

      06/18/2013      Vice President  
Signature                      Date                      Title  
DMY Engineering Consultants, LLC  
Name of Firm

**3.2.8 VDOT Prequalification  
Evidence**

=====  
G303  
AMERICAN INFRASTRUCTURE-VA, INC.  
PREQ. EXP : 01/31/2014

--PREQ ADDRESS -----	WORK CLASSES (LISTED BUT NOT LIMITED TO)
301 CONCOURSE BLVD	002 - GRADING
SUITE 300	003 - MAJOR STRUCTURES
GLEN ALLEN, VA 23059	004 - ASPHALT CONCRETE PAVING
PHONE : 804-290-8500	007 - MINOR STRUCTURES
FAX : 804-418-7935	013 - ROADWAY MILLING
	171 - SURFACE TREATMENT

BUSINESS CONTACT: THURSTON, GINA  
EMAIL: GINA.THURSTON@AMERICANINFRASTRUCTURE.COM

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

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

=====  
A729  
AMERICAN PAVING FABRICS, INC.  
PREQ. EXP : 01/31/2014

--PREQ ADDRESS -----	WORK CLASSES (LISTED BUT NOT LIMITED TO)
6910 O'CONNOR ROAD	171 - SURFACE TREATMENT
HANOVER, MD 21076-0000	
PHONE : 410-379-2209	
FAX : 410-796-0272	

BUSINESS CONTACT: MARTIN-RONAGHAN, SELINA GINA  
EMAIL: SELINA@AMERICANPAVINGFABRICS.COM

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

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

=====



# ROSENBERG & PARKER®

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

*Philadelphia · Toronto*

July 8, 2013

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

Re: American Infrastructure-VA, Inc.  
Contract ID Number: C00100391DB61; Federal Project No.: STP-5A01(223); State Project No.:  
0286-029-947, PE101, RW201, C501, B623 – Rolling Road/Franconia-Springfield Parkway  
Interchange Improvements From: 0.30 Miles West of Rolling Road To: 0.34 Miles East of Rolling  
Road From: 0.21 Mile South of Fairfax County Parkway To: 0.18 Miles North of Fairfax County  
Parkway

To Whom It May Concern:

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

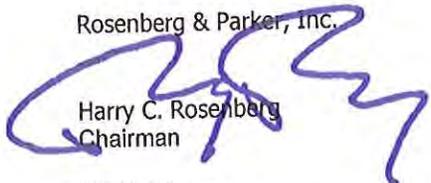
In accordance with the normal practice, the willingness of Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Arch Insurance Company to extend suretyship will be based on their underwriting of the account at the time the bonds are requested. This letter shall be valid for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

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

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

Sincerely,

Rosenberg & Parker, Inc.

  
Harry C. Rosenberg  
Chairman

HCR/mgh

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

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

p 610.668.9100 • p 800.394.9200 • f 610.667.5200

info@suretybond.com • suretybond.com





## ATTACHMENT 3.2.10

### State Project No. 0286-029-947, PE101, RW201, C501, B623

#### SCC and DPOR Information

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

SCC & DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)							
Business Name	SCC Information (3.2.10.1)			DPOR Information (3.2.10.2)			
	SCC Number	SCC Type of Corporation	SCC Status	DPOR Registered Address	DPOR Registration Type	DPOR Registration Number	DPOR Expiration Date
American Infrastructure-VA, Inc	0113780-1	Corporation	Active	44209 Wade Dr Chantilly, VA 20152	Class A Contractor	2701009872	12-31-2014
Rinker Design Associates, P.C.	0227062-7	Corporation	Active	927 Maple Grove Dr Suite 105 Fredericksburg, VA 22407	ENG, LS	0410000156	02-28-2014
				9300 W Courthouse Rd, Suite 300 Manassas, VA 22110	ENG, LS	0405000502	12-31-2013
				301 Concourse Blvd Suite 120 Glen Allen, VA 23059	ENG	0410000220	02-28-2014
				9300 W Courthouse Rd, Suite 300 Manassas, VA 22110	RE	4008 001684	02-28-2015
				927 Maple Grove Dr Suite 105 Fredericksburg, VA 22407	RE	4008 001739	04-30-2014
Volkert, Inc	F136659-2	Corporation	Active	5400 Shawnee Rd, Suite 301 Alexandria, VA 22312	ENG, LA	0407002610	12-31-2013
DMY Engineering Consultants, LLC	S313497-2	LLC	Active	45662 Terminal Dr, Suite 110 Dulles, VA 20166	ENG	0407005631	12-31-2013



**ATTACHMENT 3.2.10**

**State Project No. 0286-029-947, PE101, RW201, C501, B623**

**SCC and DPOR Information**

<b>DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.10.3 and 3.2.10.4)</b>						
<b>Business Name</b>	<b>Individual's Name</b>	<b>Office Location Where Professional Services will be Provided (City/State)</b>	<b>Individual's DPOR Address</b>	<b>DPOR Type</b>	<b>DPOR Registration Number</b>	<b>DPOR Expiration Date</b>
<b>Rinker Design Associates, P.C.</b>	<b>Darell Lee Fischer</b>	<b>Glen Allen, VA</b>	<b>14101 Spring Gate Terrace Midlothian, VA 23112</b>	<b>ENGR</b>	<b>0402023296</b>	<b>06-30-2014</b>
<b>Volkert, Inc</b>	<b>Gale Mackey Dickerson</b>	<b>Alexandria, VA</b>	<b>913 Ivey Creek Road Lancaster, VA 22503</b>	<b>ENGR</b>	<b>0402020558</b>	<b>01-31-2014</b>



**ALERT to Virginia Corporations Regarding Solicitation from Corporate Records Search can be found in the Bulletin Archive in the right-hand navigation pane.**

S  
Cor

Virg

CISM0180

CORPORATE DATA INQUIRY

07/01/13

12:39:25

CORP ID: 0113780 - 1 STATUS: 00 ACTIVE STATUS DATE: 11/03/08  
 CORP NAME: American Infrastructure-VA, Inc.

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

STREET: 4701 COX RD STE 301 AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060 6802  
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 01/05/04 LOC : 143  
 ACCEPTED AR#: 212 16 0177 DATE: 10/10/12 HENRICO COUNTY  
 CURRENT AR#: 212 16 0177 DATE: 10/10/12 STATUS: A ASSESSMENT INDICATOR: 0  
 YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES  
 12 670.00 100,000

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(Screen Id:/Corp\_Data\_Inquiry)

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S  
Cor

Virg

CISM0180

CORPORATE DATA INQUIRY

07/01/13

12:34:57

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

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

STREET: ODIN FELDMAN & PITTLEMAN PC AR RTN MAIL:  
 1775 WIEHLE AVENUE STE 400  
 CITY: RESTON STATE : VA ZIP: 20190  
 R/A STATUS: 4 ATTORNEY EFF. DATE: 08/27/12 LOC : 129  
 ACCEPTED AR#: 213 02 1133 DATE: 01/11/13 FAIRFAX COUNTY  
 CURRENT AR#: 213 02 1133 DATE: 01/11/13 STATUS: A ASSESSMENT INDICATOR: 0  
 YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES  
 13 190.00 20,000

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 (Screen Id:/Corp\_Data\_Inquiry)

**ALERT to Virginia Corporations Regarding Solicitation from Corporate Records Search can be found in the Bulletin Archive in the right-hand navigation pane.**

S  
Cor

Virg

CISM0180

CORPORATE DATA INQUIRY

07/01/13

12:46:36

CORP ID: F136659 - 2 STATUS: 00 ACTIVE STATUS DATE: 01/21/99  
 CORP NAME: Volkert, Inc.

DATE OF CERTIFICATE: 01/21/1999 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: AL ALABAMA STOCK INDICATOR: S STOCK  
 MERGER IND: S SURVIVOR CONVERSION/DOMESTICATION IND:  
 GOOD STANDING IND: Y MONITOR INDICATOR:  
 CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: CORPORATION SERVICE COMPANY

STREET: BANK OF AMERICA CENTER, 16TH FLOOR AR RTN MAIL:  
 1111 EAST MAIN ST.

CITY: RICHMOND STATE : VA ZIP: 23219

R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 07/13/11 LOC : 216

ACCEPTED AR#: 213 01 4511 DATE: 12/17/12 RICHMOND CITY

CURRENT AR#: 213 01 4511 DATE: 12/17/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEE	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
13	100.00					2,250

(Screen Id:/Corp\_Data\_Inquiry)

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S  
Cor

Virg

07/01/13

LLCM3220

LLC DATA INQUIRY

12:50:31

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

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

STATE OF FILING: VA VIRGINIA MERGER INDICATOR:

CONVERSION/DOMESTICATION INDICATOR:

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

STREET: 45662 TERMINAL DR STE 110

CITY: DULLES STATE: VA ZIP: 20166-0000

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

R/A NAME: WEIYI MA

STREET: 45662 TERMINAL DRIVE

SUITE 110

RTN MAIL:

CITY: DULLES STATE: VA ZIP: 20166-0000

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

YEAR	FEES	PENALTY	INTEREST	BALANCE
13	50.00			

(Screen Id:/LLC\_Data\_Inquiry)

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COMMONWEALTH OF VIRGINIA**

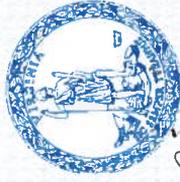
EXPIRES ON  
12-31-2014

NUMBER  
2701009872

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

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

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



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

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

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



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

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9860 Mayland Dr., Suite 400, Richmond, VA 23233

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COMMONWEALTH OF VIRGINIA

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

EXPIRES ON

02-28-2014

NUMBER

0410000156

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

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



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

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

**EXPIRES ON  
12-31-2013**

**NUMBER  
04050000502**

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

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

**PROFESSIONS: ENG, LS**

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



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

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

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

EXPIRES ON

02-28-2014

NUMBER

0410000220

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

PROFESSIONS: ENG

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



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

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

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

EXPIRES ON

**02-28-2015**

NUMBER

**4008 001684**

**REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION**

**RINKER DESIGN ASSOCIATES PC**

**9385 DISCOVERY BOULEVARD SUITE 200**

**MANASSAS VA 20109**



*Gordon N. Dixon*

Gordon N. Dixon, Director

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

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

EXPIRES ON

**04-30-2014**

NUMBER

**4008 001739**

**REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION**

**RINKER DESIGN ASSOCIATES P C**

**927 MAPLE GROVE DR STE 105**

**FREDERICKSBURG VA 22407**



*Gordon N. Dixon*

Gordon N. Dixon, Director

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

**EXPIRES ON  
12-31-2013**

**NUMBER  
0407002610**

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

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

**PROFESSIONS: ENG, LA**

**VOLKERT INC  
5400 SHAWNEE RD  
STE 301  
ALEXANDRIA, VA 22312**



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

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**EXPIRES ON  
12-31-2013**

**NUMBER  
0407005631**

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

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

**PROFESSIONS: ENG**

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



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

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



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COMMONWEALTH OF VIRGINIA**

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

EXPIRES ON

06-30-2014

NUMBER

0402023296

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

**DARELL LEE FISCHER  
14101 SPRING GATE TERRACE  
MIDLOTHIAN, VA 23112**



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

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(POCKET CARD)

**COMMONWEALTH OF VIRGINIA**

**BOARD FOR APELSCIDLA  
PROFESSIONAL ENGINEER LICENSE  
NUMBER: 0402023296 EXPIRES: 06-30-2014**



**DARELL LEE FISCHER  
14101 SPRING GATE TERRACE  
MIDLOTHIAN, VA 23112**

(DETACH HERE)

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

(FOLD)

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

EXPIRES ON  
01-31-2014

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

NUMBER  
0402020558

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

**GALE MACKAY DICKERSON  
913 IVEY CREEK ROAD  
LANCASTER, VA 22503**



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

### **3.3.1 Key Personnel Resumes**

## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
a. Name & Title: <b>KEVIN R. OTT, DESIGN-BUILD PROJECT MANAGER</b>
b. Project Assignment: <b>DESIGN-BUILD PROJECT MANAGER</b>
c. Name of Firm with which you are now associated: <b>AMERICAN INFRASTRUCTURE</b>
d. Years experience: With this Firm <u>2</u> Years With Other Firms <u>15</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.): <b>AMERICAN INFRASTRUCTURE, DESIGN-BUILD PROJECT MANAGER / SR. CONSTRUCTION MANAGER; 2011 - PRESENT:</b> Responsible for managing all aspects of his projects including planning and scheduling work activities, coordination with the owner & other stakeholders, design consultants, private utility owners, and public outreach for all phases of construction. Mr. Ott oversees the field construction activities to ensure project delivery that meets or exceeds all expectations of quality, safety, environment, schedule, and budget. Mr. Ott has simultaneously managed up to 5 projects for a combined value of \$50M. <b>GRANITE CONSTRUCTION COMPANY, PROJECT MANAGER; 2007-2011:</b> Managed engineering, budget, schedule, documents, subcontractor & suppliers, and negotiated contract changes within a business unit generating \$12M monthly revenue. Managed staffs of up to 16 professionals including three departments and over one-hundred subcontractors and suppliers coordinating construction operations with design management, quality control, environmental monitoring, and public outreach. Assigned, monitored, and adjusted resources to ensure timely project completion. <b>GRANITE CONSTRUCTION COMPANY, PROJECT ENGINEER; 2007 - 2007:</b> Responsible for preparing and negotiating change orders with owners and subcontractors, performing cost analysis, and preparing progress payment applications. <b>GRANITE CONSTRUCTION COMPANY, PROJECT ENGINEER/PRECAST PROJECT MANAGER; 2003 - 2007:</b> Managed segmental precast operation from start-to-finish including the development of the complete work plan for the casting yard where all segments of the precast substructure of the WWB were fabricated. Managed the engineering, construction operations, and construction quality control departments of the precast operation. Responsible for casting schedule, budget, and construction quality, including coordination of numerous subcontractors and suppliers. <b>GRANITE CONSTRUCTION COMPANY, PROJECT ENGINEER; 1999-2002:</b> Oversight of project civil/sitework construction operations performing engineering, construction management, and project controls duties including scheduling, work plan development, submittals, cost management, forecast analysis, estimating, and subcontractor/supplier negotiations on large heavy/civil DOT project. <b>GRANITE CONSTRUCTION COMPANY &amp; ANGELO IAFRATE CONSTRUCTION, FIELD ENGINEER; 1997-1999:</b> Production management on large highway DOT reconstruction and heavy rail projects. Responsible for material procurement, cost tracking, quantity tracking, and contract administration. Coordinated progress payments, developed work plans, provided field engineering and field supervision for bridges, retaining walls, concrete paving, electrical, and utility construction activities. <b>SUMMARY OF RELEVANT EXPERIENCE</b> <ul style="list-style-type: none"><li>▪ 17 years experience</li><li>▪ 13 years of D/B experience</li><li>▪ 4 years of NOVA experience</li><li>▪ Construction Quality Control</li><li>▪ Utility Coordination</li><li>▪ Complex Heavy Traffic Widening</li><li>▪ MD SHA Erosion &amp; Sediment Control Certification</li></ul>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Iowa State University – Ames, Iowa/B.S./1997/Construction Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: RLD and ESCCC certifications will be obtained prior to commencement of construction
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"><li>1. <i>Note your specific responsibilities and authorities for each assignment, not those of the firm.</i></li><li>2. <i>Note whether experience is with current firm or with other firm.</i></li><li>3. <i>Provide beginning and end dates for each assignment.</i></li></ol> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>



### **I-95 AT CONTEE ROAD INTERCHANGE DESIGN-BUILD PROJECT – LAUREL, MD (\$30.7M)**

1. The project required design and construction of a new bridge over-pass and Interchange on I-95 between MD198 and the Inter-County Connector - MD200 including one-mile of approach roadways and Ramps to/from the I-95 C-D Roads being added by the ICC Contract D/E. Scope of work included road widening and median construction. Mr. Ott was the key person representing American Infrastructure coordinating the design, managing onsite operations, and coordinating with the Owner. The project also required close coordination with several adjacent state, county, and private contracts. The new bridge was required to be opened and the existing bridge demolished in advance of project completion in order for adjacent contractors to complete their work.

#### **Relevance to the Project**

- ✓ DOT Design-Build project
- ✓ Interchange construction
- ✓ Bridge construction
- ✓ Stakeholder coordination

2. *American Infrastructure; Construction Manager*

3. *Dec. 2011 – Anticipated May 2014*

### **INTER-COUNTY CONNECTOR (ICC) CONTRACT DESIGN-BUILD PROJECT – ROCKVILLE, MD (\$485M)**

1. Mr. Ott started the project as Project Controls Manager, moved into a Segment Manager Position, and ultimately into the role of Construction Manager. He was instrumental in establishing the builder's Joint Venture policies & procedures and developing the organizational structure. He assigned, monitored, and adjusted personnel to ensure the timely completion of the project as he managed the engineering staff including 3 departments, 16 engineers, and over 100 subcontractors and suppliers. He was heavily involved in coordination of design, quality control, environmental monitoring, and public outreach with day-to-day construction operations. In his role as Segment Manager, Mr. Ott managed utility coordination and electrical aspects of construction. The project included design and construction of a new 7-mile 6-lane toll road from I-270 to MD97. The scope of work included road widening, structures, ramps/interchanges, median construction, and a shared use path. Mr. Ott worked together with the Client's representatives and project stakeholders through open and constant communication for the duration of the project.

#### **Relevance to the Project**

- ✓ DOT Design-Build project
- ✓ Interchange construction
- ✓ Bridge construction
- ✓ Complex MOT

2. *Granite Construction Company, Construction Manager*

3. *April 2007 – Nov. 2011*

### **WOODROW WILSON BRIDGE VIRGINIA APPROACH SPANS (BR3B) – ALEXANDRIA, VA (\$126M)**

1. Mr. Ott served as Construction Manager for the precast operation and transitioned to bridge substructure and foundation Construction Manager. His responsibilities included construction engineering, oversight of construction operations, and quality control. The project included construction of 13 spans of a dual 6-lane bridge through Jones Point Park. Mr. Ott managed construction of the 24" precast pile foundations which were driven 60 feet into the silty sandy soil conditions. Construction access issues were encountered during construction; essentially the access road was sinking due to poor subsoils. Access was maintained by strengthening the road with geogrid and imported materials. While working closely with the Client's designer, precast oversight personnel, and the construction manager, he developed the complete work plan for the casting yard where 460 segments were cast for the segmental concrete V-Pier substructure. Mr. Ott closely monitored and adjusted the plan as work progressed and was successful at completing the casting operation on schedule and on budget. Most notably, the project received the 2008 Mid-Atlantic Construction Best of 2008 Bridge Award of Merit and 2009 American General Contractors (AGC) Marvin M. Black Excellence in Partnering Award.

#### **Relevance to the Project**

- ✓ NOVA Project
- ✓ Bridge Construction
- ✓ Pedestrian Access
- ✓ Public Outreach

2. *Granite Construction Company, Construction Manager for* 3. *Mar. 2003 – Dec. 2006*  
*Precast Operations and Foundations*

### **HIAWATHA LIGHT RAIL TRANSIT DESIGN-BUILD PROJECT – MINNEAPOLIS, MN (\$330M)**

1. The scope of work included design and construction of the first light rail transit line in Minnesota, extending over 11 miles through downtown Minneapolis to the Minneapolis-St. Paul International Airport and Mall of America in Bloomington, including the Operations and Maintenance Facility, roadway reconstruction, underground utility relocation, CIP post tensioned box girder bridges, retrofit of four existing bridges, MSE retaining walls, track work, stations, traction/power & signal communications, and landscaping. Mr. Ott served as Project Engineer performing engineering, construction management, and project controls duties related to the civil-site work. The civil site work scope included demolition, grading, concrete flatwork and barrier, HMA paving, and electrical duct bank. Mr. Ott coordinated timely completion of the Phase 2 Environmental Site Assessment for the entire 11-mile project alignment working closely with a consultant, the Client's representatives, and the Pollution Control Agency.

#### **Relevance to the Project**

- ✓ DOT Design-Build project
- ✓ Bridge construction
- ✓ Retaining wall construction

2. *Granite Construction Company, Project Engineer*

3. *Sept. 2000 – Feb. 2003*



## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>		
a. Name & Title: <b>GALE DICKERSON, P.E., CONSTRUCTION MANAGER</b>		
b. Project Assignment: <b>QUALITY ASSURANCE MANAGER</b>		
c. Name of Firm with which you are now associated: <b>VOLKERT, INC.</b>		
d. Years experience: With this Firm <u>3.5</u> Years With Other Firms <u>26</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen(15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.): <b>VOLKERT, INC., CONSTRUCTION MANAGER; 2009 - PRESENT:</b> Ms. Dickerson is responsible for management of construction inspection projects including the supervision of inspection personnel, QA activities including preparatory inspection meetings, and resolution of nonconformance issues to assure compliance with VDOT standards and client satisfaction. She works collaboratively with VDOT, engineers, and contractors to resolve design, construction, and quality issues. <b>VDOT, FREDERICKSBURG DISTRICT, AREA CONSTRUCTION ENGINEER; 2004 - 2009:</b> Ms. Dickerson was 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. <b>VDOT, MATERIALS DIVISION, GEOTECHNICAL ENGINEER/ PROGRAM MANAGER; 2003 - 2004:</b> Ms. Dickerson managed operation of the geotechnical and soils lab. She also confirmed compliance with ASTM & Virginia Testing Methods. In addition, Ms. Dickerson provided guidance and direction to 9 district materials sections <b>VDOT, MAINTENANCE &amp; CONSTRUCTION DIVISIONS, IMMS PROJECT MANAGER; 1996 - 2003:</b> Ms. Dickerson identified and assigned work tasks to project team members. She developed and monitored budgets, schedules, and project plans, and prepared monthly reports. <b>EXPERIENCE RELEVANT TO THE PROJECT</b> <ul style="list-style-type: none"><li>▪ 28 Years of Experience</li><li>▪ Road Widening</li><li>▪ QAM on 3 VDOT DB Projects</li><li>▪ Bridge Construction</li><li>▪ VDOT QA/QC Procedures</li><li>▪ Intersection Improvements</li></ul>		
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Tech, Blacksburg, VA/B.S./1982/Civil Engineering Graduate level courses in Systems Engineering, Civil Engineering, and Management at Virginia Tech, UVA, and VCU		
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 1990/Professional Engineer/#20588		
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"><li>1. <i>Note your specific responsibilities and authorities for each assignment, not those of the firm.</i></li><li>2. <i>Note whether experience is with current firm or with other firm.</i></li><li>3. <i>Provide beginning and end dates for each assignment.</i></li></ol> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b> <b>MIDDLE GROUND BOULEVARD DESIGN-BUILD PROJECT, NEWPORT NEWS, VA, VDOT (\$32.5M)</b> <ol style="list-style-type: none"><li>1. Ms. Dickerson is responsible for management of testing and inspection services to confirm that construction, material testing, and sampling performed by the D/B QC inspectors are in accordance with the contract requirements, including the VDOT IPD Design-Build Manual and the “approved for construction” plans and specifications. She manages the QA team and the QA/QC plan for the project. Her other responsibilities include the documentation of construction activities and acceptance of materials; verifying material certifications; monitoring and inspecting bridge beam, deck and substructure placements; and verifying that QC inspectors properly test engineering fills and complete submittal reviews. The project includes a new four-lane roadway connecting Jefferson Avenue to Warwick Boulevard, a bridge over the CSX Railroad, a turn lane and signal modifications, and traffic control installation.<div style="float: right; border-left: 1px solid black; padding-left: 5px;"><b>Relevance to the Project</b><ul style="list-style-type: none"><li>✓ QAM for VDOT D/B project</li><li>✓ AI / RDA Team project</li><li>✓ Roadway widening</li><li>✓ Bridge construction</li></ul></div></li><li>2. Volkert; Quality Assurance Manager</li><li>3. August 2012-Anticipated Winter 2014</li></ol>		



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

1. Ms. Dickerson provided QA Management services during the design and construction of this 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. The project also raised the roadway profile to match the profile of the southbound bridge. Ms. Dickerson confirmed compliance with VDOT standards and developed the QA/QC plan, testing matrix, and inspection checklists for presentation to VDOT. She coordinated with VDOT's project manager and staff and IA/IV inspectors. To confirm

**Relevance to the Project**

- ✓ QAM for VDOT D/B project
- ✓ AI project
- ✓ Bridge construction

compliance and avoid potential delays, Ms. Dickerson coordinated the required submissions, documents, and approvals well in advance of each work activity. Her responsibilities included preparation of the QA testing plan, review and approval of the QC testing plan, supervision of QA testing technicians, coordination with the testing laboratory, and review of testing results. She evaluated material documentation from suppliers to confirm compliance and worked with the construction QC team to anticipate and resolve field issues before schedule and budget were affected. Ms. Dickerson also prepared noncompliance reports, approved nonconformance recovery plans, and monitored corrective actions and retests.

2. *Volkert; Quality Assurance Manager*

3. *February 2010-April 2012*

**VDOT REPLACEMENT OF ROUTE 61 OVER THE NEW RIVER DESIGN-BUILD PROJECT, NARROWS, VA (\$22M)**

1. Ms. Dickerson is responsible for QA management during for the construction of this new, two-lane, pre-stressed concrete beam, bulb-T bridge that is replacing a structurally deficient bridge. She developed the QA/QC plan, testing matrix, and inspection checklists and made presentation to VDOT. She coordinates with VDOT project manager and staff and OIA/OVST inspectors. She informs the contractor of required submissions, documents, and approvals and confirming compliance to help avoid potential delays and manages QA inspection and materials testing. Ms. Dickerson also evaluates material documentation from suppliers to confirm compliance with specifications, applies CT numbers, and tracks them. She also confirms accurate maintenance of testing documentation and

**Relevance to the Project**

- ✓ QAM for VDOT D/B project
- ✓ Developed overall QA/QC plan
- ✓ Bridge construction

leads QA meetings prior to major work activities. Working with the construction QC team, she helps anticipate and resolve field issues before schedule and budget are affected. She also prepares noncompliance reports and approves nonconformance recovery plans, monitors corrective actions, and works with contractor on plan.

2. *Volkert; Quality Assurance Manager*

3. *January 2011-Anticipated October 2013*

**VDOT ROUTE 33 ELTHAM BRIDGE REPLACEMENT AND ROADWAY RECONSTRUCTION, WEST POINT, VA(\$95.6M)**

1. Ms. Dickerson managed the construction activities associated with the reconstruction of a 2.395-mile segment of a primary roadway through a downtown corridor as well as the replacement of the Route 33 Eltham Bridge over the Pamunkey River. The project included a new four-lane bridge and the widening and reconstruction of Route 33 through West Point from three to five-lanes. Ms. Dickerson provided updates at the weekly town meeting, worked closely with the affected businesses, provided additional business location signage in the construction corridor, and provided media updates as construction phases changed. A partnering approach was used to build collaborative working relationships and establish a communication protocol to facilitate an efficient problem resolution process. She also monitored and analyzed schedules and budgets, coordinated with local and FHWA government officials and agencies, checked documentation.

**Relevance to the Project**

- ✓ VDOT roadway widening project
- ✓ Construction oversight
- ✓ Urban area improvements

2. *VDOT; Area Construction Engineer*

3. *December 2004 – February 2008*

**VDOT ROUTE 221 REALIGNMENT, ROANOKE, VA (\$20M)**

1. Ms. Dickerson managed the construction engineering inspections services for this ¾ mile widening project. Features include excavation and blasting, environmental, horizontal slope drains, concurrent construction of three bridges, temporary lane closures, and public outreach through five construction phases. Ms. Dickerson established partnering with VDOT, FHWA, local officials and utility providers. She oversaw materials testing; and monitored schedule, budget, work zone traffic controls, and compliance with federal regulations. Ms. Dickerson also oversaw documentation management and compliance to the FHWA's reporting requirements.

**Relevance to the Project**

- ✓ VDOT roadway widening project
- ✓ Extensive Public Outreach

2. *Volkert; Construction Manager*

3. *September 2010-Anticipated August 2013*



## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
a. Name & Title: <b>DARELL L. FISCHER, P.E., PRINCIPAL/GENERAL MANAGER (RICHMOND OFFICE)</b>
b. Project Assignment: <b>DESIGN MANAGER (DM)</b>
c. Name of Firm with which you are now associated: <b>RINKER DESIGN ASSOCIATES, P.C.</b>
d. Years experience: With this Firm <u>6</u> Years With Other Firms <u>21</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen(15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.): <b>RINKER DESIGN ASSOCIATES, P. C., GENERAL MANAGER/PRINCIPAL; 2011 - PRESENT:</b> Mr. Fischer is responsible for allocating, overseeing and managing all designs performed in the Richmond Office or by another office for a project managed by the Richmond Office including roadway design, hydrology/hydraulic analysis, traffic analysis and design, construction plan preparation, R/W acquisition, utility coordination/design, environmental permitting, and environmental compliance. Duties include QA/QC, oversight of all subconsultant work and coordination with clients to ensure their satisfaction and product quality. Mr. Fischer is also responsible for staffing projects; hiring subconsultants; negotiating contracts with clients, contractors, and subconsultants; and project scheduling to ensure on-time/on-budget performance. <b>RINKER DESIGN ASSOCIATES, P. C., DIRECTOR OF TRANSPORTATION; 2007 - 2010:</b> Responsible for overseeing and managing all design elements associated with roadway design, hydrology/hydraulic analysis, traffic analysis and design, and construction plan preparation. Duties include Quality Assurance and Quality Control (QA/QC) for services provided out of the Fredericksburg Office, oversight of all subconsultant work and coordination with clients to ensure client satisfaction and product quality. <b>JOHNSON, MIRMIRAN &amp; THOMPSON, INC, VICE PRESIDENT/BRANCH MANAGER; 2000-2007:</b> Responsible for obtaining the work, executing the work and ensuring the quality of all work produced by the Richmond Office of JMT, oversight of all disciplines of work to include: roadway, drainage, structures, survey, construction inspection and environmental. Additionally, responsible for contractual obligations with clients and subconsultants as well as project management on many key projects. Responsible for the daily office operations to include: hiring, firing, raises, evaluations, dispute resolution, resource allocation, manpower projections and marketing. <b>CARTER &amp; BURGESS, INC., SENIOR PROJECT MANAGER; 1998-2000:</b> Responsible for the design and management of projects associated with roadway and H&HA designs. Duties included daily coordination with design staff, coordination with subconsultants and coordination with clients. Duties also included providing design changes during construction due to changed field conditions. <b>SUMMARY OF RELEVANT EXPERIENCE</b> <ul style="list-style-type: none"><li>▪ 27 years of Transportation Design</li><li>▪ 20 years of Design Management</li><li>▪ DM on 5 DB projects</li><li>▪ Road Widening</li><li>▪ Design QA/QC</li><li>▪ Interchange Improvements</li></ul>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Polytechnic Institute and State University (Blacksburg, VA) / BS / 1986 / Civil
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 1992/Professional Engineer/023296
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"><li>1. <i>Note your specific responsibilities and authorities for each assignment, not those of the firm.</i></li><li>2. <i>Note whether experience is with current firm or with other firm.</i></li><li>3. <i>Provide beginning and end dates for each assignment.</i></li></ol> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>



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

1. Mr. Fischer is responsible for the design, management and QA/QC for complete roadway construction plans. The project scope includes the development of roadway widening along Elm Avenue, on and off-ramps for I-581/Route 220 and shoulder improvement along I-581/Route 220 approach. Mr. Fischer's project responsibilities include the design oversight of TMP, utility coordination/design, bridge reconstruction/widening design and geotechnical analysis. He is responsible for coordinating with AI, VDOT, the City of Roanoke, and utility companies to ensure that the design requirements of the contract are being met and the design and associated services are expedited. The TMP on this project requires significant integration of the roadway and bridge designers as it encompasses both bridge widening and the adjacent roadway work. In order to accommodate adequate taper lengths, the project design reconstructs medians and roadway beyond the project limits to simplify the construction sequencing.
2. *Rinker Design Associates, P.C.; Design Manager* 3. *August 2012 – Anticipated August 2015*

**Relevance to the Project**

- ✓ *D/B project teamed with AI*
- ✓ *Interchange*
- ✓ *Road widening*
- ✓ *Bridge construction*
- ✓ *Pedestrian access*
- ✓ *Complex TMP*
- ✓ *Public Outreach*

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

1. Mr. Fischer is responsible for the design, management and design QA/QC for complete construction plans. The project scope includes the development of roadway design on new alignment and widening of highly congested, urban roadways. Additional scope of work includes utility coordination and design; TMP; E&S and environmental permitting; oversight of bridge design; and oversight of geotechnical analysis. The plans are being developed in work packages so that AI can initiate construction prior to final approval providing schedule flexibility. The TMP design along the congested roadways presented unique challenges to ensure driver and construction personnel safety. Collaboration with AI's construction staff for the TMP design has included specific sequencing needs in the design to address means and methods of construction. Environmental permitting was accelerated and acquired in five months to begin construction ahead of schedule.
2. *Rinker Design Associates, P.C.; Design Manager* 3. *June 2011 – Anticipated December 2014*

**Relevance to the Project**

- ✓ *D/B project teamed with AI*
- ✓ *Urban road widening*
- ✓ *Bridge construction*
- ✓ *Complex TMP*
- ✓ *Pedestrian access*
- ✓ *Public Outreach*

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

1. Mr. Fischer was responsible for design management and QA/QC for complete construction plans. The project scope included the road widening and new alignment roadways, drainage design, SWM, TMP, utility coordination/design, and environmental compliance. Mr. Fischer was responsible for coordinating with the contractor, VDOT and each utility company to ensure the design requirements of the contract were met and the schedule was expedited. Environmental compliance included reanalysis and testing of the potential for naturally occurring hazard materials and VOC's, reevaluation of drainage outfalls, and creative solutions to mitigate both issues. Additionally, the TMP design required construction team coordination to implement an approach that worked with the means, methods and sequencing.
2. *Rinker Design Associates, P.C.; Design Manager* 3. *November 2008 – December 2012*

**Relevance to the Project**

- ✓ *D/B project*
- ✓ *Complex TMP*
- ✓ *Urban road widening*
- ✓ *Public Outreach*
- ✓ *Pedestrian access*

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

1. Mr. Fischer was responsible for independent reviews of the plans and computations at each design schedule milestone. QC reviews included plan quality, content and constructability. Project responsibilities also included development of TMP/MOT for approximately five miles of roadway widening. TMP/MOT design for this project was one of the first to follow the more stringent TMP requirements and was successfully implemented.
2. *Rinker Design Associates, P.C.; Quality Control Manager* 3. *February 2007 – December 2009*

**Relevance to the Project**

- ✓ *D/B project*
- ✓ *Road widening*
- ✓ *Bridge design/construction*
- ✓ *Pedestrian access*
- ✓ *Complex TMP*

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

1. Mr. Fischer was responsible for the design of Transportation Management Plans (TMP). The TMP design was complex in phasing for both traffic and pedestrian movements. Design responsibilities also included temporary drainage to accommodate traffic phasing and assisting in public outreach/public involvement presentations and meetings.
2. *Rinker Design Associates, P.C.; Project Engineer* 3. *October 2005–December 2012*

**Relevance to the Project**

- ✓ *D/B Project*
- ✓ *Road widening*
- ✓ *Pedestrian Access*
- ✓ *TMP challenges*
- ✓ *Public awareness*



## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>		
a. Name & Title: <b>ROBERT ACKLEY, CONSTRUCTION MANAGER</b>		
b. Project Assignment: <b>CONSTRUCTION MANAGER</b>		
c. Name of Firm with which you are now associated: <b>AMERICAN INFRASTRUCTURE</b>		
d. Years experience: With this Firm <u>  10  </u> Years With Other Firms <u>  13  </u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen(15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.): <b>AMERICAN INFRASTRUCTURE, CONSTRUCTION MANAGER; 2003- PRESENT:</b> Responsible for managing all aspects of his projects including construction quality control and erosion and sediment control. Mr. Ackley oversees all construction activities to ensure project delivery that meets or exceeds all expectations of quality, timeliness, and budget. His responsibilities include managing the overall project schedule, planning and scheduling work activities, and estimating and negotiating changes to the scope of work. Mr. Ackley is also responsible for coordination with the owner, design consultants, private utility owners, and the public and other stakeholders for his projects. His experience and expertise managing construction and quality control includes the Route 60 and German School Road and Watkins Center Parkway projects. Through his experience on these two projects, Mr. Ackley has become an expert at extensive utility coordination, coordinating redesigns to meet field conditions, safely managing traffic control and coordinating with communities to keep them informed of construction progress. He is also skilled at constructing projects with multi-jurisdictional involvement and has worked with the City of Manassas on the Fairview Avenue project, the City of Richmond on the Route 60 project, and is working with the City of Roanoke on the I-581/Elm Avenue Interchange Improvements Project. <b>NEW CONSTRUCTION, INC; CONSTRUCTION MANAGER; 2000 - 2003:</b> At New Construction Inc., a civil contractor in Northern Virginia, Mr. Ackley's responsibilities included managing all aspects of VDOT construction projects, estimating and proposal preparation. He was responsible for construction quality control, erosion and sediment control, contract administration, planning and scheduling work activities, and coordinating with third party stakeholders as required. Mr. Ackley managed up to three projects concurrently with contracts ranging up to approximately \$14M. <b>VIRGINIA DEPARTMENT OF TRANSPORTATION; ENGINEERING TECHNICIAN SUPERVISOR; 1994 - 2000:</b> Mr. Ackley started with VDOT performing geological surveys, was promoted to Transportation Inspector in 1996, and became the Engineering Technician Supervisor in 1998. His responsibilities included supervising construction of roadways, drainage, box culverts, and bridges. He coordinated with local officials and stakeholders for project progress, issues, and plan changes. He oversaw subcontractors, authorized invoices, prepared monthly estimates, approved change orders, and managed plan changes. He evaluated soils for stability and recommended remediation actions for unsuitable subgrades, and performed foundation inspections. In addition, Mr. Ackley participated in value engineering reviews for all scope items on projects over \$1M as part of the review panel. <b>EXPERIENCE RELEVANT TO THE PROJECT</b> <ul style="list-style-type: none"><li>▪ 23 yrs of Experience</li><li>▪ 11 VDOT Roadway Projects</li><li>▪ VDOT Design-Build experience</li><li>▪ Interchange construction</li><li>▪ Construction Quality Control</li><li>▪ ESCCC &amp; DCR RLD Certifications</li></ul>		
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: King George High School/Diploma/1989		
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 2008/Erosion and Sediment Control Contractor Certification/ #5141C 2008/Virginia DCR Responsible Land Disturber Certification/#36835		
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"><li>1. <i>Note your specific responsibilities and authorities for each assignment, not those of the firm.</i></li><li>2. <i>Note whether experience is with current firm or with other firm.</i></li><li>3. <i>Provide beginning and end dates for each assignment.</i></li></ol> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>		



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

1. Mr. Ackley is responsible for overall construction activities, construction quality management, and contract administration for the project. The project scope includes roadway widening along Elm Avenue, on and off-ramps for I-581/Route 220 and shoulder improvement along I-581/Route 220. The bridge over I-581 is a 220' four-span bridge that requires complete superstructure replacement and widening of the superstructure. The bridge over NS railroad is a 155' three-span bridge. The complex traffic control required for this project includes managing a high volume of traffic and maintaining access to Carillion Medical Center during construction.

#### **Relevance to the Project**

- ✓ D/B project with RDA
- ✓ Interchange construction
- ✓ Road widening
- ✓ Bridge construction
- ✓ Challenging TMP/MOT

2. *American Infrastructure; Construction Manager*

3. *Jan 2013 – Anticipated August 2015*

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

1. Mr. Ackley was responsible for overall construction activities, construction quality management and contract administration for the project. Specific construction activities included construction of 2.5 miles of six-lane roadway, installation of gas, water, sanitary, storm sewer, landscaping and lighting. Mr. Ackley was responsible for proactive identification of utility conflicts and coordination of utility relocations with Dominion Virginia Power (DVP), Verizon, and the City of Richmond before they became critical to the schedule. To safely perform the work in accordance with the MOT Plan, the majority of work on Route 60 was completed during the night-time hours. However, the work on German School Road was performed during the daytime hours due to a large number of residential homes. This dual-shift approach minimized disruption to the traffic on Route 60 during the day and avoided impacting local residents on German School Road with night-time construction. This project was completed eight months ahead of schedule including additional scope of work and Mr. Ackley and his team scored above 95% on all VDOT CPE's.

#### **Relevance to the Project**

- ✓ VDOT project
- ✓ Road widening
- ✓ Challenging TMP/MOT
- ✓ Pedestrian access

2. *American Infrastructure; Construction Manager*

3. *2010 – 2012*

### **WATKINS CENTER PARKWAY AT WESTCHESTER COMMONS PROJECT, MIDLOTHIAN, VA (\$12.4M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality management, and contract administration required for the project. Project scope included reconstruction of the existing interchange of Route 288/Route 60, and construction of two new interchanges on Route 288. Approximately one mile of Route 60 was widened, including a widening from two to six lanes at the Watkins Center Parkway intersection. Mr. Ackley implemented the TMP/MOT plan and coordinated numerous traffic shifts and daily lane closures with VDOT staff to keep the Traffic Operation Center updated on construction impacts. Over 7,000 of median barrier for the C/D roads required phased construction to maintain traffic. A three foot grade separation at the median barrier between new and existing roadway required a special design for the barrier that included a poured in place foundation to support the roadway.

#### **Relevance to the Project**

- ✓ Interchange/ramp construction
- ✓ Road widening
- ✓ Complex TMP/MOT
- ✓ Challenging construction sequence

2. *American Infrastructure; Construction Manager*

3. *2007 – 2009*

### **TARTAN HILLS PARKWAY, MANASSAS, VA (\$9M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality control, and contract administration for this project. Construction of this two-lane divided roadway facilitates access for new housing construction. Project scope included construction of two roundabouts under traffic, and installation of a three-mile long precast arch structure over an unnamed tributary. Phased construction was utilized to maintain local traffic during construction. Mr. Ackley coordinated with Dominion Virginia Power to facilitate excavation within the easement for overhead transmission lines. The project involved coordination with both VDOT and Prince William County and was built to VDOT specs.

#### **Relevance to the Project**

- ✓ NOVA project
- ✓ TMP/MOT
- ✓ Pedestrian access

2. *American Infrastructure; Construction Manager*

3. *2003 – 2004*

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

1. Mr. Ackley was responsible for overall construction activities, construction quality control, and contract administration for the project. The project widened approximately one mile of roadway from two to four-lanes on Fairview Avenue, and managed heavy traffic volume on this collection route from the City of Manassas to the Prince William Parkway. Utility installation work included gas, water, sewer, and electrical. Project scope of work also included stormwater management and basins; curb and gutter; islands; and paving. Mr. Ackley managed coordination and inspection with VDOT and the City of Manassas.

#### **Relevance to the Project**

- ✓ NOVA project
- ✓ Road widening
- ✓ High volume of traffic
- ✓ Pedestrian access

2. *New Construction; Construction Manager*

3. *2002 – 2003*





**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: <b>I-95 AT CONTEE ROAD INTERCHANGE DESIGN-BUILD</b>  Location: <b>Prince George County, MD</b>	Name: <b>Wallace, Montgomery &amp; Associates</b>	Name of Client.: <b>MSHA</b> Phone: <b>301-513-7300</b> Project Manager: <b>Mark Dougherty</b> Phone: <b>301-710-7342</b> Email: <b>mdougherty2@sha.state.md.us</b>	<b>MAY 2014</b>	<b>MAY 2014</b>	<b>\$30,700</b>	<b>\$34,000</b> The change in contract value was caused by owner approved changes.	<b>\$34,000</b>

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

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- There have been no traffic incidents with the travelling public during construction.
- Completion is anticipated 6 months ahead of the schedule advertised by MSHA.
- An Interim MOT Phase was added to properly maintain traffic for a water main betterment that conflicted with the proposed road alignment.
- The Project has received an average E&S Quality Assurance Rating of "A".
- The Partnering Mission Statement developed by the Project Team, which included MSHA representatives, utility owners, subcontractors, and the Design-Builder states "The Contee Interchange Team is committed to designing and building a quality project for the citizens of Maryland in an incident-free and cost-effective manner that will be capable of achieving recognition at the highest level through a safe working environment, proactive communication, coordination with adjacent stakeholders, completion on-schedule, environmental stewardship, minimizing public inconvenience, mutual respect, and innovation.

**Scope of Work Similar to the Project**

- ✓ DOT Design-Build project
- ✓ Interchange construction
- ✓ Bridge construction
- ✓ Stakeholder coordination



*Detour of I-95 for Steel Girder Erection*

**PROJECT DESCRIPTION** - This project adds a new bridge and interchange on I-95 between MD198 and the Inter-County Connector – MD200. It includes one-mile of approach roadways connecting to an adjacent Prince George's County contract. The project also includes Ramps to/from the I-95 C-D Roads being added by the ICC Contract D/E. The new bridge completion and old overpass bridge demolition is required by August 2013 for the ICC Contract D/E to complete C-D road construction. The bridge is 58' wide by 520' long and includes 3 piers with aesthetic archway features, architectural finishes on piers, parapets, & abutments, and structural steel girders.

Utilities being relocated under the contract include Verizon, Comcast, BGE gas, BGE electric, and WSSC 42", 30", 24", & 16" water mains. The stormwater management work includes 10,000 LF of bio-swales, 7 detention basins/ponds, and 8,000 lf of drainage pipe. The pavement section requires 35,000 tn of GAB, 75,000 tn of HMA, 26,000 lf of curb and gutter, and 18,000 lf of underdrain. Other work includes 55,00 SY of sidewalk, 18,000 lf of guardrail, 11,000 landscape plantings, 3 signalized intersections, roadway lighting, and signage. The project also includes one dynamic message sign to be integrated in the ITS network of the ICC Project.



*One of Five Stormwater Management Basins*

**LESSONS LEARNED**

- **Innovative Design** – AI's Alternative Technical Concept shortened the bridge over I-95 by 82 feet to 519 feet in length. The shortening of the bridge was coordinated with the adjacent design-build contract to construct the I-95 C-D Road under the over pass. Coordination of an expedited design resulted in completion of the new bridge four weeks ahead of schedule. The design and construction of the bridge was on the critical path of the Project CPM Schedule.
- **Stakeholder Coordination** – Coordination of design and relocation of several private utilities was required during site rough grading operations and prior to final roadway grading. This was a key component to meeting the early interim milestone for Bridge Construction proposed by AI. The project also occurred in conjunction with adjacent construction and development projects with different stakeholders at each interface of the project. The Inter-County Connector interfaces with Contee Road at the four ramps and a Prince George's County project to extend Contee Road at both the East and West interfaces. Utilities were designed and relocated to accommodate future town center site development project by Konterra adjacent to the roadway.
- **Team Integration** – The AI Team's DBPM, Kevin Ott, manages the Contee Road project as a Construction Manager and later filled the role of Design-Build Project Manager. His roles at Contee Road will assist in carrying lessons learned forward to the Rolling Road Project.



**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

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

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

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- Worked over 152,000 man-hours with zero incidents;
- Completed the project two months ahead of schedule;
- Design-Build Institute of America Design-Build Merit Award for Transportation (2011);
- Received an overall rating of "Extremely Satisfied" (American Infrastructure Customer Survey 2010).

**Relevance to the Project**

- ✓ Design-Build
- ✓ Interchange construction
- ✓ Ramp construction
- ✓ Road widening
- ✓ Bridge construction/rehabilitation
- ✓ Retaining wall construction
- ✓ Stakeholder coordination

**PROJECT DESCRIPTION**

Richmond Airport Connector Road (ACR) consisted of approximately 1.6 miles (2.58 km) of new four-lane roadway that provides motorists with direct access to the Richmond International Airport from Route 895. The scope of work included construction of an interchange at Route 895 with four new ramps, and reconfiguration of an existing at-grade intersection with Charles City Road. Charles City Road was widened to handle the additional traffic, as an improvement for Henrico County, which required significant coordination to obtain their approval of the design. The project constructed three new bridges (one crossing over existing Route 895) and widened an existing bridge.

The project challenges included an environmentally sensitive site, an aggressive project schedule, and unsuitable soils. Schedule milestones were met by managing critical path items daily and scheduling the necessary settlement periods for fills. AI improved existing soils through lime stabilization and geotextile fabrics to minimize settlement periods.

Retaining wall construction was the critical path at each of the four bridges on the Project and totaled 111,511 SF. Between two of the bridges, a rectangular shaped MSE wall required careful construction sequencing. Three sides of the rectangular wall were built first, allowing construction to start on one of the bridges. To construct the fourth wall, backfill material and equipment were staged inside the rectangle. Once the retaining wall was complete, bridge construction could start on the adjacent bridge. Construction equipment was removed from the top of the wall with the cranes for utilization in other areas while the bridges were constructed.

**LESSONS LEARNED FOR THE PROJECT**

- **Communication** – Open Communication between AI, our lead designer, the Department, and Transurban reduced streamlined the design process and allowed the AI Team to fully understand the project goals before starting the work. AI implemented a formal partnering process with the Department and other stakeholders which included a set schedule, set project goals, and a dispute resolution process all managed by third party. This created an atmosphere of open communication that helped resolve issues as they arose on the project.
- **Innovative Solutions** – AI worked together with key stakeholders to provide innovative value engineering solutions including adjusting the roadway alignment to reduce overall excavation, altering the storm water management design for ease of constructability, and shortening the length of the bridges to reduce future maintenance costs.
- **Team Integration** – Schedule Manager, Jessica Colbert, filled that role on the Airport Connector Road project and was responsible for oversight of the schedule for the critical path retaining wall construction elements. Her previous role will assist in carrying those lessons learned forward to the Rolling Road project.

*"Richmond Airport Connector experienced its fair share of the inevitable issues that will arise during the life of a project. What set this project apart from others was the manner in which the issues were addressed. The team managed to separate the issues from other ongoing efforts in a manner that allowed the project to continue making progress while the issue received the necessary focus." – Richard Prezioso (Recommendation letter for DBIA award)*



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



*Airport Connector Road interchange with Route 895.*



**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

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					Original Contract Value	Final or Estimated Contract Value	
Name: <b>WATKINS CENTER PARKWAY AT WESTCHESTER COMMONS</b>  Location: <b>Midlothian, Chesterfield County, VA</b>	Name: <b>Timmons Group</b>	Name of Client.: <b>Zaremba Metropolitan Midlothian, LLC</b> Phone: <b>216-221-6600</b> Project Manager: <b>Allan Bellis</b> Phone: <b>216-221-6600</b> Email: <b>abellis@zarembagroup.com</b>	<b>NOVEMBER 2009</b>	<b>NOVEMBER 2009</b>	<b>\$9,298</b>	<b>\$12,476</b> Increase due to design changes after contract award.	<b>12,476</b>

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

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- The project was completed on schedule.
- The final contract amount was the budgeted escrow of \$13M, despite the increase from original contract value.
- There were zero lost time injuries throughout construction of this project.

**Relevance to the Project**

- ✓ Interchange/ramp construction
- ✓ Road widening
- ✓ Complex TMP/MOT
- ✓ Challenging construction sequence

**PROJECT DESCRIPTION**

Watkins Center Parkway/Route 288 is a multi-lane access road providing safe, efficient and convenient commuter access to the Westchester Commons retail complex located in northern Chesterfield County. The scope of work for this project consisted of reconstruction of the existing interchange of Route 288/Route 60, and construction of two new interchanges on Route 288; one north of Route 60 and one South of Route 60. Approximately one mile of Route 60 was widened, including a widening from two to six lanes at the Watkins Center Parkway intersection. The project constructed 3600LF of Collect and Distribute (C/D) lanes along Route 288 and a traffic roundabout to facilitate access into future commercial development and adjacent businesses.

AI's scope of work included approximately 7,000 LF of widening; demolition and reconstruction of 17,000 LF of Otterdale Road; and construction of 4,000 LF of RCP and 32 associated SWM structures. Roadway construction required 375,000 yards of excavation; 7,600LF of Median Barrier; 46,000 tons of stone sub-base; and 54,000 tons of asphalt paving.

Maintenance of Traffic required daily communication with VDOT staff to keep the Traffic Operation Center updated on construction impacts. Traffic was maintained at the Route 60 Interchange throughout construction. Over 7,000 of median barrier for the C/D roads required phased construction to maintain traffic. In addition, a three foot grade separation at the median barrier between new and existing roadway required a special design for the barrier that included a poured in place foundation to support the roadway. Construction at the interchanges/ramps was on the critical path of the project schedule.

**LESSONS LEARNED FOR THE PROJECT**

- **Sequence of Construction** – The interchange/ramp work was the critical path on the project schedule. The construction sequence impacts to the project completion date warrant detailed evaluation of ramp and interchange phasing during the design phase to minimize the overall duration of construction.
- **Schedule** – The work at Watkins Centre Parkway featured phased work operations, a schedule made more complex by daily M.O.T. procedures, work hour restrictions, and a requirement to provide uninterrupted access to local businesses and minimal impact to commuters. Utilizing alternate work hours assisted to meet an aggressive schedule.
- **Maintenance of Traffic** – Daily communication with VDOT's Traffic Operation Center kept motorists updated about impacts of construction.
- **Team Integration** – AI's Robert Ackley serves as CM on this project, which will assist in carrying forward the lessons learned to the Rolling Road project.



Maintenance of traffic at the exit ramp from Route 288.



An overview of the interchange at Route 60 and Route 288 shows AI's adjacent Westchester Commons retail complex project.



**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: <b>I-581/ELM AVENUE INTERCHANGE IMPROVEMENTS DESIGN-BUILD</b> Location: <b>City of Roanoke, VA</b>	Name: <b>American Infrastructure</b> 	Name of Client.: <b>Virginia Department of Transportation</b> Phone: <b>(540) 378-5038</b> Project Manager: <b>Mr. Robert Phlegar</b> Phone: <b>(540) 378-5038</b> Email: <b>r.phlegar@vdot.virginia.gov</b>	<b>06/2015</b>	<b>06/2015</b>	<b>\$20,400</b>	<b>\$20,400</b>	<b>\$1,507</b>

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

Design Work performed by RINKER DESIGN ASSOCIATES, P.C. (GLEN ALLEN and MANASSAS, VA) as PRIME DESIGNER.

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- 10 months from NTP to Approved Plans
- Limited number of review comments

**PROJECT DESCRIPTION** – Four-Lane Divided Highway, Urban Minor Arterial Typical Section (GS-6) with Curb and Gutter, and Raised Median (1,200 linear feet); Six-Lane Divided Highway, Freeway/Other Principal Arterial Typical Section (GS-5), Median Barrier.

The project consists of complete roadway and bridge design and construction for 0.3 miles of widening and reconstruction on Elm Avenue to include the replacement of two bridges (one over I-581 and the other over the Norfolk Southern Railroad). The project also includes reconstruction of all four ramps to provide additional capacity and improve traffic flow. Finally the project includes guardrail replacement along I-581 to current standards along with the replacement of a 60 inch pipe crossing with an 84 inch pipe utilizing micro-tunneling technology.

As the Lead Designer for the I-581 / Elm Avenue Design-Build project, Rinker Design is responsible for the following critical project elements:

- *Roadway Design*—includes typical section development, horizontal and vertical geometry, Transportation Management Plan / Maintenance of Traffic Plans, signage (including major overhead signing), pavement marking, and signalization plans
- *Drainage Design*—roadway drainage, erosion/sediment control, and major drainage (box culverts & 84” culvert design) requiring detailed analysis
- *Environmental Support*—avoidance strategies and permit sketches/drawings preparation for impacted areas
- *Right of Way Acquisition*—responsible for right of way and easement acquisition from 5 affected parcels
- *Utility Relocation Coordination*—responsible for holding UFI meeting, developing easement requirements, evaluating UT-9 forms to determine cost responsibility, reviewing utility plan and estimates, and monitoring the relocation of utilities including the relocation of Norfolk Southern’s signal line
- *Subconsultant Management*—activities performed by subconsultants reporting to Rinker Design include geotechnical, bridge design, surveying, and underground utility designation and location.

**LESSONS LEARNED**

- **Communication** – Communication and early and often involvement of the City of Roanoke and FHWA to address issues uniquely affecting each of them.
- **Coordination** – A critical element of work is the sequencing of construction. Coordination between RDA, our bridge sub (Volkert) and the contractor (American Infrastructure) was critical to successfully developing a plan that it constructable, feasible and cost-efficient.
- **Quality Control** – With as many “moving parts” as there are in a very confined interchange, the need to maintain and excel at quality control was critical to ensure that each piece and part correlates to the next and is accurate.
- **Team Experience** – Project design staff included AI Team’s Darell Fischer (DM), Mo Kim (QA/QC), Brandon Shock(Roadway), Nikhil Deshpande (Drainage), and Adam Welschenbach (Traffic Engineering). This design team is experienced with roadway widening and interchange projects, maintenance.of pedestrian traffic, and public involvement. AI’s CM from Elm Ave, Robert Ackley is proposed for the Rolling Road Project.

**Relevance to the Project**

- ✓ VDOT Design-Build project
- ✓ AI/RDA Team
- ✓ Interchange
- ✓ Bridge construction
- ✓ Challenging TMP/MOT



*I-581/Elm Avenue Interchange – looking south at hospital*



**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

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					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: <b>STRINGFELLOW ROAD (ROUTE 645) WIDENING</b> Location: <b>Fairfax County, VA</b>	Name: <b>Fort Meyer Construction Coporation</b>	Name of Client.: <b>VDOT NOVA District</b> Phone: <b>(703) 259-1794</b> Project Manager: <b>Mr. Zamir Mirza</b> Phone: <b>(703) 259-1794</b> Email: <b>Zamir.Mirza@vdot.virginia.gov</b>	<b>11/2015</b>	<b>11/2015 (est.)</b>	<b>\$22,320</b>	<b>\$22,320 (est.)</b>	<b>\$2,876</b>

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

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- RDA received high marks on the Consultant Performance Reports (3.76 to 4.0);
- Revised design to avoid a large water main and large fuel lines which saved millions;
- RDA was hired by the Fairfax County to redesign several park parking areas to avoid project impacts.

**PROJECT DESCRIPTION - RDA performed the design services on this project as the Prime Designer out of their Manassas Office.**  
RDA prepared the right-of-way and construction plans for this 2.02-mile project to include all roadway, traffic, lighting, structural, construction coordination and support. The project consists of widening the existing two-lane roadway to a four-lane divided roadway with on-road bicycle lanes, sidewalks and trails. The project passes through a densely populated residential corridor with several public facilities including a library, schools and parks, as well as several stream crossings. In addition, the corridor has major utilities including a newly installed 24 inch water main, several large aviation fuel lines serving Dulles International Airport's fuel farm, as well as numerous other overhead and underground utilities. Roadway design required various avoidance strategies regarding utilities, parks and schools. As a result, the proposed alignment crossed the existing alignment several times thereby complicating the Traffic Management Plan (TMP). In addition to the alignment challenges, the TMP also provides for pedestrian access during construction to facilitate the numerous pedestrian receptors (i.e. schools, ballfields, library, etc.). RDA prepared and participated in frequent meetings with VDOT, Fairfax County, the public and other stakeholders which helped create a partnering atmosphere focused to resolve challenges. Finally, RDA assisted VDOT with the relocation of underground and above ground utilities by developing detailed utility relocation information plans depicting as-built information for each relocated utility in plan view, profile view, and on cross sections.

**“Rinker staff has been very cooperative in addressing the needs/requirements of the Department.”, “Rinker has worked very well with other agencies particularly Fairfax County” and “exceeded expectations on many tasks.” and “Rinker staff work diligently to prosecute the work thoroughly and efficiently” – Zamir Mirza, NOVA**

**LESSONS LEARNED**

- **Utility Avoidance** – The best way to mitigate utility impacts is to avoid them. The second best way is to minimize their impacts. Early coordination and strong working relationships help coordinate impacts that are unavoidable.
- **TMP** – When widening a curvilinear roadway, parallel widening is not feasible. Therefore, MOT and TMP must be incorporated into the initial design to ensure that the road widening can be built as it transitions from widening from one side of the road to the other.
- **Pedestrian Access** – Existing sidewalks, worn paths, and off-site trails had to be accounted for in our TMP. Large scale maps were developed to determine where trails existed and how we would incorporate them into the TMP design.
- **Team Experience** – AI/RDA Team design staff that worked on this project include Darell Fischer (DM), Mo Kim (QA/QC), John Myers(UC), Brandon Shock(Roadway), Nikhil Deshpande (H&HA), and Adam Welschenbach (Traffic Engineering). A design team experienced with similar challenges of urban environments, maintaining pedestrian access, and dealing with public concerns will prove valuable.

**Relevance to the Project**

- ✓ Roadway widening in an urban environment
- ✓ Pedestrian Access
- ✓ TMP challenges
- ✓ Public awareness challenges



*Beginning of Project*



*Urban Corridor*

**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

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					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: <b>JAMES MADISON HIGHWAY (ROUTE 15) PPTA/ DESIGN BUILD</b>  Location: <b>Prince William County, VA</b>	Name: <b>Branch Highways, Inc.</b>	Name of Client.: <b>Prince William County</b> Phone: <b>(703) 792-6825</b> Project Manager: <b>Mr. Tom Blaser</b> Phone: <b>(703) 792-6825</b> Email: <b>tblaser@pwcgov.org</b>	<b>12/2009</b>	<b>12/2009</b>	<b>\$56,430</b>	<b>\$56,430</b>	<b>\$4,119</b>

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

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- Zero work zone incidents;
- Designed and constructed on-schedule;
- Designed and constructed on-budget.

**PROJECT DESCRIPTION**

**RDA performed the design services on this project as the Prime Designer out of their Manassas Office.** RDA provided engineering design services, right-of-way acquisition services, and environmental permitting and construction engineering/inspection services for the project. The project scope consisted of complete roadway and bridge construction for 2.2 miles of US Route 15, 0.3 miles of Waterfall Road, 0.7 miles of Old Carolina Road and 0.3 miles of Heathcote Boulevard. Project limits were from the I-66/Route 15 interchange on the south to the Route 15/Route 234 intersection on the north, including construction of bridge structures over Little Bull Run Creek and Catharpin Creek and a major box culvert at the tributary to Catharpin Creek. The project widened Route 15 from two lanes to four lanes using an Urban Principal Arterial typical. The Waterfall Road design was a realignment on new location while the Heathcote Boulevard design completed the missing section of roadway to connect Heathcote to Route 15. Finally, Old Carolina Road was widening from two to four-lanes with a raised median. The project TMP involved several shifts where the existing roadway meandered across the proposed roadway creating alignment, cross slope and profile challenges.

RDA's commitment to quality is demonstrated in the innovative solutions provided as part of the Design-Build process. Working closely with VDOT, Prince William County, the contractor, and other stakeholders, RDA facilitated conflict resolution by providing numerous engineered solutions that were acceptable to all parties involved. These solutions reduced property impacts, minimized and avoided utility impacts, and enabled the project to maintain momentum without compromising VDOT standard and requirements while meeting the project's budgetary constraints.

**LESSONS LEARNED**

- **Utility Avoidance** – The best way to mitigate utility impacts is to avoid them. The second best way is to minimize their impacts. High tension power lines were avoided by redesigning the project from the preliminary plans provided by the County during pursuit. In the process, many other utilities were minimized and/or avoided.
- **Engineering vs. Construction** – Designing multiple solutions and constructing the most cost-efficient solution results in delivering projects within budget.
- **Stakeholder Coordination** – Working in close coordination with all review agencies including VDOT, PWC, and environmental agencies incorporated their comments into the design and avoided the additional cost of redesigns.
- **Team Experience** – Project design staff included AI Team's Darell Fischer (DM), Mo Kim (QA/QC), Brandon Shock(Roadway), Nikhil Deshpande (Drainage), and Adam Welschenbach (Traffic Engineering). This design team is experienced with roadway widening projects, maintenance of pedestrian traffic, and public involvement.

**Relevance to the Project**

- ✓ Design-Build
- ✓ Road widening
- ✓ Bridge design/construction
- ✓ Right-of-Way Acquisition
- ✓ Pedestrian access



*New lanes on Route 15 (looking south)*



*Construction of new bridge over Little Bull Run Creek*



**American Infrastructure-VA, Inc.**  
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