STATEMENT OF QUALIFICATIONS
A DESIGN-BUILD PROJECT

I-95/Route 630 Reconstruction and Widening
Stafford County, Virginia

State Project Nos.:
I-95/Route 630 Interchange Relocation (0095-089-F09), UPC 13558
Route 630 Widening (0630-089-202), UPC 4632

Federal Project Nos.:
I-95/Route 630 Interchange Relocation (NH-095-2)
Route 630 Widening (STP-089-6)

Contract ID No.: C00013558DB83

Date: February 2, 2016
ATTACHMENT 3.1.2

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.

<table>
<thead>
<tr>
<th>Statement of Qualifications Component</th>
<th>Form (if any)</th>
<th>RFQ Cross reference</th>
<th>Included within 15-page limit?</th>
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<td>Statement of Qualifications Checklist and Contents</td>
<td>Attachment 3.1.2</td>
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## ATTACHMENT 3.1.2

I-95/Route 630 Reconstruction and Widening; Contract ID No. C00013558DB83

### STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

<table>
<thead>
<tr>
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<td><strong>Experience of Offeror’s Team</strong></td>
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ATTACHMENT 2.1.0
FORM C-78-RFQ

ACKNOWLEDGEMENT OF RFQ, REVISION AND/OR ADDENDA
ATTACHMENT 2.10

COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION

RFQ NO.  C00013558DB83
PROJECT NOS.: 0095-089-F09 and 0630-089-202

ACKNOWLEDGEMENT OF RFQ, REVISION AND/OR ADDENDA

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

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

1. Cover letter of RFQ 10/27/2015 (Date)

2. Cover letter of RFQ Addendum No. 1 01/14/16 (Date)

3. Cover letter of (Date)

---

SIGNATURE  February 2, 2016

DATE

ALLAN MYERS VA, INC. by Aaron T. Myers  Vice President/General Manager

PRINTED NAME  TITLE
3.2

LETTER OF SUBMITTAL
February 2, 2015

John Daoulas, P.E.
Alternative Project Delivery Office
Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219

Letter of Submittal/Statement of Qualifications:
I-95/Route 630 Reconstruction and Widening
State Project Nos.: 0095-089-F09, 0630-089-202
Federal Project Nos.: NH-095-2, STP-089-6
Contract ID Number: C00013558DB83

Dear Mr. Daoulas:
Allan Myers (Myers) and Parsons Transportation Group (Parsons), referred to as the Myers/Parsons Team, have joined together to provide the Virginia Department of Transportation (VDOT) with a cost-effective and community-sensitive approach to the I-95/Route 630 Reconstruction and Widening Design-Build Project (Project). Our Team brings the requisite design expertise and construction resources to exceed VDOT’s anticipated project schedule. Parsons successfully delivered VDOT’s I-64/Route 15 Diverging Diamond Interchange (DDI) and I-395 HOV Lanes DB projects. Further, Parsons bring national expertise in the design and construction management of large DDI interchange projects. Myers maintains over 2,000 construction professionals and craft workers within the mid-Atlantic region and has worked extensively along the I-95 corridor, completing 26 projects in Virginia, Maryland, and Delaware.

**Submittal Requirements**
The Myers Team presents the following information as required by Section 3.2 of the RFQ:

3.2.1 Allan Myers VA, Inc., 301 Concourse Blvd, Suite 300, Glen Allen, VA 23059

3.2.2 RCE, Thomas Heil, P.E. will serve as the Point of Contact for the Myers/Parsons Team.

Thomas Heil, P.E., Responsible Charge Engineer
301 Concourse Boulevard, Suite 300
Glen Allen, VA 23059
(571) 485-0387 (Telephone)
(610) 222-4348 (Fax)
tom.heil@allanmyers.com

3.2.3 Vice President/General Manager, Aaron Myers is the Principal Officer for Allan Myers.

Aaron Myers, Vice President/General Manager
301 Concourse Boulevard, Suite 300
Glen Allen, VA 23059
(804) 290-8500 (Telephone)
(804) 418-7935 (Fax)
aaron.myers@allanmyers.com

3.2.4 Allan Myers VA, Inc., is a registered corporation in the Commonwealth of Virginia and will take full financial responsibility for the Project.

3.2.5 Allan Myers VA, Inc. will be the Lead Contractor and Parsons Transportation Group Inc. will be the Lead Designer for the Project.

3.2.6 All affiliated and subsidiary companies are identified on the attachment in Appendix 3.2.6.

3.2.7 Executed Certification Regarding Debarment Forms are included in Appendix 3.2.7.

3.2.8 Allan Myers VA, Inc. is active, in good standing, and prequalified to bid on the Project. Myers’ prequalification number is G303 and evidence of prequalification is included as in Appendix 3.2.8.

3.2.9 Myers ability to obtain a performance and payment bond for the $95M estimated contract value of the Project is exhibited by the surety letter in Appendix 3.2.9.

3.2.10 SCC and DPOR information and licenses for each team member are included in Appendix 3.2.10.

3.2.11 Myers is committed to achieving the 15% DBE participation goal for the Project.

3.2.12 Myers is committed to achieving the 75% local worker/new hire participation goal for the Project.

Respectfully,

Aaron T. Myers, Vice President/General Manager; Allan Myers VA, Inc.
3.3

TEAM STRUCTURE
3.3.1 KEY PERSONNEL

The Key Personnel committed to the Project by the Myers/Parsons Team are experienced in their respective roles and were specifically chosen for this Project based on their experience with interchanges, interstate and secondary roadway widening, and successful VDOT design-build (DB) delivery. Each individual is available to fulfill their responsibilities for the Project and are committed to cost-effectively and safely improving the I-95/Route 630 interchange and widening Courthouse Road for VDOT, commuters travelling along the corridor, and the citizens of Stafford County.

The Key Personnel committed to the Project and a highlight of their individual experience are identified in Figure 3.3.1. These individuals will effectively manage the Project and its associated challenges and will be fully accountable for successful delivery of the Project.

![Figure 3.3.1 Key Personnel Relevant Experience Highlights](image)

- **Design-Build PM (DBPM), Edward Hilferty**
  - Ed has managed five interstate/interchange projects including two along the I-95 corridor. He has served as DBPM on four projects, including two for VDOT.

- **Responsible Charge Engineer (RCE), Thomas Heil, PE**
  - Tom has held similar design positions with the lead designer and construction positions with the lead contractor on VDOT design-build projects.

- **Quality Assurance Manager (QAM), Duncan Stewart, PE**
  - Duncan’s entire 18 year career has been focused on quality construction for VDOT. He has served as QAM on 6 DB Projects, including experience with both Myers and Parsons.

- **Design Manager (DM)**
  - **Joshua Wade, PE**
  - Josh’s expertise includes alternative configurations and interstate improvements such as the I-64/Route 15 (Zion Crossroads) DDI, I-95 HOV Ramp at Fort Belvoir, and the I-395 HOV Ramp and Lane Widening.

- **Construction Manager (CM)**
  - **Benjamin Bushey**
  - Ben’s construction management experience includes I-581/ Elm Ave Interchange DB project, the Richmond Airport Connector Road DB project, and the $173M I-276 Widening project.

3.3.2 ORGANIZATIONAL STRUCTURE

The organizational structure of the Myers/Parsons Team, presented graphically on page 5, provides the structure and functionality to support effective communication, internally within the DB Team and with VDOT and the project stakeholders, and management of the project risks, including community engagement and maintenance of traffic.

Integration of the Myers/Parsons Team is founded on complementary strengths, similar working cultures, and shared core values. These values include quality, safety, integrity, collaboration, and partnering and present a strong, high-performance, project-focused team. Myers and Parsons have worked together on five projects across the Mid-Atlantic region under a traditional design-bid-build relationship and have teamed together on two recent DB pursuits.

Myers and Parsons will be supported by subconsultants/subcontractors with specific expertise that we have worked with on previous VDOT design-build projects and to achieve the 15% DBE participation goal for the Project. The firms identified on or organizational chart have worked with both Myers and Parsons on design-build projects and pursuits for VDOT, including the experience highlighted in Table 3.3.1.
Table 3.3.1 Subconsultants to the Myers/Parsons Team

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<th>Firm</th>
<th>Role</th>
<th>Relevant Experience</th>
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<tr>
<td>MBP</td>
<td>Quality Assurance</td>
<td>Worked with Myers on two Virginia DB projects, and with Parsons on the I-64/Route 15 DB project</td>
</tr>
<tr>
<td>Wallace Montgomery (WM)</td>
<td>TMP/MOT</td>
<td>DDI expertise including concept development, traffic operations, and safety studies for four DDIs</td>
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<tr>
<td>Schnabel</td>
<td>Geotechnical</td>
<td>Provided geotechnical services for Parsons on 3 recent VDOT DB projects</td>
</tr>
<tr>
<td>Continental Acquisition Services (CAS)</td>
<td>ROW Acquisition</td>
<td>Supported Parsons on the I-64/Route 15 DB project</td>
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<tr>
<td>H&amp;B</td>
<td>Survey</td>
<td>Supported Myers on two recent DB projects</td>
</tr>
<tr>
<td>DMYEC</td>
<td>Construction QC</td>
<td>Providing QC services for Myers on the I-95/Temple Ave DB project</td>
</tr>
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**FUNCTIONAL RELATIONSHIPS AND COMMUNICATION**

VDOT – VDOT staff can rely on DBPM, Ed Hilferty to control the work on the Project and resolve any design, construction, or quality concerns regarding the Project. Open lines of communication between the QAM, Duncan Stewart and VDOT will assist with monitoring quality assurance oversight. Coordination with the DB Team will include monthly progress meetings, over the shoulder reviews, comment resolution meetings, and weekly updates. Partnering between VDOT, the DB Team, and the major project stakeholders will establish communication protocols with major project stakeholders including Stafford county, Colonial Forge High School, park and ride users, and emergency responders. Effective community engagement, led by VDOT with support from our Team, will support the project schedule and quickly resolve issues or concerns that may arise during design and construction of the Project.

**DESIGN BUILD PROJECT MANAGEMENT** – DBPM, Ed Hilferty will be responsible for all aspects of the design and construction of the Project. Reporting directly to Ed are managers for quality assurance, public relations, engineering responsibility, design and construction management, and schedule. This reporting structure will assist Ed to ensure contractual obligations are met, disputes are avoided and resolved promptly, and effectively coordinate public outreach efforts throughout the Project. Implementing the PAR-PRO risk-based management approach will provide the framework to ensure all contract requirements and commitments are prioritized, understood, and met.

**ENGINEERING OVERSIGHT** – RCE Tom Heil will report to DBPM Ed Hilferty and will work closely with the DM and CM throughout the Project, providing additional oversight and management for engineering decisions to ensure compliance with the technical requirements. He will coordinate unilaterally with key staff and their reports, and will clearly convey design/construction intent to VDOT. He will be fully integrated within the project team, including subconsultants and subcontractors, and is vested with the authority to act on behalf of Myers to shut down the Project, if warranted.

**QUALITY ASSURANCE** – QAM Duncan Stewart will report to DBPM Ed Hilferty, with independent oversight by VDOT. Duncan will work closely with DM Josh Wade and CM Ben Bushey, on development of the QA/QC Plan and preparation/maintenance of the materials notebook. Duncan will monitor Myers’ construction QC program to ensure all work, materials, testing, and sampling is performed in accordance with the contract requirements and approved plans and specifications. He will work with VDOT to resolve any quality issues that may arise during construction of the project improvements. QA Inspectors and the QA Lab will report through Duncan.
DESIGN – DM, Josh Wade will report to DBPM Ed Hilferty and work closely with RCE Tom Heil and CM Ben Bushey to develop a design that is safe, efficient, and consistent with the construction approach. This includes using 3D engineering to ensure the placement of items such as signs, guardrail and signal poles do not create sight line obstructions; that the specialized signal timing of DDIs is correctly developed and installed in the cabinets and system; ensure the designs minimize footprints and changes to drainage patterns, and is optimized for construction.

The Design QA/QC Manager will confirm that all documents, plans, and deliverables are completed in accordance with the VDOT-approved QA/QC Plan. Design leads for the various disciplines will all report to the DM. The design team is comprised of the same team from the Zion Crossroads DDI project, supplemented with additional DBE and specialist firms. This continuity will implement detailed knowledge of what worked on the Commonwealth’s first DDI including educational programs for professional drivers and EMT teams, detailed special MOT needs for DDIs and sight line analyses, and a safe final configuration.

CONSTRUCTION – CM, Ben Bushey will report to the DBPM Ed Hilferty and communicate directly with RCE Tom Heil and DM Josh Wade to ensure design constructability and compliance with the project requirements. Ben will be on-site full-time for the duration of construction and will support public relations by providing reliable information for advanced outreach efforts. Reporting to the CM are the QC manager, general superintendent, project engineer, safety manager, and task leads for utilities, MOT, and environmental compliance.

The general superintendent will be supported by roadway and bridge superintendents and will be responsible for all field operations including Myers’ crews and strategic subcontractors. Task leads for MOT, utilities, and environmental compliance will work with their design counterparts throughout the Project to construct a quality project that is designed to facilitate safe and efficient construction operations.

PUBLIC RELATIONS – Public Relations Manager, Shannon Moody, will work with VDOT Fredericksburg District Communications Team to develop a thorough public outreach and communications plan for the Project which includes key messages, stakeholder identified and outreach plans, and a comprehensive communication tools, tactics, and strategies. Outreach strategies for DDI education are anticipated to include traffic simulations, meetings with professional drivers and emergency responders, truck stop pamphlets, and community leader education.

TMP/MOT – TMP Manager, Rich Clifton, will oversee the TMP/MOT task force to provide consistency throughout design and construction. The TMP and MOT approach will strive to construct improvements with minimal impacts to the public and will maintain access for cross streets and driveways on Courthouse Road, sequence the interchange work to optimize schedule, maintain access for emergency responders and traffic flow on I-95, and mitigate cyclist and pedestrian traffic challenges associated with construction.

UTILITIES – Utility Coordinator, Scott Styfco will work closely with utility design lead Prakash Patel to avoid and minimize impacts and oversee field coordination for impacted utilities.

ENVIRONMENTAL – Design and construction permitting leads, Stuart Tyler and Jonathan Dearth will coordinate with the project permitting agencies to minimize environmental impacts of the project, incorporate environmental commitments into the design, and properly implement erosion and sediment controls during construction.
3.4

EXPERIENCE OF TEAM
PROJECT UNDERSTANDING

In identifying our experience on relevant projects of similar scope and complexity, the Myers/Parsons Team took into consideration the challenges presented by the four distinct elements of the Project:

1. Relocation and reconfiguration of the existing I-95/Route 630 interchange to a diverging diamond
2. Realignment of Route 630 to intersect Route 1 at Hospital Center Boulevard (East of I-95)
3. Widening of Courthouse Road (Route 630) from two to four-lanes west of I-95 to Winding Creek Road (Route 628)(West of I-95)
4. The option to widen I-95 Southbound between the Garrisonville and Route 630 Interchanges

The natural segmentation of the Project may provide the opportunity to progress multiple areas concurrently and expedite construction of the interchange and roadway improvements for VDOT, Stafford County, and motorists travelling through the project area.

RELEVANT FIRM EXPERIENCE

ALLAN MYERS (MYERS) is a vertically integrated, heavy civil contractor that has provided quality construction services for 75 years. With annual revenues in excess of $550M, Myers is ranked as the #1 heavy civil mid-Atlantic contractor by ENR (2014). Myers employs 2,000 construction professionals and craft workers throughout the region and has performed more than $2.3B in construction over the last five years. These resources provide Myers with the ability to construct multiple, large-scale transportation infrastructure projects concurrently throughout the region. This is reinforced by Myers recent experience with similar scope and scale projects summarized in Table 3.4.1.

Table 3.4.1 Relevance of Myers Experience in the Last 10 Years

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<th>Benefit</th>
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<td>Constructed 131 Virginia transportation projects valued at $719M</td>
<td>• Committed to assisting VDOT’s goal of improving Virginia’s transportation network</td>
</tr>
<tr>
<td>Entrusted with 16 design-build projects in the mid-Atlantic Region, including eight for VDOT</td>
<td>• Continually delivers value, quality, and safety through a proactive design-build delivery method</td>
</tr>
<tr>
<td>23 Projects along the I-95 corridor in Virginia, Maryland, and Delaware</td>
<td>• Substantial experience within the I-95 corridor and affect construction has on safe traffic flow</td>
</tr>
<tr>
<td>22 Interchange modification projects, six using a design-build delivery method</td>
<td>• Large interchange DB design and construction expertise thus no learning curve</td>
</tr>
<tr>
<td>Managed and built more than $1.2B in bridge construction projects</td>
<td>• Experienced bridge builders that understand the specific challenges of the DDI solution</td>
</tr>
<tr>
<td>40 roadway widening and reconstruction projects valued at more than $1.5B</td>
<td>• Sensitivity to challenging traffic conditions and working safely within complex MOT sequencing</td>
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Myers’ experience successfully delivering projects of similar scope and complexity includes design-build projects, working along the I-95 corridor, and interchange modifications. VDOT DB projects that Myers delivered on or ahead of schedule include the Richmond Airport Connector Road, Route 29 Bridge over Tye River, and Walney Road Bridge Replacement Projects. Along the I-95 corridor, Myers successfully completed the $34M I-95/Contee Road Interchange design-build project, the $53M I-95 Express Toll Lanes from Rossville to Campbell Boulevards, and the $41M I-95 Express Toll Lanes from MD 43 to Joppa Rd. Design-build interchange modification projects include the I-95/TEMPLE Ave. and I-581/ELM Ave. projects.
Myers’ construction forces will self-perform most major work elements for the Project, including grading, earthwork, drainage, wet utility installation, roadway subbase, bridges, retaining walls, and traffic control. Self-performing the majority of the work benefits quality, safety, schedule and cost. Development of project-specific local and veteran new hiring program will support the 75% project goal and qualified subcontractors/services will be utilized to achieve the 15% DBE participation goal for the Project.

PARSONS TRANSPORTATION GROUP INC. (PARSONS) is an Engineering News-Record Top 10 Design Firm and has been providing consulting engineering services to public and private clients since 1944. Locally, Parsons provides more than 36 years of full-service transportation consultant services experience having developed design plans throughout the Commonwealth. In addition to the over 3,400 transportation experts across the firm to draw upon, Parsons has more than 125 local professionals available to support the Project.

Parsons’ experience includes many of the Commonwealth’s high-profile projects. Several of these projects have recently been highlighted at VTCA and DBIA conferences, such as VDOT’s I-64 / Route 15 Diverging Diamond Interchanges and I-395 HOV and Auxiliary Ramp Widening Design-Build projects, and other regional design-build projects, including Intercounty Connector, Contracts A and B in Maryland.

An overview of Parsons’ experience on projects with similar scope and complexity is shown in Table 3.4.2. Table 3.4.2 Relevance of Parsons Experience

<table>
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<tbody>
<tr>
<td>Provided planning, design, and environmental document services to VDOT over the last 36 years.</td>
<td>• Design staff with a keen understanding of VDOT’s needs and expectations</td>
</tr>
<tr>
<td>DB industry leader for more than 18 years executing $10 billion in complex DB transportation projects</td>
<td>• Experience managing risk on complex projects ensures successful project delivery</td>
</tr>
<tr>
<td>Extensive I-95 corridor Virginia experience including concept development, analysis, and final design for widening, interchanges, and tolling</td>
<td>• Understanding and in-depth knowledge of interchange conditions and traffic patterns, types, and conditions throughout I-95 in Virginia</td>
</tr>
<tr>
<td>Engineered more than 10,000 miles of roads including both urban and rural interchanges</td>
<td>• Breadth and depth of experience across all roadway types and conditions, with the ability to tap into lessons learned in Virginia and elsewhere</td>
</tr>
<tr>
<td>Design and analysis of 4 DDI and more than 15 alternative configuration intersections/interchanges</td>
<td>• Knowledge of the design complexities and public education associated with innovative non-standard alignments</td>
</tr>
<tr>
<td>Completed more than 4,500 bridges including interstate overpasses such as the I-95 HOV Ramp at FBNA and award-winning ABC techniques to minimize construction time</td>
<td>• Subject-matter expertise across all possible structural design solutions, including recent local experience on I-95/I-395 handling traffic and geotechnical challenges along the corridor</td>
</tr>
</tbody>
</table>

Parsons experience developing conceptual and final design packages for alternative configuration interchanges such as DDI includes serving as the lead designer for the DDI at the I-15 and Main Street Interchange in American Fork, Utah which was the second DDI open to traffic in the U.S. in August 2010. Along the I-95 corridor, Parsons has completed over 50 projects including eight interchange and widening projects in Virginia. Parsons completed the environmental assessment documentation for the I-95 Express Lanes which extended through the Route 630 interchange south of Fredericksburg and developed the I-95 Access Study between VA Route 3 and US 17 which included a new connector road from I-95 to Route 3.
One of the world's most progressive engineering and construction firms, Parsons offers the very best design-build resources, delivery methods, and solutions for all project types, regardless of their size or complexity. Parsons expertise in DB and alternative project delivery is built upon 106 DB/PPP Projects in the U.S.

**WALLACE MONTGOMERY (WM)** is a multi-disciplined firm that provides a full-range of transportation engineering services. WM is a Virginia Certified Small Business and recently opened an office in Tysons Corner, VA. Founded in 1975, WM has a current staff of 140 engineers, designers, and technicians. WM has developed the transportation management plan for a number of innovative geometric designs across the country and is a national leader in innovative interchanges and intersections. Their expertise includes diverging diamonds, superstreets, continuous flow intersections, and roundabouts. They have helped agencies nationwide (including VDOT, MD SHA, FDOT, PennDOT, and FHWA) evaluate and develop alternatives that improve safety and operations, while cutting costs and construction time. Wallace Montgomery will support the Myers/Parsons Team on MOT, geometric layouts, and quality control. Recent work includes concept development, traffic operations and safety studies for DDI’s at the following locations:
- I-75/ Colonial Boulevard Interchange in Fort Myers, Florida
- I-83/ Route 851 Interchange in York County, Pennsylvania
- I-95/ SR 76 Interchange in Stuart, Florida

**WORK HISTORY FORM SUMMARY**

The project experience highlighted in the lead contractor work history forms for Myers was selected to convey the successful delivery of projects with interchange modifications, roadway widening, and large interstate widening projects. The lead designer work history forms for Parsons were chosen to highlight VDOT design-build, interstate widening, and national DDI design-build experience. A summary of the relevance of these projects is provided in *Table 3.4.3*.

<table>
<thead>
<tr>
<th>Project Relevance</th>
<th>I-276 Widening</th>
<th>I-581/Elm Ave</th>
<th>Route 60 Widening</th>
<th>I-15 DDI</th>
<th>I-395 HOV Ramp</th>
<th>I-64/ Rte 15 (Zion) DDI</th>
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<td>$173M</td>
<td>$20M</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bridge Design/ Construction</td>
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<td></td>
<td></td>
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<tr>
<td>Geotechnical Challenges</td>
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<td></td>
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<td>✓</td>
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*Table 3.4.3 – Relevance of Work History for the Lead Contractor/Lead Designer*
3.5

PROJECT RISK
Following our attendance at the Project public hearing and the County Board of Supervisor meetings, the Myers/Parsons Team has reviewed all project documentation on the VDOT website and provided in the RFP package, reviewed the utility inventories, and visited the site multiple times to ensure we have a thorough knowledge base of the Project. Based on our reviews and our internal risk assessment discussions, we believe that project risks include environmental, drainage/stormwater management, utilities, interchange configuration and layout, construction phasing, traveling public safety, and negative public perception.

Throughout the procurement phase, our Team will continue to identify, track, assess, analyze, manage and monitor these project risks and challenges and following award will work closely with VDOT to ensure the project risks are fully mitigated. After developing our initial risk matrix, further analysis led to the selection of maintenance of traffic, community concerns, and stormwater management for discussion in this SOQ.

**MAINTENANCE OF TRAFFIC (MOT)**

**RISK DESCRIPTION:** The Project encompasses two high profile components that will be monitored closely by those affected including the community-at-large, elected officials and the media. The four main aspects of the maintenance of traffic risk for the Project are (1) maintaining access along Route 630 widening, (2) safely maintaining traffic flow on I-95, (3) challenges due to Colonial Forge High School (CFHS), and (4) pedestrian and bicycle traffic along the corridor.

1. **Maintaining safe/continuous access along Route 630** – The primary MOT issue along Route 630 is maintaining access to cross streets and driveways, especially where there are grade differentials. Maintaining full access during construction will be critical at CFHS as well as at the interchange.

2. **Safely maintaining traffic flow on I-95** – The MOT risk at the I-95/Route 630 Interchange and for the I-95 widening option is working in and along a highly congested interstate. Providing a safe work zone without impeding traffic flow on I-95 will be critical to successfully completing this work.

3. **Challenges due to Colonial Forge High School** – Peak traffic periods around the school will differ from the rest of the corridor, and include special events such as football games, back-to-school nights and other open house events. Due to the school, a significant number of inexperienced drivers are present who may be intimidated by the work zone or overconfident in their driving skills.

4. **Bicycle/pedestrian traffic along Route 630** – The Project includes adding a multi-use trail along the north side of Route 630 as well as a sidewalk along the south side west of CFHS. Providing for safe passage by cyclists and pedestrians during construction will be difficult as there are little to no existing bicycle or pedestrian accommodations in the project area.

**IMPACTS:** Providing for maintenance of traffic during construction of the Project requires balancing safe traffic flow with construction cost and schedule. Providing maximum safety and traffic flow through the work area will increase costs and extend the project schedule; however, focusing primarily on construction efficiency would cause significant delay to users and could compromise safety in the corridor.

- **Safe Access during Construction** – Many of the streets intersecting Route 630 must be maintained through the work area, which increases the potential for conflicts between roadway users and construction personnel/equipment. Construction activities could also impact sight lines at the intersections, reducing safety for the motorists and increasing the likelihood of incidents.

- **Coordination of Phased Construction** – Grade differentials where the proposed alignment crosses intersecting streets or existing travel lanes may require additional phases of construction. Where segments are not built in a continuous fashion, overall quality is reduced, construction inefficiencies are created, and safety hazards are created by performing work under traffic and in a small space.
• **Emergency Response for I-95** – When working on I-95, it will be necessary to maintain all travel lanes for traffic flow and at least one shoulder for emergency responders through the work zone in the event of a downstream incident blocking the travel lanes. Maintaining emergency access becomes more critical if the widening option is included, extending the work area more than 3 miles. The sequence of construction at the interchange is critical to maintain full access to I-95 from the new Stafford County Fire and Rescue facility at Red Oak Drive and to maintain good access to Stafford Hospital on Route 1.

• **Traffic Flow on I-95** – Bridge construction may require shifting traffic on I-95, shoulder closures, and short-term traffic stoppages. The optional widening on I-95 SB will require long-term inside shoulder closure, potential lane width reductions, construction access points along the left lane, and increase the construction traffic on both directions of I-95. Volumes on this portion of I-95 may be too great for the work to be efficiently performed and may create a hazardous condition on the interstate.

• **Park and Ride Access and Availability** – The proposed alignment of the new interchange shifts Route 630 to the south through the existing park and ride lot. A new park and ride lot is proposed along existing Route 630 east of I-95. The existing park and ride is very heavily utilized and it is critical that the new lot be operational with good access to I-95 before the existing lot is closed.

• **School Access and Safety** – Failure to maintain access to both CFHS driveways would greatly impact school operations and could compromise safety on the campus. Restricting construction operations to ensure adequate roadway capacity on Route 630 for school traffic could result in short work days and extend the duration of construction. Failing to properly accommodate inexperienced/inattentive drivers could have severe safety impacts. Providing wider lanes/shoulders and bigger buffer areas would reduce construction work space, and barrier protection would increase cost and extend the schedule.

• **Bicycle/Pedestrian Access and Safety** – Currently, cyclists must share the road with traffic and pedestrians are forced to walk along very narrow unpaved shoulders. Narrowing lanes and closing shoulders during construction will further reduce space for pedestrians and cyclists.

**MYERS/PARSONS TEAM MITIGATION STRATEGIES:** The MOT risks for the Project will be mitigated by properly sequencing the work to maintain safe and continuous access. TMP Manager Rich Clifton will oversee our TMP/MOT task force team, which includes ATSSA certified design and construction staff. Specific mitigation strategies that our Team may utilize include sequencing work to maintain access and traffic flow, optimizing the horizontal and vertical alignments along Route 630, scheduling/accelerating construction during off-peak seasons, and constructing improvements that benefit roadway users early in the Project.

**Maintaining Access for Cross Streets and Driveways on Route 630** – Our Team will minimize how cross streets and driveways impact construction of the Project through mitigation strategies that include:

- Minimizing elevation changes at cross streets to provide safer access through the work areas and to simplify the work associated with filling the gaps that are provided for maintaining that access;
- Optimizing the horizontal alignment to try to keep the improvements to one side of Route 630 to minimize the work areas crossing and/or encroaching into the existing roadway; minimizing elevation changes at these crossings allows segmenting the project so that traffic can more easily be shifted from the existing roadway onto completed improvements.

**Sequencing the Interchange Construction to Optimize Schedule** – We will successfully complete the interchange improvements by properly sequencing construction to maintain full access while providing safe and efficient travel around the work areas. Sequencing considerations include:

- Early acquisition of right of way and easements and clearing of utility conflicts to ensure that construction can commence promptly following notice to commence construction;

*Maintaining Access while Reducing Schedule*

Myers maintained uninterrupted access for residents and businesses while widening Route 60 from four to six-lanes and completed the work eight months ahead of schedule.
• Completing the new park and ride lot before closing the existing park and ride lot by relocating Wyche Road early in the project schedule; and
• Constructing new ramps “B” and “C” and opening to traffic before building the new bridges.

**Maintaining Emergency Response Access for I-95** – Emergency response needs will be incorporated into the construction sequence planning and coordinated throughout construction of the Project.

• Access to I-95 NB from the new fire and rescue station will be maintained via the existing NB on-ramp until the new interchange is ready to open, and opportunities to permanently improve the new access will be investigated to maintain/improve response times to incidents on I-95.
• Early completion of the eastern realignment of Route 630 in conjunction with the realignment of Wyche Road will improve access to Stafford Hospital from I-95 and points west of I-95.
• For the I-95 SB widening option, providing a full width shoulder on at least one side of the roadway and maintaining access to the emergency vehicle median crossovers supports emergency response.

**Maintaining Safe and Efficient Traffic Flow on I-95** – Impacts to traffic flow on I-95 will be evaluated and minimized for each construction operation and work zone.

• Bridge piers and ramp tie-ins may be constructed with only short-distance partial shoulder closures.
• Slight narrowing of travel lanes for ramp tie-in work will be investigated.
• Evaluation of the existing shoulder conditions to support traffic along I-95 may allow shoulder strengthening in lieu of complete shoulder reconstruction.
• Adequate acceleration and deceleration space will be provided at median construction access points to allow safe ingress/egress from the left lane of I-95.
• To help reduce construction traffic on I-95, we will investigate providing direct access to median work areas from existing Route 630.

**Constructing Improvements near Colonial Forge High School during Summer Months** – The best way to mitigate potential impacts associated with school traffic is to complete as much of the work as possible between Woodcutter’s Road and STA 150+00 while the school is closed.

• CFHS is not currently used for summer school, so constructing improvements in front of the school during the summer months can adequately address access issues at the school; however, the issue of inexperienced drivers in the corridor will still be present during construction.
• Safe and clear traffic patterns will be maintained throughout the duration of the Project. Signs, pavement markings and channelizing devices will be appropriate and well maintained. The use of barrier service to better separate the work areas from the travel lanes will be carefully considered.
• The sequence of construction will consider limiting traffic patterns changes to reduce driver confusion. Traffic shifts will be advertised well in advance and through multiple means, and school communication channels will be utilized to support community outreach notifications.

**Mitigating Cyclist and Pedestrian Traffic Challenges** – The lack of existing bicycle and pedestrian facilities greatly increases the challenge of providing for cyclists and pedestrians during construction.

• A good design and appropriate sequencing of construction activities are the best approach to accommodating pedestrians and cyclists during construction.
• Optimizing the horizontal and vertical alignments may allow for the multi-use trail to be constructed early to improve accommodations during construction. This might require meandering the trail to avoid existing obstacles or to account for differences in elevation.

**ROLE OF VDOT AND OTHER AGENCIES:** Since public awareness is a crucial to a successful MOT plan, the Myers/Parsons Team will actively partner with VDOT in communicating the progress of the Project and issues that affect motorists and stakeholders. Our Team will work with VDOT and the County public relations staff to keep stakeholders informed of project activities and provide advance notice of changes to traffic patterns, including clear and concise instructions for safely navigating through the Project.
COMMUNITY CONCERNS

RISK DESCRIPTION: Traffic volumes on Route 630 are expected to increase substantially in the next two decades. To address that growth, planning for the I-95/Route 630 Reconstruction and Widening Project has been underway since the early 1990s. As stakeholders proceeded with plans, a reduction in available funding resulted in necessary scope reductions to achieve a quality project at a reduced cost. These scope reductions and the eventual introduction of an innovative design solution resulted in additional public scrutiny on the ultimate success of the Project.

Multiple concerns have been expressed by the community, including:

- The introduction of the diverging diamond interchange (DDI) is an innovative design that is new to most Virginians and travelers, posing many questions in the minds of roadway users;
- The Project runs through a highly traveled corridor used daily to move local and regional traffic including more than 2000 students at Colonial Forge High School (CFHS), nearly 700 students at Winding Creek Elementary, employees and visitors to Stafford County offices, and Stafford Hospital;
- Relocation of the existing Park and Ride lot which is accessed by more than 500 daily users who require sufficient notification of construction impacts, travel patterns changes, and access point updates;
- The design suggests an access change for the new Stafford County Public Safety Building (fire and rescue headquarters) which eliminates direct access to I-95 and could increase incident response times;
- Local residents and business owners have expressed concerns about drainage and potential flooding.

IMPACTS: The Project affects thousands of residents and commuters who use this corridor multiple times daily to reach homes, schools and workplaces including Stafford Hospital, CFHS, Winding Creek Elementary, the Liberty Knolls and Embry Mill Park neighborhoods, the Stafford County Government Offices, the Stafford County Public Safety Center, and the Park and Ride facility. These motorists and residents will be impacted directly during construction along the corridor by access modifications, traffic pattern changes, and aesthetics. Local and regional travelers will also be learning a new way to commute through the area with the introduction of the DDI. Daily new traffic patterns associated with the DDI require a learning curve and renewed attentiveness which may present a safety challenge for roadway users.

MYERS/PARSONS TEAM MITIGATION STRATEGIES: The Myers/Parsons Team will work directly with the VDOT Fredericksburg District Communications Team to develop a thorough public outreach and communications plan. Our Team’s approach to public outreach and stakeholder coordination has been successful on multiple VDOT design-build projects, including the I-95/Temple Avenue Interchange project which is managed by PR Manager Shannon Moody and the VDOT District Communications Team.

A proactive Public Information and Communications Plan (PICP), developed in conjunction with VDOT, will address roles, protocols, and responsibilities. The PICP will include key messages, stakeholder outreach plans, and communications strategies. Stakeholders will be informed of the project timeline, status, impacts, benefits, and outcomes. We anticipate using the following tools to address the community:

**DDI Clinics:** Navigation concerns can be mitigated by educating the public through DDI Clinics that include discussion of how diverging diamond interchanges function; why diverging diamond interchanges are safer than traditional interchanges; what lane to be in depending where you want to go; and what signage and pavement markings to expect and what they mean. The goal of the program is to remove the fear and unknown that users may have related to their unfamiliarity with diverging diamond interchanges. Clinics will be held with audiences including community groups, Embry Mill Park and Liberty Knolls neighborhood associations, first responders with Stafford Hospital and

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Successful DDI Outreach

On the Zion Crossroads DDI, Parsons educates the public DDI navigation through:

- Traffic simulations
- Meetings with professional drivers
- Truck stop pamphlets
- Community leader education

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fire & rescue, and drivers from CFHS including administration, faculty, and students.

**Collateral materials and signage:** Tailored collateral materials will be developed for stakeholder groups with information such as project contact information, schedule, DDI driving tips, and construction impacts. Signage will be placed at the Park and Ride lot to inform users of construction impacts and timelines.

**Pardon Our Dust meeting:** A formal Pardon Our Dust meeting will be held before construction begins to interact with the public regarding the Project. The final design, schedule and anticipated impacts will be presented and subject-matter experts will be available to respond to any questions about the Project.

**Webpage and electronic media:** As a supportive means of maintaining communication, our Team will provide content for the VDOT Project webpage and social media channels. The content will include Project progress, traffic impacts such as lane closures or traffic pattern changes, and a schedule of activities. We will also pursue using CFHS communication lines and the Stafford County website to share pertinent Project updates and news. The Stafford County website Media Center will be used to post video of the Project progress and news, and the VDOT instructional video of how to drive through a DDI.

**Meetings with key stakeholders:** Direct meetings with key stakeholders during pre-construction and construction will include public stakeholders, community groups, and commercial stakeholders, including the stakeholders identified in Figure 3.5.1, to best address their needs for communications and outreach.

![Figure 3.5.1 – Stakeholder Groups](image)

**Community and media outreach:** The Myers/Parsons Team will publish a Project phone number and email address for use by the general public to relay concerns or questions regarding the Project. Responses will be coordinated with the VDOT Fredericksburg District Communications staff. Communications will be tracked and logged for use by the Team and VDOT. In following with VDOT protocol, all media inquiries will be addressed by VDOT. Our Team will provide timely response content for VDOT use as requested.

**Potential design responses to citizen concerns:** During design development, our Team will investigate and consider potential design solutions which address concerns raised by the community, including:

- Providing direct access to I-95 Northbound for EMS to reduce response times and improve safety;
- Optimizing the park and ride lot design for traffic flow (i.e. ingress and egress) and number of spaces;
- Accounting for changes in drainage areas to control flows and accommodate outfalls.

**ROLE OF VDOT AND OTHER AGENCIES:** VDOT and the Myers/Parsons Team enjoy a shared value of public service, and we prioritize community engagement and transparent stakeholder communication. We are responsive to customer needs and treat them with fairness, courtesy, and respect while working together to protect the public investment. We expect VDOT will choose to partner with the Myers/Parsons Team in our outreach efforts to mitigate any challenges presented and ultimately find solutions that allow the Project to proceed safely, on budget, and on schedule. This partnership includes timely responses to media and community inquiries by providing the most up-to-date content to VDOT. Our Team’s strong public outreach and community awareness efforts, in partnership with VDOT, will show stakeholders that we are thinking ahead, and thinking of them, in actively planning a secure, efficient corridor for their community.
**STORMWATER MANAGEMENT (SWM)**

**RISK DESCRIPTION:** To comply with the VDEQ Virginia Stormwater Management Program (VSMP) permitting, SWM will have a significant role in this project. The Project will generate approximately 25 acres of new impervious area and cross two watersheds – Lower Aquia Creek and Accokeek Creek. The Project is anticipated to conform to technical criteria contained in Part IIB of the VSMP Regulations and involves applying the Runoff Reduction Method for water quality and the Energy Balance Equation for erosion and flood control in the downstream receiving channel. Conforming to Part IIB criteria involves extensive analysis, numerous water quality facilities to reduce runoff, and larger/additional detention ponds.

The proposed grading for the construction and new roadway alignments, especially the project area between Wyche Road and Route 1, will affect flow patterns and might alter the existing drainage boundaries. Additionally, according to IIM 251.2, at least 75% of the required nutrient removal should be done on site which may increase onsite BMP facility size and will increase the number and coverage of facilities.

Water quantity management is an equal consideration, especially since the realignments of Austin Ridge Road, Wyche Road, and Route 630 will convert wooded areas to pavement areas, and will produce marked increases in peak discharges at outfalls from these drainage areas. During recent public meetings, community members, including the owners of Ken’s Truck Repair Shop and residents along Bishop Lane and Trower Road, expressed concerns about flooding or erosion on their property.

In addition, the presence of acidic soil and hazardous material in the vicinity further complicates selecting locations for SWM facilities. The GDR indicates that about 38% of the samples tested showed a deficiency of net neutralizers greater than 4 tons of CACO3/1000 tons of material and require remediation. Similar soils required remediation for construction at the Stafford Regional Airport just southwest of the Project. Per the Phase 1 ESA, six locations have been identified with the potential for hazardous materials.

**IMPACTS:** An improperly implemented SWM concept could damage adjacent properties, affect drainage patterns, create excessive field maintenance, and impact existing utilities. Specific impacts include:

- **Downstream Channel Impacts and Adequacy of Outfall:** Due to large additional impervious area, there will be a significant amount of additional flow to the existing receiving channel. Without proper upgrades, additional flooding and erosion could occur.

- **Additional Right-of-Way Acquisition:** Designing SWM facilities to handle additional flows generated by the new impervious area may require additional right-of-way, as well as construction easements.

- **Existing System Failure and Flooding:** Adding flow to the existing storm drain system could cause failure of system elements and result in the flooding of adjacent properties and offsite erosion.

- **Utility Conflicts:** Conflicts between utilities and SWM facilities could impact project cost and schedule. Specifically, considerations when developing the SWM layout include the proposed water main along Courthouse Road, the existing 911 system, individual property connections, the main power feeder from Lake Anna, and Columbia Gas main along Wyche Road.

- **Presence of Acid Sulfate Soil and Hazardous Materials:** Encountering and managing acid sulfate soils and hazardous materials has potential impacts to the environment, project cost, and schedule.

**MYERS/PARSONS TEAM MITIGATION STRATEGIES:** The Myers/Parsons Team will mitigate the risk associated with SWM by designing all required low impact development (LID) facilities and detention basins during the RFP stage to ensure DEQ/VDOT requirements are met for water quality and quantity management. Our Team has a comprehensive understanding of how to design and construct accepted SWM practices along VDOT roadways in the Commonwealth. Parsons’ stormwater designers fully understand VDOT’s SWM methodology and the goals of the VPDES program, and Myers’ construction staff have the experience effectively implementing the SWM practices for the Project. To reduce the specific impacts identified above, our Team will analyze and implement the following strategies for the Project:
• **Downstream Channels and Adequacy of Outfall:**
  Development of the SWM concept plan will include mixed use of localized BMPs at source level in addition to well-structured quality and quantity management system. Dry swales or grass channels along the widening section of Route 630 and between the multi-use path and westbound Route 630 will be provided where feasible to remove nutrients and provide quantity measures prior to releasing stormwater into receiving streams. In addition, the use of permeable pavement will be considered at the new Park & Ride facility to treat phosphorous, reduce runoff volume, and mitigate peak discharge from that location without increasing the footprint of the proposed improvements.

• **Right-of-Way:** The new SWM facilities will be designed to fit within the RFP right-of-way, including within the median of I-95 and particularly for the I-95 widening improvements. The construction sequencing will consider use of proposed ponds as sediment basins that can be later dredged to final condition. Downstream impacts will also be considered when sizing and evaluating the entire system and staged construction. The existing SWM facility south of Florida Rock Drive could be considered for VDOT takeover and retrofitted to provide water quality and water quantity management for the proposed park and ride and a portion of the new aligned Route 630.

• **Existing Storm Drain System:** Existing storm drain systems will be checked for adequacy early in the concept development in order to properly design and size ponds and other upstream facilities to avoid impacts to downstream elements. For those unavoidable impacts, the plans will address any pipe culvert that will require replacement with larger size pipe or an additional smaller pipe parallel to the existing pipe if the existing pipe is in good condition. This early action will allow for the avoidance of impacts and early communication with the community where needed.

• **Utilities:** Early coordination with the utility companies, use of a detailed utility matrix, development of a plan showing all existing and planned utilities in the area, and 3D design will identify potential conflicts early and facilitate utility avoidance where feasible. Unanticipated utility conflicts for existing or relocated facilities will be proactively identified and managed to avoid schedule impacts.

• **Acidic Sulfate Soil:** Detailed mapping of areas with acidic sulfate soils will be created in the early stages of concept development. This will allow for the minimization of impacts to these areas and the minimization of the impacts these soils have on the project elements. Where impacts are unavoidable, remediation with agricultural lime could be necessary to promote plant growth and minimize acidic ground water seeps, the formation of iron-stained surfaces, and degradation of concrete structures.

• **Hazardous Materials:** The six potential hazardous material sites will be further investigated and if it is discovered that they indeed include contaminated soils, SWM concepts will be developed with pond locations avoiding these areas. If they cannot be avoided, hazmat management plans will be developed and the amount of hazardous material disturbance will be minimized to the greatest extent possible.

**ROLE OF VDOT AND OTHER AGENCIES:** VDOT will determine whether the drawings and calculations conform to VDOT and VA DEQ methodology. VDOT may also coordinate the review submissions with their internal reviewers or with outside agencies. During construction, VDOT inspectors will verify compliance to the SWPPP.

**LID Practices Reduce Footprints**
Parsons recent design experience with dry swales, water quality grass channels, and permeable pavement includes transportation projects in Fairfax County, DC, and Prince George’s County. LID practices such as swales/channels and permeable pavement can function as roadway infrastructure while simultaneously providing SWM, thereby minimizing footprint and right-of-way impacts.

**Hazardous Materials Avoidance without Impact**
On the I-95 Section 100 project, Parsons avoided disturbance of hazardous materials associated with a large proposed detention pond, by rerouting the storm drain systems to provide treatment elsewhere within the drainage area without impacting additional right-of-way.
APPENDIX 3.2.6

AFFILIATED/SUBSIDIARY COMPANIES
**ATTACHMENT 3.2.6**

**I-95/Route 630 Reconstruction and Widening; Contract ID No. C00013558DB83**

**Affiliated and Subsidiary Companies of the Offeror**

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

- **☑ The Offeror does not have any affiliated or subsidiary companies.**
- **☒ Affiliated and/or subsidiary companies of the Offeror are listed below.**

<table>
<thead>
<tr>
<th>Relationship with Offeror (Affiliate or Subsidiary)</th>
<th>Full Legal Name</th>
<th>Address</th>
</tr>
</thead>
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<tr>
<td>Parent</td>
<td>Allan Myers, Inc.</td>
<td>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Allan Myers MD, Inc.</td>
<td>2011 Bel Air Rd, P.O. Box 278, Fallston, MD 21047</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Allan Myers PA, Inc.</td>
<td>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Allan Myers, L.P.</td>
<td>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Allan Myers Materials MD, Inc.</td>
<td>638 Lancaster Avenue, Malvern, PA 19355</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Allan Myers Materials PA, Inc.</td>
<td>638 Lancaster Avenue, Malvern, PA 19355</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Allan Myers DE, Inc.</td>
<td>638 Lancaster Avenue, Malvern, PA 19355</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Allan Myers Transport Co</td>
<td>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Allan A. Myers, Co.</td>
<td>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</td>
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<td>Affiliate</td>
<td>American Infrastructure Investments, Inc.</td>
<td>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</td>
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<tr>
<td>Affiliate</td>
<td>The Myers Group, Inc.</td>
<td>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Compass Quarries, Inc.</td>
<td>638 Lancaster Avenue, Malvern, PA 19355</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Allan Myers Materials, Inc.</td>
<td>638 Lancaster Avenue, Malvern, PA 19355</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Allan Myers Management, Inc.</td>
<td>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</td>
</tr>
<tr>
<td>Affiliate</td>
<td>US 460 Mobility Partners, LLC</td>
<td>7025 Harbour View Boulevard, Suffolk, VA 23435</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Myers Aviation Company, LLC</td>
<td>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</td>
</tr>
</tbody>
</table>
ATTACHMENT NO. 3.2.7(a)

CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS

I-95/Route 630 Reconstruction and Widening; Contract ID No.: C00013558DB83

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 01/08/16

Vice President/General Manager
Title

Allan Myers VA, Inc.
Name of Firm
ATTACHMENT NO. 3.2.7(b)
CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

I-95/Route 630 Reconstruction and Widening; Contract ID No.: C00013558DB83

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

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

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

[Signature] 12-8-15 [Title]

[Name of Firm]
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

I-95/Route 630 Reconstruction and Widening; Contract ID No.:
C00013558DB83

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

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

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

[Signature] 12/14/15  [Vice President]
[Date] [Title]

[DMP Engineering Consultants Inc.] [Name of Firm]
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

I-95/Route 630 Reconstruction and Widening; Contract ID No.:
C00013558DB83

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

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

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

Signature ____________________________ Date December 15, 2015

____________________________
President

____________________________
Title

____________________________
H&B Surveying and Mapping, LLC
Name of Firm
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

I-95/Route 630 Reconstruction and Widening; Contract ID No.:
C00013558DB83

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

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

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

[Signature]
Duncan Stewart
1/8/2016
Date
Branch Manager
Title

MBP
Name of Firm
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

I-95/Route 630 Reconstruction and Widening; Contract ID No.: C00013558DB83

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

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

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

[Signature] January 11, 2016
Vice President

Date
Title

Parsons Transportation Group
Name of Firm
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

I-95/Route 630 Reconstruction and Widening; Contract ID No.: C00013558DB83

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

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

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

[Signature] December 9, 2015 [Senior Vice President]
[Name of Firm] [Date] [Title]

Schnabel Engineering Consultants, Inc.
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

I-95/Route 630 Reconstruction and Widening; Contract ID No.: C00013558DB83

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

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

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

signature 12/14/2015 Partner

Wallace, Montgomery & Associates, Inc.

Name of Firm
APPENDIX 3.2.8

VDOT

PREQUALIFICATION EVIDENCE
CERTIFICATE OF QUALIFICATION

ALLAN MYERS VA, INC.

Vendor Number: G303

In accordance with the Regulations of the Virginia Department of Transportation, your firm is hereby notified that the following Rating has been assigned to your firm:

PREQUALIFIED

Your firm specializes in the noted Classification(s):

GRADING; MAJOR STRUCTURES; ASPHALT CONCRETE PAVING;
MINOR STRUCTURES; ROADWAY MILLING; SURFACE TREATMENT

Issue Date: January 31, 2016

This Rating and Classification will Expire: July 31, 2016

Suzanne FR Lucas, State Prequalification Officer

Don E. Sillies, Director of Contracts

It is not permissible to alter this document, use after posted expiration date, or use by persons or firms other than those named on this certificate.
January 4, 2016

Commonwealth of Virginia
Virginia Department of Transportation (VDOT)
1401 East Broad Street
Richmond VA 23219

Re: I-95/Route 630 Reconstruction and Widening, A Design-Build Project
Stafford County, Virginia, Contract ID Number: C00013558DB83

To whom it may concern:

Please be advised that Allan Myers VA, Inc. is a highly regarded and valued client of Fidelity and Deposit Company of Maryland, Zurich American Insurance Company, and Arch Insurance Company.

As sureties for Allan Myers VA, Inc., with A.M. Best Financial Strength Rating and Financial Size Category as listed below, and authorized to transact business in the Commonwealth of Virginia, Allan Myers VA, Inc. is capable of obtaining a 100% Performance Bond and 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction for approximately Ninety Five Million and No/100 ($95,000,000.00) Dollars, and said bonds will cover the Project and any warranty periods as provided for in the Contract Documents on behalf of the Contractor, in the event that such firm be the successful bidder and enter into a contract for this project.

Please be advised that this authorization is subject to standard underwriting throughout the RFQ process, including a review of the contract terms, bond forms, project financing and any other pertinent underwriting information.

Fidelity and Deposit Company of Maryland (AM Best Rating A+ (XV))
Zurich American Insurance Company (AM Best Rating A+ (XV))
Arch Insurance Company (AM Best Rating A+ (XV))

Julia R. Burnet
Attorney-in-Fact

cc: Paul McCarthy, Zurich American Insurance Company
    Kevin McDowell, Arch Insurance Company

A member of the Zurich Financial Services Group
KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Maryland, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, a corporation of the State of Maryland (herein collectively called the "Companics"), by GERALD F. HALEY, Vice President, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint Harry C. ROSENBERG, David C. ROSENBERG, Matthew J. ROSENBERG, Christine A. DUNN, Denise M. BRUNO, Julia R. BURNET, Michelle G. HIGGINS, Joyce M. HOUGHTON and Jonathan F. BLACK, all of King of Prussia, Pennsylvania, EACH its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: any and all bonds and undertakings, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York, the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland, and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland, in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND, this 21st day of August, A.D. 2015.

ATTEST:

By: ____________________________
   Michael McKibben

By: ____________________________
   Gerald F. Haley

Secretary

Vice President

State of Maryland

County of Baltimore

On this 21st day of August, A.D. 2015, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, GERALD F. HALEY, Vice President, and MICHAEL MCKIBBEN, Secretary, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, deposeth and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.

______________________________
Maria D. Adamski, Notary Public
My Commission Expires: July 8, 2019

FOA-F 156-2186A
EXTRACT FROM BY-LAWS OF THE COMPANIES

"Article V, Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

CERTIFICATE

I, the undersigned, Vice President of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney... Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies, this 4th day of January, 2016.

[Signature]

Michael Bond, Vice President
THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON BLUE BACKGROUND.

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated. Not valid for Mortgage, Note, Loan, Letter of Credit, Bank Deposit, Currency Rate, Interest Rate or Residential Value Guarantees.

POWER OF ATTORNEY

Know All Persons By These Presents:

That the Arch Insurance Company, a corporation organized and existing under the laws of the State of Missouri, having its principal administrative office in Jersey City, New Jersey (hereinafter referred to as the "Company") does hereby appoint:

Christine A Dunn, David A. Johnson, David C. Rosenberg, Denise M. Bruno, Harry C. Rosenberg, Jonathan F. Black, Joyce M. Houghton, Julia R. Burnet, Matthew J. Rosenberg, Michelle G. Higgins and Sherri L. Feeney of King of Prussia, PA (EACH)

its true and lawful Attorney(s) in Fact, to make, execute, seal, and deliver from the date of issuance of this power for and on its behalf as surety, and as its act and deed:

Any and all bonds, undertakings, recognizances and other surety obligations, in the penal sum not exceeding Ninety Million Dollars ($90,000,000.00).

This authority does not permit the same obligation to be split into two or more bonds in order to bring each such bond within the dollar limit of authority as set forth herein.

The execution of such bonds, undertakings, recognizances and other surety obligations in pursuance of these presents shall be as binding upon the said Company as fully and amply to all intents and purposes, as if the same had been duly executed and acknowledged by its regularly elected officers at its principal administrative office in Jersey City, New Jersey.

This Power of Attorney is executed by authority of resolutions adopted by unanimous consent of the Board of Directors of the Company on September 15, 2011, true and accurate copies of which are hereinafter set forth and are hereby certified to by the undersigned Secretary as being in full force and effect:

"VOTED, That the Chairman of the Board, the President, or the Executive Vice President, or any Senior Vice President, of the Surety Business Division, or their appointees designated in writing and filed with the Secretary, or the Secretary shall have the power and authority to appoint agents and attorneys-in-fact, and to authorize them subject to the limitations set forth in their respective powers of attorney, to execute on behalf of the Company, and attach the seal of the Company thereto, bonds, undertakings, recognizances and other surety obligations obligatory in the nature thereof, and any such officers of the Company may appoint agents for acceptance of process."

This Power of Attorney is signed, sealed and certified by facsimile under and by authority of the following resolution adopted by the unanimous consent of the Board of Directors of the Company on September 15, 2011:

VOTED, That the signature of the Chairman of the Board, the President, or the Executive Vice President, or any Senior Vice President, of the Surety Business Division, or their appointees designated in writing and filed with the Secretary, and the signature of the Secretary, the seal of the Company, and certifications by the Secretary, may be affixed by facsimile on any power of attorney or bond executed pursuant to the resolution adopted by the Board of Directors on September 15, 2011, and any such power so executed, sealed and certified with respect to any bond or undertaking to which it is attached, shall continue to be valid and binding upon the Company.
In Testimony Whereof, the Company has caused this instrument to be signed and its corporate seal to be affixed by their authorized officers, this 27th day of July, 2015.

Attested and Certified

[Signature]
Patrick K. Nails, Secretary

STATE OF PENNSYLVANIA SS

COUNTY OF PHILADELPHIA SS

I, Helen Szafran, a Notary Public, do hereby certify that Patrick K. Nails and David M. Finkelstein personally known to me to be the same persons whose names are respectively as Secretary and Executive Vice President of the Arch Insurance Company, a Corporation organized and existing under the laws of the State of Missouri, subscribed to the foregoing instrument, appeared before me this day in person and severally acknowledged that they being thereunto duly authorized signed, sealed with the corporate seal and delivered the said instrument as the free and voluntary act of said corporation and as their own free and voluntary acts for the uses and purposes therein set forth.

[Notarial Seal]
Helen Szafran, Notary Public

CERTIFICATION

I, Patrick K. Nails, Secretary of the Arch Insurance Company, do hereby certify that the attached Power of Attorney dated July 27, 2015 on behalf of the person(s) as listed above is a true and correct copy and that the same has been in full force and effect since the date thereof and is in full force and effect on the date of this certificate; and I do further certify that the said David M. Finkelstein, who executed the Power of Attorney as Executive Vice President, was on the date of execution of the attached Power of Attorney the duly elected Executive Vice President of the Arch Insurance Company.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seal of the Arch Insurance Company on this 4th day of January, 2016.

[Signature]
Patrick K. Nails, Secretary

This Power of Attorney limits the acts of those named therein to the bonds and undertakings specifically named therein and they have no authority to bind the Company except in the manner and to the extent herein stated.

PLEASE SEND ALL CLAIM INQUIRIES RELATING TO THIS BOND TO THE FOLLOWING ADDRESS:

Arch Insurance – Surety Division
3 Parkway, Suite 1500
Philadelphia, PA 19102

[Arch Insurance Company Seal]
## ATTACHMENT 3.2.10

**I-95/Route 630 Reconstruction and Widening; Contract ID No. C00013558DB83**

### 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)

<table>
<thead>
<tr>
<th>Business Name</th>
<th>SCC Number</th>
<th>SCC Type of Corporation</th>
<th>SCC Status</th>
<th>SCC Address</th>
<th>DPOR Registered Address</th>
<th>DPOR Type</th>
<th>DPOR Registration Number</th>
<th>DPOR Expiration Date</th>
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<tbody>
<tr>
<td>Allan Myers VA, Inc.</td>
<td>0113780-1</td>
<td>Corporation</td>
<td>Active</td>
<td>301 Concourse Blvd, Suite 300, Glen Allen, VA 23059</td>
<td>Class A Contractor</td>
<td>2701009872</td>
<td></td>
<td>12-31-2016</td>
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<tr>
<td>Continental Acquisition Services, Inc.</td>
<td>F167489-6</td>
<td>Corporation</td>
<td>Active</td>
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<td>N/A</td>
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<td>N/A</td>
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<td>DMY Engineering Consultants, Inc.</td>
<td>0768895-5</td>
<td>Corporation</td>
<td>Active</td>
<td>45662 Terminal Dr., Suite 110, Dulles, VA 20166</td>
<td>Business Entity</td>
<td>0407005631</td>
<td></td>
<td>12-31-2017</td>
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<tr>
<td>H &amp; B Surveying and Mapping, LLC</td>
<td>S290560-4</td>
<td>Limited Liability Company</td>
<td>Active</td>
<td>612 Hull Street, Suite 101B, Richmond, VA 23224</td>
<td>Business Entity</td>
<td>0407005432</td>
<td></td>
<td>12-31-2017</td>
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<tr>
<td>McDonough Bolyard Peck, Inc.</td>
<td>0351800-8</td>
<td>Corporation</td>
<td>Active</td>
<td>7400 Beaufont Spring Dr., Suite 403, Richmond, VA 23225</td>
<td>Business Entity Branch Office</td>
<td>0411000604</td>
<td></td>
<td>02-29-2016</td>
</tr>
<tr>
<td>Parsons Transportation Group, Inc.</td>
<td>F194302-8</td>
<td>Corporation</td>
<td>Active</td>
<td>4701 Hedgemore Dr., Charlotte, NC 28209</td>
<td>Business Entity Branch Office</td>
<td>0411001042</td>
<td></td>
<td>02-29-2016</td>
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<tr>
<td>Schnabel Engineering Consultants, Inc.</td>
<td>0712674-1</td>
<td>Corporation</td>
<td>Merged</td>
<td>9800 Jeb Stuart Pkwy., Suite 100, Glen Allen, VA 23059</td>
<td>Business Entity Branch Office</td>
<td>0411000700</td>
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<td>09-29-2016</td>
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### SCC and DPOR Information

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Individual's Name</th>
<th>Office Location Where Professional Services will be Provided (City/State)</th>
<th>Individual’s DPOR Address</th>
<th>DPOR Type</th>
<th>DPOR Registration Number</th>
<th>DPOR Expiration Date</th>
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</thead>
<tbody>
<tr>
<td>Allan Myers VA, Inc</td>
<td>Thomas M. Heil (RCE)</td>
<td>Glen Allen, VA</td>
<td>318 E Mason Ave Alexandria, VA 22301</td>
<td>Professional Engineer</td>
<td>0402044111</td>
<td>01-31-2017</td>
</tr>
<tr>
<td>McDonough Bolyard Peck, Inc.</td>
<td>Duncan Kenneth Stewart (QAM)</td>
<td>Richmond, VA</td>
<td>13318 Railey Hill Dr. Midlothian, VA 32114</td>
<td>Professional Engineer</td>
<td>0402036991</td>
<td>06-30-2016</td>
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<tr>
<td>Parsons Transportation Group, Inc.</td>
<td>Joshua Sheppard Wade (DM)</td>
<td>Tysons, VA</td>
<td>43346 Riverpoint Dr. Leesburg, VA 20176</td>
<td>Professional Engineer</td>
<td>0402032924</td>
<td>01-31-2017</td>
</tr>
</tbody>
</table>
Alert to corporations regarding unsolicited mailings from VIRGINIA COUNCIL CORPORATIONS is available from the Bulletin Archive link of the Clerk’s Office

Commonwealth of Virginia
State Corporation Commission

CISM0180 CORPORATE DATA INQUIRY

CORP ID: 0113780 - 1 STATUS: 00 ACTIVE
CORP NAME: Allan Myers VA, Inc.

DATE OF CERTIFICATE: 10/06/1967 PERIOD OF DURATION: 00
STATE OF INCORPORATION: VA VIRGINIA INDUSTRY CODE: 00
MERGER IND: CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y

R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX ROAD, SUITE 285
CITY: GLEN ALLEN STATE : VA ZIP: 23060-0000

R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 10/04/13 LOC : 143
ACCEPTED AR#: 215 14 8299 DATE: 09/28/15
CURRENT AR#: 215 14 8299 DATE: 09/28/15 STATUS: A ASSESSMENT INDICATOR: 0

YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
15 670.00

(Screen Id:/Corp_Data_Inquiry)
DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
12-31-2016

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

ALLAN MYERS VA INC
301 CONCOURSE BLVD
SUITE 300
GLEN ALLEN, VA 23059

ALTERATION OF THIS DOCUMENT, USE AFTER EXPIRATION, OR USE BY PERSONS OR FIRMS OTHER THAN THOSE NAMED MAY RESULT IN CRIMINAL PROSECUTION UNDER THE CODE OF VIRGINIA.
Alert to corporations regarding unsolicited mailings from VIRGINIA COUNCIL CORPORATIONS is available from the Bulletin Archive link of the Clerk's Office with Screen Id:/Corp_Data_Inquiry.

CISM0180 CORPORATE DATA INQUIRY

CORP ID: F167489 - 6 STATUS: 00 ACTIVE STATUS DATE: 08/14/15
CORP NAME: Continental Acquisition Services, Inc.

DATE OF CERTIFICATE: 07/14/2006 PERIOD OF DURATION:
STATE OF INCORPORATION: NY NEW YORK STOCK INDICATOR: S STOCK
MERGER IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: 50.00 MON NO:
R/A NAME: NATIONAL REGISTERED AGENTS INC
STREET: 4701 Cox Road, Suite 285

CITY: GLEN ALLEN STATE: VA ZIP: 23060-0000
R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 10/04/13 LOC : 143
ACCEPTED AR#: 215 53 3244 DATE: 09/08/15 HENRICO COUNTY
CURRENT AR#: 215 53 3244 DATE: 09/08/15 STATUS: A ASSESSMENT INDICATOR: 0

YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
15 100.00 10.00

Alert to corporations regarding unsolicited mailings from VIRGINIA COUNCIL CORPORATIONS is available from the Bulletin Archive link of the Clerk’s Office.

Corporation Data Inquiry

Corporation ID: 0768895
Corporation Name: DMY ENGINEERING CONSULTANTS INC.
Date of Certificate: 09/06/2013
Period of Duration: INDUSTRY CODE: 00
State of Incorporation: VA VIRGINIA
Status: ACTIVE
Status Date: 10/23/14

Address:
45662 TERMINAL DRIVE
SUITE 110
DULLES, VA 20166

Stock Indicator: S
Mergers: CONVERSION/DOMESTICATION
Conversion/Domestication Date: 09/06/13

Monitor Indicating: Y
Monitor Date: 09/06/13

Charter Fee: 50.00

Year Fees Penalty Interest Taxes Balance Total Shares
15 130.00 10,000

(Return Mail: WEIYI MA
Street: 45662 TERMINAL DRIVE
Suite 110
City: DULLES
State: VA
ZIP: 20166-0000
R/A Status: 1 DIRECTOR
Eff Date: 09/06/13
Location: 153

Accepted AR#: 215 13 6121
Date: 08/31/15
Loudoun County

Current AR#: 215 13 6121
Date: 08/31/15
Status: A

Assessment Indicator: 0

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

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

PROFESSIONS: ENG

Status can be verified at: http://www.dpor.virginia.gov
(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)
Alert to corporations regarding unsolicited mailings from VIRGINIA COUNCIL CORPORATIONS is available from the Bulletin Archive link of the Clerk's Office.

LLC ID: S290560 - 4  STATUS: 00  ACTIVE  STATUS DATE: 04/27/09
LLC NAME: H & B Surveying and Mapping, LLC
DATE OF FILING: 04/27/2009  PERIOD OF DURATION:  INDUSTRY CODE: 00
STATE OF FILING: VA VIRGINIA  MERGER INDICATOR:  
CONVERSION/DOMESTICATION INDICATOR:
PRINCIPAL OFFICE ADDRESS
STREET: 612 HULL STREET STE 101B
CITY: RICHMOND  STATE: VA  ZIP: 23224-0000

REGISTERED AGENT INFORMATION
R/A NAME: TIMOTHY H GUARE
STREET: TIMOTHY H GUARE PLC  6802 PARAGON PL STE 100
CITY: HENRICO  STATE: VA  ZIP: 23230-0000
R/A STATUS: 4  MEMBER OF VSB  EFF DATE: 07/02/09  LOC: 143  HENRICO COUNTY
YEAR FEES PENALTY INTEREST BALANCE
15  50.00

(Screen Id://LLC_Data_Inquiry)
Alert to corporations regarding unsolicited mailings from VIRGINIA COUNCIL CORPORATIONS is available from the Bulletin Archive link of the Clerk's Office with Screen Id:/Corp_Data_Inquiry.

CISM0180 CORPORATE DATA INQUIRY

CORP ID: 0351800 - 8 STATUS: 00 ACTIVE STATUS DATE: 02/05/09

CORP NAME: McDonough Bolyard Peck, Inc.

DATE OF CERTIFICATE: 12/29/1989 PERIOD OF DURATION: 00
STATE OF INCORPORATION: VA VIRGINIA INDUSTRY CODE: 00
MERGER IND: CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: 500.00 MON NO: MON STATUS: MONITOR DTE:
R/A NAME: REES BROOME, PC

STREET: 1900 GALLOWS RD STE 700 AR RTN MAIL:

CITY: TYSONS CORNER STATE : VA ZIP: 22182-0000
R/A STATUS: 4 ATTORNEY EFF. DATE: 09/01/12 LOC : 129
ACCEPTED AR#: 215 17 6133 DATE: 11/25/15 FAIRFAX COUNTY
CURRENT AR#: 215 17 6133 DATE: 11/25/15 STATUS: A ASSESSMENT INDICATOR: 0

YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
15 1,570.00

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

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

PROFESSIONS: ENG

MCDONOUGH BOLYARD PECK INC
7400 BEAUFONT SPRING DRIVE
BOULDER II SUITE 403
RICHMOND, VA 23225

Nick A. Christou, Interim Director

(SEE REVERSE SIDE FOR NAME AND/OR ADDRESS CHANGE)
Alert to corporations regarding unsolicited mailings from VIRGINIA COUNCIL CORPORATIONS is available from the Bulletin Archive link of the Clerk’s Office with the following information:

**Corporation Data Inquiry**

**Corp ID:** F194302

**Corp Name:** Parsons Transportation Group Inc.

**Date of Certificate:** 10/08/2013

**State of Incorporation:** IL Illinois

**Industry Code:** 00

**Status:** Active

**Status Date:** 10/08/13

**Address:**
- **Street:** 4701 Cox Road, Suite 285
- **City:** Glen Allen
- **State:** VA
- **Zip:** 23060-0000

**R/A Name:** CT Corporation System

**R/A Status:** 5 B.E. Auth in VI

**Eff. Date:** 10/04/13

**Location:** Henrico County

**Accepted AR:** 215 15 4641

**Date:** 10/08/15

**Current AR:** 215 15 4641

**Date:** 10/08/15

**Status:** A

**Assessment Indicator:** 0

**Year Fees:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>100.00</td>
</tr>
</tbody>
</table>

**Penalty,** **Interest,** **Taxes,** **Balance,** **Total Shares**

**Balance:** 500

**Total Shares:** 500

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(Screen Id:/Corp_Data_Inquiry)
Alert to corporations regarding unsolicited mailings from VIRGINIA COUNCIL CORPORATIONS is available from the Bulletin Archive link of the Clerk’s Office with Screen Id:/Corp_Data_Inquiry.

CISM0180                    CORPORATE DATA INQUIRY

CORP ID: 0712674 - 1    STATUS: 20 MERGED    STATUS DATE: 01/01/16
CORP NAME: Schnabel Engineering Consultants, Inc.

DATE OF CERTIFICATE: 08/12/2009 PERIOD OF DURATION:    INDUSTRY CODE: 00
STATE OF INCORPORATION: VA VIRGINIA    STOCK INDICATOR: S STOCK
MERGER IND: N NON-SURVIVOR    CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: N MERGED    MONITOR INDICATOR:
CHARTER FEE: 50.00    MON NO:    MON STATUS:    MONITOR DTE:
R/A NAME: CT CORPORATION SYSTEM

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

CITY: GLEN ALLEN    STATE: VA    ZIP: 23060-0000
R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 10/04/13 LOC: 143
ACCEPTED AR#: 215 11 4977 DATE: 07/17/15 HENRICO COUNTY
CURRENT AR#: 215 11 4977 DATE: 07/17/15 STATUS: A ASSESSMENT INDICATOR: 0
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
15 130.00

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

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

PROFESSIONS: ENG

SCHNABEL ENGINEERING CONSULTANTS, INC
9800 JEB STUART PKWY
STE 100
GLEN ALLEN, VA 23059

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

Richmond, October 13, 2010

This is to Certify that the statement of registration of

Wallace, Montgomery & Associates, LLP

a partnership registered as a limited liability partnership under the laws of MARYLAND, was this day admitted to record in this office and that the partnership is registered to transact business in Virginia as a foreign Registered Limited Liability Partnership, subject to all laws applicable to the partnership and its business.

State Corporation Commission
Attest:

Joel H. Heck
Clerk of the Commission
COMMONWEALTH OF VIRGINIA
STATE CORPORATION COMMISSION

Office of the Clerk

October 13, 2010

NATIONAL REGISTERED AGENTS INC
201 N UNION ST STE 140
ALEXANDRIA, VA 22314

RECEIPT

RE: Wallace, Montgomery & Associates, LLP

ID: K000734 - 6
DCN: 10-10-08-0501

Dear Customer:

This is your receipt for $100.00 to cover the fees for filing a statement of registration as a registered limited liability partnership with this office.

The effective date of the statement is October 13, 2010.

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

Sincerely,

Joel H. Peck
Clerk of the Commission

GPACCEPT
CIS0436
COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, 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

WALLACE, MONTGOMERY & ASSOCIATES, LLP
10150 YORK RD STE 200
HUNT VALLEY, MD 21030

Status can be verified at http://www.dpor.virginia.gov

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)
## SCC and DPOR Information

### DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.10.3 and 3.2.10.4)

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Individual’s Name</th>
<th>Office Location Where Professional Services will be Provided (City/State)</th>
<th>Individual’s DPOR Address</th>
<th>DPOR Type</th>
<th>DPOR Registration Number</th>
<th>DPOR Expiration Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allan Myers VA, Inc</td>
<td>Thomas M. Heil (RCE)</td>
<td>Glen Allen, VA</td>
<td>318 E Mason Ave Alexandria, VA 22301</td>
<td>Professional Engineer</td>
<td>0402044111</td>
<td>01-31-2017</td>
</tr>
<tr>
<td>McDonough Bolyard Peck, Inc.</td>
<td>Duncan Kenneth Stewart (QAM)</td>
<td>Richmond, VA</td>
<td>13318 Railey Hill Dr. Midlothian, VA 32114</td>
<td>Professional Engineer</td>
<td>0402036991</td>
<td>06-30-2016</td>
</tr>
<tr>
<td>Parsons Transportation Group, Inc.</td>
<td>Joshua Sheppard Wade (DM)</td>
<td>Tysons, VA</td>
<td>43346 Riverpoint Dr. Leesburg, VA 20176</td>
<td>Professional Engineer</td>
<td>0402032924</td>
<td>01-31-2017</td>
</tr>
</tbody>
</table>
DUNCAN KENNETH STEWART
13318 RAILLEY HILL DRIVE
MIDLOTHIAN, VA 32114
DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
01-31-2017

NUMBER
0402032924

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

JOSHUA SHEPPARD WADE
43346 RIVERPOINT DRIVE
LEESBURG, VA 20176

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

COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA
PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402032924 EXPIRES: 01-31-2017

JOSHUA SHEPPARD WADE
43346 RIVERPOINT DRIVE
LEESBURG, VA 20176

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APPENDIX 3.3.1

KEY PERSONNEL RESUMES
ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **EDWARD HILFERTY, VICE PRESIDENT OF CONSTRUCTION**

b. Project Assignment: **DESIGN-BUILD PROJECT MANAGER (DBPM)**

c. Name of Firm with which you are now associated: **ALLAN MYERS (MYERS)**

d. Employment History: With this Firm 18 Years With Other Firms 6 Years

Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below):

**ALLAN MYERS, VICE PRESIDENT OF CONSTRUCTION (2012–PRESENT):** Ed is responsible for the management of design and construction processes for design-build projects, quality management, and supervision/oversight of all aspects of the work. He manages large teams composed of design professionals, construction managers, and subconsultants all focused on providing an on-time within budget project. He oversees contract administration, material procurement, subcontractor management, planning and scheduling of work activities, submittals, pay estimates, and manpower/equipment resources. He collaboratively coordinates with owners/clients (including VDOT) and other stakeholders to mitigate and resolve disputes and is responsible for building/maintaining positive customer relationships. He actively participates in public outreach meetings and ensures public concerns are promptly/appropriately addressed. He routinely oversees projects with construction values in excess of $200M simultaneously.

**ALLAN MYERS, SENIOR PROJECT MANAGER (2002–2012):** He was responsible for managing all aspects of his projects including planning and scheduling work activities, coordination with the owner and other stakeholders, design consultants, private utility owners, and public outreach for all phases of construction. He managed and provided supervision for large teams of construction personnel from the start of construction through final construction closeout. He oversaw the field construction activities to ensure project delivery met or exceeded all expectations of quality, safety, environment, schedule, and budget. He managed up to 10 projects for a combined value of $125M.

**ALLAN MYERS, PROJECT MANAGER (1997–2002):** He managed all aspects of his projects including scheduling work activities, engineering, submittals, pay estimates, coordination with owner, subs, suppliers, and stakeholders, customer satisfaction, and safety for all phases of construction. He supervised superintendents, foreman, and office construction staff including project engineers, scheduling and safety staff, and administrative personnel.

**SUMMARY OF RELEVANT EXPERIENCE**

- 24 years of experience
- Dispute avoidance/resolution
- Four successful projects as DBPM
- DBPM on two VDOT DB projects
- Stakeholder coordination
- Five major interstate interchange projects
- Bridge construction expertise (more than 40 bridges)

**MTA I-95 EXPRESS TOLL LANES (ETLs) FROM I-695 TO CAMPBELL BLVD, WHITE MARSH, MD ($53.7M)**

1. **Project Highlights:** Reconstruction and widening of 1.8 miles of I-95 and repairs to existing MD 43 bridges over I-95. Reconfigured the existing eight-lane divided highway to eight general purpose lanes and four ETLs.

   **Role:** Project Manager responsible for all aspects of construction including owner coordination; public involvement; roadway, earthwork and utility construction; subcontractor management; safety; and schedule.

   **Impact on the Project:** Under Ed’s leadership, four lanes of traffic were safely maintained through the congested corridor at all times and the project was completed within budget and schedule. Ed led the phased replacement of a deteriorating pipe culvert under the entire width of I-95 without traffic disruption or schedule delays.

   **Client PM:** Gradon Tobery, MTA, (410) 931-0808, gradon.tobery@stvinc.com

2. Allan Myers

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

1. **Project Highlights:** Construction of 3.8 miles of new four lane divided highway through environmentally sensitive areas including five bridges, rehabilitation of four bridges, and three parallel 180’ runs of 84” RCP under the roadway.

   **Role:** Project Manager responsible for all aspects of the project including owner coordination; dispute resolution; roadway bridges, earthwork and utility construction; railroad bridge construction/coordination; subcontractor management; safety and schedule

   **Impact on the Project:** Ed is committed to meeting the Project objectives and is available to oversee the design, construction, quality management, and contract administration.

   **Client PM:** Donald Schaefer, MD SHA, (410) 215-8274, Donald.Schaefer@stvinc.com

2. Allan Myers  

**VDOT I-95 at Temple Ave. Interchange Design-Build, Colonial Heights, VA ($13.3M)**

1. **Project Highlights:** This project improved traffic flow along I-95 and Elm Avenue by reducing congestion at the interchange. Improvements added a lane to both off-ramps, extended turning lanes, widened/replaced two bridges, and reconstructed all four ramps.

   **Role:** As the Senior Project Manager, Ed provided overall management and leadership support to the on-site project team. He supported the CM with VDOT coordination, managed the project schedule, supervised project close-out and provided stakeholder communication and negotiation.

   **Impact on the Project:** Ed’s involvement and leadership resulted in schedule, budget, and productivity improvements gained through adjustment of MOT sequencing and changes/additions to resources allocated to the project.

   **VDOT PM:** Robert Phlegar, 504-378-5038, r.phlegar@vdot.virginia.gov

2. Allan Myers  
   3. May 2014 – Feb 2016 (Anticipated)

**VDOT MIDDLE GROUND BOULEVARD EXTENSION DESIGN-BUILD, NEWPORT NEWS, VA ($39M)**

1. **Project Highlights:** Extension of Middle Ground Blvd from its termini at Route 143 (Jefferson Ave) to Route 60 including construction of 1.2 miles of primarily new mainline four-lane divided highway, widening of Jefferson Ave and Warwick Blvd to provide turn lanes to the new roadway and included intersection improvements. Constructed a new bridge over CSXT railroad, public and private utility relocations, ROW acquisitions, and reconstruction of private and commercial entrances.

   **Role:** DBPM responsible for project delivery. Provided oversight of the work and collaborated with VDOT and third party stakeholders.

   **Impact on the Project:** Worked with Newport News/HRSD to accommodate future growth by including a sanitary sewer force main betterment in the Project. Minimized potential safety risks by implementing an alternative TMP approach.

   **VDOT PM:** Vasilios Andreou, 804-524-6073, vasilios.andreou@VDOT.virginia.gov

2. Allan Myers  
   3. May 2014 – April 2015

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

1. **Project Highlights:** Realignment and extension of the existing interchange ramps, roadway widening, bridge demolition, and replacement of the signalized intersection at the interchange with a three-lane roundabout.

   **Role:** DBPM responsible for design, construction, quality management, and contract administration.

   **Impact on the Project:** Ed provides leadership and management of the project team to achieve design modifications to affect the overall success of the project including shifting the roundabout to avoid utility conflicts, lowering the profile to reduce borrow requirements, and using a reinforced slope to eliminate impacts to the only waterline serving the City of Colonial Heights. The project team, under Ed’s leadership, is incorporating utility betterments for the City with no anticipated schedule impacts.

   **VDOT PM:** Harold Dyson, A. Morton Thomas, (804)720-7471, harold.dyson@vdot.virginia.gov

2. Allan Myers  
   3. February 2015 – Anticipated November 2017

---

For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. Ed is committed to meeting the Project objectives and is available to oversee the design, construction, quality management, and contract administration.
ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

<table>
<thead>
<tr>
<th>Brief Resume of Key Personnel anticipated for the Project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Name &amp; Title: <strong>THOMAS HEIL, P.E.; DESIGN-BUILD MANAGER</strong></td>
</tr>
<tr>
<td>b. Project Assignment: <strong>RESPONSIBLE CHARGE ENGINEER</strong></td>
</tr>
<tr>
<td>c. Name of Firm with which you are now associated: <strong>ALLAN MYERS (MYERS)</strong></td>
</tr>
<tr>
<td>d. Employment History: With this Firm <strong>3 Years</strong> With Other Firms <strong>27 Years</strong></td>
</tr>
</tbody>
</table>

   Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below):

**ALLAN MYERS, DESIGN MANAGER; 2013–PRESENT:** Tom supports Myers’ Design Build program by leading DB pursuits, managing pre-construction, and overseeing construction to ensure successful completion and close-out of DB projects. He works closely with the designer of record, construction personnel, and estimators to ensure schedule commitment and budget compliance, design consistency with the project’s contractual/technical requirements, and QA/QC management in coordination with the QAM, CM and construction QC manager. Over the past three years, he has served as DBPM, Myers Design Manager, and VDOT liaison on four Myers VDOT DB projects. Also, Tom will serve as the RCE for the recently awarded $138M VDOT I-64 Capacity Improvements Project - Segment II.

**RK&K, DIRECTOR, TRANSPORTATION; 2006 - 2012:** Tom managed RK&K’s Fairfax office which served the transportation needs of VDOT, NOVA counties, cities, and other local, state and federal clients. His responsibilities included client coordination, design plan development, resolving design/construction challenges, stakeholder coordination/outreach, and ensuring client quality standards and guidelines are met. He served as Project Manager and primary client liaison for the VDOT L&D and Traffic Engineering and FCDOT Planning and Design On-call contracts.

**RK&K, ENVIRONMENTAL ASSOCIATE; 2002 - 2006:** Tom was responsible for company-wide environmental support, serving as the environmental subject matter expert and preparing/supporting NEPA documents (CEs, EAs and EIS’) and environmental permitting efforts for critical infrastructure projects throughout the mid-Atlantic region.

**POTOMAC CROSSING CONSULTANTS (RK&K/PB/URS JV), ENVIRONMENTAL MANAGER; 1997-2002:** Tom was responsible for all natural resource aspects of on the Woodrow Wilson Bridge project. He supported FHWA in preparation of draft and final SEIS, CEs, and reevaluations; led efforts for permitting, wetland/stream mitigation, Section 4(f) / 106 treatment; and acquired the Section 404/401/10 permit.

**SUMMARY OF RELEVANT EXPERIENCE**

- 30 years of experience including working with VDOT since 1997
- Design management and subconsultant oversight
- Key staff on four successfully completed VA DB projects
- Design support / plans revisions during construction
- Quality (QA/QC) management
- Third party coordination

<table>
<thead>
<tr>
<th>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</th>
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</thead>
<tbody>
<tr>
<td>University of Maryland, College Park / MS / 1996 / Civil Engineering (Water Resources)</td>
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<tr>
<td>University of Maine, Orono / 1986 / Civil Engineering</td>
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<table>
<thead>
<tr>
<th>f. Active Registration: Year First Registered/ Discipline/VA Registration #:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994 / Professional Engineer / 044111; 2015 / DBIA / (Pending)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>g. Document the extent and depth of your experience and qualifications relevant to the Project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Note your role, responsibility, and specific job duties for each project, not those of the firm.</td>
</tr>
<tr>
<td>2. Note whether experience is with current firm or with other firm.</td>
</tr>
<tr>
<td>3. Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</td>
</tr>
</tbody>
</table>

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

**VDOT WALNEY ROAD BRIDGE WIDENING AND WIDENING DB, FAIRFAX CO., VA ($11.3M)**

<table>
<thead>
<tr>
<th>1. Project Highlights: Widening of 1.4 miles of Walney Road from two to four lanes, providing bicycle and pedestrian facilities, and replacing/widening the functionally obsolete, 85-foot-long Walney Road bridge. Role: As DBPM, Tom was the main point of contact with VDOT and focused on contract administration, design and construction issue resolution, quality management, and stakeholder outreach/coordination.</th>
<th>Relevance to the Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. DBPM on VDOT DB Project</td>
<td>✔</td>
</tr>
<tr>
<td>2. Roadway widening</td>
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<tr>
<td>3. Bridge design/construction</td>
<td>✔</td>
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<tr>
<td>4. Utility relocation coordination</td>
<td>✔</td>
</tr>
<tr>
<td>5. Bicycle/ pedestrian accommodations</td>
<td>✔</td>
</tr>
<tr>
<td>6. Construction issue resolution</td>
<td>✔</td>
</tr>
</tbody>
</table>
**Impact on the Project:** Partnered with VDOT and utility owners to overcome construction challenging and severe 2015 winter conditions related to schedule critical utility relocations. This required supplying the utility subcontractor with clearing, e & s controls, and MOT support to expedite relocations. Additionally, led drainage, roadway, drainage and bridge foundation plan revisions during construction to avoid active utility lines scheduled for future relocation. Provided additional Myers resources to recover schedule and deliver the project on-time and within budget (Final project was green on dashboard).

**VDOT PM:** Arif Rahman, 703-259-1940, MD.Rahman@VDOT.Virginia.gov

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VDOT I-95 AT TEMPLE AVE. INTERCHANGE DESIGN-BUILD, COLONIAL HEIGHTS, VA ($13.3M)</strong></td>
<td></td>
</tr>
</tbody>
</table>

1. **Project Highlights:** Realignment/ extension of the existing interchange ramps, roadway widening, bridge demolition, and replacement of the signalized intersection with a three-lane roundabout.

   **Role:** Pre-construction Manager responsible for oversight of all design functions and primary liaison with VDOT, City of Colonial Heights, and stakeholders. He will oversee all utility relocations and support the CM during construction by resolving design issues through plan modifications.

   **Impact on the Project:** Working closely with the Design Manager, VDOT, City, and Kroger, was able to mitigate a significant project risk by developing a design and construction approach that accommodated the construction of a 100,000 SF Kroger Superstore adjacent to and concurrent with the VDOT DB Project. He directed the incorporation of a single faces temporary wire wall into the MOT design to expedite construction, minimize congestion, and fast-track project completion.

   **VDOT PM:** Harold Dyson, A. Morton Thomas, (804)720-7471, harold.dyson@vdot.virginia.gov


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

   *Tom is available and committed to fulfilling the role of RCE to meet the project commitments.*
ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

<table>
<thead>
<tr>
<th>Brief Resume of Key Personnel anticipated for the Project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Name &amp; Title: <strong>DUNCAN STEWART, PE, CCM, BRANCH MANAGER</strong></td>
</tr>
<tr>
<td>b. Project Assignment: <strong>QUALITY ASSURANCE MANAGER (QAM)</strong></td>
</tr>
<tr>
<td>c. Name of Firm with which you are now associated: <strong>MBP</strong></td>
</tr>
<tr>
<td>d. Employment History: With this Firm <strong>16</strong> Years With Other Firms <strong>2</strong> Years</td>
</tr>
<tr>
<td>Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below):</td>
</tr>
<tr>
<td>MBP, ENGINEER/SENIOR ENGINEER/PROJECT MANAGER/BRANCH MANAGER (1999-PRESENT): Since 1999, Duncan has gained extensive experience in quality assurance and project management for VDOT construction. He also has served VDOT as part of their consultant CEI staff on high-profile projects in the Richmond District and as the Project Manager for MBP’s Final Estimate Review Contract for over seven years. In these roles he gained expert knowledge of VDOT’s inspection and record-keeping requirements, and is often called on by VDOT for support and training. Since 2008, Duncan has been a Quality Assurance Manager (QAM) on six VDOT design-build projects, with a construction value totaling over $75 million. He has also supported VDOT in providing IA/IV oversight of design-build projects, as well as project controls support to the Ohio Department of Transportation for their design-build program.</td>
</tr>
<tr>
<td>SUMMARY OF RELEVANT EXPERIENCE</td>
</tr>
<tr>
<td>▪ 18 years of VDOT construction experience</td>
</tr>
<tr>
<td>▪ QAM for six DB projects</td>
</tr>
<tr>
<td>▪ DB experience with Myers and Parsons (reviewed more than 500 project record sets)</td>
</tr>
<tr>
<td>▪ QAM for Zion Crossroads DDI</td>
</tr>
<tr>
<td>▪ Extensive inspection experience</td>
</tr>
<tr>
<td>▪ Non-conformance issue resolution</td>
</tr>
<tr>
<td>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization: <strong>Royal Military College of Canada, BE/1997/Civil Engineering</strong></td>
</tr>
<tr>
<td>f. Active Registration: Year First Registered/ Discipline/VA Registration #: <strong>2002/Professional Engineer (PE)/036991</strong> <strong>2014/Certified Construction Manager (CCM)/2423</strong> <strong>2015/Planning &amp; Scheduling Professional (PSP)/1490</strong></td>
</tr>
<tr>
<td>g. Document the extent and depth of your experience and qualifications relevant to the Project.</td>
</tr>
<tr>
<td>1. <strong>Note your role, responsibility, and specific job duties for each project, not those of the firm.</strong></td>
</tr>
<tr>
<td>2. <strong>Note whether experience is with current firm or with other firm.</strong></td>
</tr>
<tr>
<td>3. <strong>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</strong></td>
</tr>
<tr>
<td>(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)</td>
</tr>
<tr>
<td>VDOT I-64 / ROUTE 15 (ZION CROSSROADS) INTERCHANGE DESIGN-BUILD, Louisa, VA ($6.7 M)</td>
</tr>
<tr>
<td>1. <strong>Project Highlights:</strong> The project improved the I-64 Interchange on Route 15 at Zion Crossroads, reconstructed a stretch of Route 15, improved the Route 15 and Spring Creek Parkway intersection, and realigned the standard diamond interchange into a Diverging Diamond Interchange (DDI) - the first DDI in Virginia.</td>
</tr>
<tr>
<td><strong>Relevance to the Project</strong></td>
</tr>
<tr>
<td>✓ VDOT design-build project</td>
</tr>
<tr>
<td>✓ Interchange modification</td>
</tr>
<tr>
<td>✓ Interstate widening</td>
</tr>
<tr>
<td>✓ Diverging Diamond Interchange</td>
</tr>
<tr>
<td>✓ Phased MOT</td>
</tr>
<tr>
<td><strong>Role:</strong> As Quality Assurance Manager, established the quality assurance/control (QA/QC) plan and was responsible for the successful implementation of the plan. Other responsibilities included the oversight of the QC construction inspection, materials testing, and sampling of work performed by the design-builder's quality control.</td>
</tr>
<tr>
<td><strong>Impact on the Project:</strong> Duncan’s leadership and positive forward planning significantly contributed to the successful outcome of the project. The diverging diamond interchange presented complicated sequencing issues that required careful planning and was constructed on a very tight schedule. Ensured that the finished project was built to a high quality level and acted in the best interests of the Department. Coordinated weekly meetings with all QC/QA/IV staff to coordinate upcoming week’s testing and inspection requirements to ensure everyone had the same direction and purpose each week.</td>
</tr>
<tr>
<td><strong>VDOT PM:</strong> Greg Cooley, 504-378-5038, <a href="mailto:Gregory.Cooley@vdot.virginia.gov">Gregory.Cooley@vdot.virginia.gov</a></td>
</tr>
</tbody>
</table>
RICHMOND AIRPORT CONNECTOR ROAD DESIGN-BUILD, Richmond, VA ($39.4M)

1. **Project Highlights:** The project consisted of approximately 1.6 miles of new four-lane roadway that provided motorists with direct access to the Richmond International Airport from Route 895. The project included the creation of one of the largest mechanically stabilized earth (MSE) walls in the state, a new interchange at I-895, and four bridges over railroad tracks and roads to form a four-way intersection between Charles City Road and Airport Drive.

   **Role:** As Quality Assurance Manager, oversaw quality assurance processes for bridges, structures, roadways, and earth retaining structures on the project. Also, researched, identified, and implemented solutions to construction problems while managing a staff of inspectors and technicians.

   **Impact on the Project:** Duncan pioneered implementation of the design-build QA/QC program, which was a first for VDOT, FHWA, and the Owner’s team. Under his leadership, all parties were brought together to cooperatively create a high quality project. He did extensive work to make sure that the quality team was fully prepared for all upcoming work packages and conducted Preparatory Meetings and well as weekly coordination.

   **Client PM:** Richard Prezioso, Transurban, 804-822-3460, rprezioso@transurban.com

2. MBP 3. June 2013 – April 2014

VDOT ROUTE 35 DARDEN BRIDGE REPLACEMENT DESIGN-BUILD, Courtland, VA ($9.5 M)

1. **Project Highlights:** The project consisted of replacing the existing two lane steel truss bridge with a two lane structure with shoulders, grading, paving, and drainage on the two lane asphalt approaches. The former bridge was constructed in 1929 and was structurally deficient and weight restricted. The new bridge featured widened roadways (12-foot lanes with 8-foot shoulders), bridge clearance of 26 feet above mean high water, and a bridge length of approximately 900 feet with approaches of approximately 400 feet in each direction.

   **Role:** As Quality Assurance Manager provided oversight, planning, and quality assurance of the work. Responsibilities included updating the client as to the status of the project, regular coordination with the project team, and correcting issues as required. Provided oversight of all inspection services and project documentation as assigned to the QAM in VDOT’s Minimum Requirements for QA/QC.

   **Impact on the Project:** This project was constructed under an extremely accelerated schedule due to environmental permit restrictions. Under Duncan’s leadership, the quality program was proactively administered in a manner such that the project could be delivered by VDOT as promised, and with a high degree of quality. He also ensured that quality issues were dealt with on a timely, cooperative, open, and effective manner.

   **VDOT PM:** Eric Kevitz, 757-478-7976, Eric.Kevitz@vdot.virginia.gov

2. MBP 3. February 2009 – September 2010

OHIO DEPARTMENT OF TRANSPORTATION I-670/I-71 INTERCHANGE DESIGN-BUILD, Columbus, OH ($200 M)

1. **Project Highlights:** The project consisted of the reconstruction of the I-71 and 670 interchange, which included 22 bridges, 32 retaining walls, new interstate lanes and ramps, and urban avenues and cap capable bridges. The project was awarded a DBIA National Award of Merit in the Transportation category.

   **Role:** As Project Manager for Scheduling Support Services, responsibilities included monitoring, reporting, evaluating and documenting of the design-build project baseline cost-loaded schedule. Also included with this effort, is the evaluation of disputes and claims, delay mitigation proposals, and cost determinations and reviews. Duncan reviewed and analyzed schedule issues in order to provide ODOT recommendations for settlement.

   **Impact on the Project:** Duncan provided leadership for the project controls program, including regular site visits and observations of the work in progress. He represented the best interest of the Department and helped to keep the entire project on track for an on-time completion.

   **Client PM:** Brad Jones, Ohio DOT, 614-466-3598, brad.jones@dot.state.oh.us


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

*Duncan is available and committed to ensuring quality design and construction of the Project.*
**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<table>
<thead>
<tr>
<th>Brief Resume of Key Personnel anticipated for the Project.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a. Name &amp; Title:</strong> JOSHUA WADE, PE, PRINCIPAL PROJECT MANAGER</td>
</tr>
<tr>
<td><strong>b. Project Assignment:</strong> DESIGN MANAGER (DM)</td>
</tr>
<tr>
<td><strong>c. Name of Firm with which you are now associated:</strong> PARSONS TRANSPORTATION GROUP (PARSONS)</td>
</tr>
<tr>
<td><strong>d. Employment History:</strong> With this Firm 21 Years With Other Firms 0 Years Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below):</td>
</tr>
<tr>
<td><strong>PARSONS, PRINCIPAL PROJECT MANAGER (1994–PRESENT):</strong> Josh has been employed by Parsons for his entire professional career. Over the past 15 years, he has served as Design Manager/Deputy DM for six design-build projects and manages the Virginia office design efforts. His project experience includes the Commonwealth’s first DDI, I-64/Route 15 (Zion Crossroads) Interchange Improvement project and the first CFI at Military Highway in Norfolk.</td>
</tr>
</tbody>
</table>

**SUMMARY OF RELEVANT EXPERIENCE**

- 21 years’ VDOT experience
- DM for 4 DB projects/ 2 as Deputy DM
- Design of over 28 Interchanges
- Stakeholder outreach program development
- Worked with State L&D Engineer to developed DDI design criteria for Virginia
- Design of over 54 bridges
- 14 major roadway widenings
- University of Maryland University College, Adelphi, MD/MBA/2009/Business Administration
- University of Maryland College Park, College Park, MD/BS/1993/Civil Engineering
- 1999 / Professional Engineer / Virginia #0402032924

**g. Document the extent and depth of your experience and qualifications relevant to the Project.**

1. **Note your role, responsibility, and specific job duties for each project, not those of the firm.**
2. **Note whether experience is with current firm or with other firm.**
3. **Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.**

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

<table>
<thead>
<tr>
<th>VDOT MILITARY HIGHWAY CONTINUOUS FLOW INTERSECTION DESIGN-BUILD, Norfolk, VA ($)60M</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Project Highlights:</strong> This 1.58 mile long project is located along Military Highway (US Route 13 and State Route 165) and includes the installation of Continuous Flow Intersection (CFI) elements along Military Highway. Similarities to the Project include the design and analysis of an alternative configuration for VDOT, similarly complex MOT and signal design. <strong>Role:</strong> As Design Manager, Josh is responsible for the design efforts and management of more than 20 engineers/ alternative configuration experts. <strong>Impact on the Project:</strong> Josh leveraged the experience of Parsons’ alternative configuration experts to refine the RFP concept for traffic operations, constructability, and pedestrian safety. The alignment was simplified to remove reverse curves and obstructed driver sightlines. Pedestrian safety was dramatically improved through the intersection through reconfiguration of the raised medians and turning movements. Josh helped facilitate incorporation of the City’s comments through these improvements and additional traffic studies and analyses. He worked with the City to assist with drainage needs on adjacent projects to facilitate development of a nearby mall and retail improvements. <strong>VDOT PM:</strong> Robert Morgan, VDOT, 757-494-5472, <a href="mailto:Robert.Morgan@VDOT.Virginia.Gov">Robert.Morgan@VDOT.Virginia.Gov</a></td>
</tr>
<tr>
<td><strong>Relevance to the Project</strong></td>
</tr>
<tr>
<td>✓ VDOT design-build</td>
</tr>
<tr>
<td>✓ Alternative configuration design and analysis</td>
</tr>
<tr>
<td>✓ Roadway widening / capacity</td>
</tr>
<tr>
<td>✓ Major culvert structure</td>
</tr>
<tr>
<td>✓ Complex TMP/MOT</td>
</tr>
<tr>
<td>✓ Geotechnical constraints</td>
</tr>
<tr>
<td>✓ Much of the same design team</td>
</tr>
<tr>
<td>2. Parsons 3. October 2015 – October 2016 (Design) September 2017 (Construction)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VDOT I-64/ROUTE 15 (ZION CROSSROADS) DDI DESIGN-BUILD, Louisa County, VA ($)6.8M</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Project Highlights:</strong> This project improved traffic operations and increased safety at the interchange and improved access for adjacent businesses and land users. The interchange configuration was converted from a standard diamond to the first diverging diamond interchange (DDI) in Virginia. Widening was completed along Route 15 and modifications were made at the gore areas along I-64. Specialized DDI MOT and VMS signs were utilized along Route 15 prior to and during construction. <strong>Relevance to the Project</strong></td>
</tr>
<tr>
<td>✓ VDOT design-build</td>
</tr>
<tr>
<td>✓ DDI configuration</td>
</tr>
<tr>
<td>✓ DDI signal development</td>
</tr>
<tr>
<td>✓ Interchange at an interstate</td>
</tr>
<tr>
<td>✓ Roadway widening</td>
</tr>
<tr>
<td>✓ All of the same design team</td>
</tr>
</tbody>
</table>
**Role:** As Design Manager, Josh was responsible for the design efforts for the entire project.

**Impact on the Project:** Parsons’ winning concept modified the RFP concept plans and improved maintenance, safety, and operations further while reducing overall costs and construction time. Parsons worked closely VDOT’s District and Central Office staff and the State L&D Engineer Bart Thrasher in the development of design criteria. According to VDOT staff, this project shows Parsons’ and Josh’s “resourcefulness in the fact that no true design standards exist for these alternative interchanges.” Through Josh’s leadership, the project has won multiple national awards and resulted in more than 15% savings for the Commonwealth.

**VDOT PM:** Greg Cooley, 434-906-7979, Gregory.Cooley@VDOT.Virginia.Gov

### MD SHA INTERCOUNTRY CONNECTOR CONTRACT B DESIGN-BUILD, Montgomery County, MD ($560M)

<table>
<thead>
<tr>
<th>1. <strong>Project Highlights:</strong></th>
<th>2. <strong>Relevance to the Project</strong></th>
</tr>
</thead>
</table>
| This project consisted of approximately seven miles of new, controlled access, six-lane tolled roadway and two interchanges: ICC/MĐ 182 and ICC/MĐ 650. The MD 650 interchange included a SPUI configuration to reduce impacts on neighboring properties, improve operations along MD 650, and accommodate many utilities in the vicinity. Work included utility protection designs, relocation/improvements of state and local roads, intersection improvements, and public relations support. | Design-build  
Interstate type facility  
Roadway widening  
Structures / bridges  
Two interchanges  
New alternative configuration interchange  
Much of the same design team |

**Role:** As Design Manager, Josh was responsible for the design efforts, design quality oversight, and constructability.

**Impact on the Project:** Josh assisted in developing the project schedule, reviewed daily progress, and ensured successful project completion, on time and under budget. His team-building approach to the design management ensured full involvement, from the client to each of the disciplines, which resulted in a team atmosphere. The design process considered and incorporated viewpoints early in the planning and design reviews, which provided the best design, reduced impacts, and maintained the schedule and budget.

**Client PM:** Mark Coblentz, MD SHA, 301-586-9222, mcoblentz@iccproject.com

2. **Parsons**  
3. **August 2012-April 2014**

### VDOT I-395 SEMINARY RD HOV RAMP & NB AUXILIARY LANE DESIGN-BUILD, Alexandria, VA ($55.4 M)

<table>
<thead>
<tr>
<th>1. <strong>Project Highlights:</strong></th>
<th>2. <strong>Relevance to the Project</strong></th>
</tr>
</thead>
</table>
| This project improves traffic operations and increases safety for HOV and transit users working at or near the Mark Center, a new BRAC-related DOD facility, as well as ramp and pedestrian improvements. The project includes the widening of I-395, a new reversible HOV ramp on I-395, a new pedestrian bridge across I-395, and widening of an existing mainline bridge on I-395. The project included replacement of a structure over the interstate and a new structure over an interstate. | VDOT design-build  
Interstate facility  
Structures over interstate  
Complex TMP/MOT  
Much of the same design team |

**Role:** As Design Manager, Josh is responsible for the design efforts, design quality oversight, and constructability.

**Impact on the Project:** Josh guided the team through a successful and completed design phase that included challenges such as MOT and widening along an interstate, military facility coordination, unknown utilities, significant MOT and public outreach. Josh also oversaw design efforts for the acceleration of the project such as the design of a tower crane pad, reduced phase MOT and alternative wall design and construction techniques.

**VDOT PM:** Susan Shaw, 804-367-7623, Susan.Shaw@VDOT.Virginia.Gov

2. **Parsons**  
3. **October 2008-November 2011**

### FHWA I-95 RAMP AT FORT BELVOIR NORTH AREA, Springfield, VA ($12M Construction Value)

<table>
<thead>
<tr>
<th>1. <strong>Project Highlights:</strong></th>
<th>2. <strong>Relevance to the Project</strong></th>
</tr>
</thead>
</table>
| Completed under the FHWA Eastern Federal Lands Services Northern Region On-Call Contract, the project included the design of a new HOV structure over I-95 connecting to the roadway network at Fort Belvoir North Area. This new structure and roadway provides additional access to the Fort Belvoir North Area which reduces traffic on the Fairfax County Parkway and provides more efficient travel for Fort Belvoir. | Interstate  
Structure over I-95  
Express lanes coordination  
Geotechnical challenges |

**Role:** As the Design Manager, Josh was responsible for the overall design of the ramp, including roadway design, structural design of two bridges and MSE walls, a soil stabilization support system, 3D analysis and bridge rating of the existing bridge, development of a traffic management plan, and other related work.

**Impact on the Project:** Josh took a hands-on approach to the development of geometrics and roadway design for the project. Post-design services included responding to RFIs and assisting FHWA and VDOT with responses to contractor requests and design changes during construction. The project was opened successfully and dealt with numerous challenges such as unexpected soils and a complex connection to an existing structure over I-95.

**Client PM:** Chris Close, FHWA, 703-948-3550, Chris.Close@DOT.Gov

2. **Parsons**  
3. **September 2007 – December 2014**

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. Josh is available and committed to the Project and will provide periodic onsite presence as necessary to support construction activities.
ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

<table>
<thead>
<tr>
<th>Brief Resume of Key Personnel anticipated for the Project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Name &amp; Title: <strong>BENJAMIN BUSHEY, CONSTRUCTION MANAGER</strong></td>
</tr>
<tr>
<td>b. Project Assignment: <strong>CONSTRUCTION MANAGER</strong></td>
</tr>
<tr>
<td>c. Name of Firm with which you are now associated: <strong>ALLAN MYERS (MYERS)</strong></td>
</tr>
<tr>
<td>d. Employment History: With this Firm <strong>8</strong> Years With Other Firms <strong>0</strong> Years</td>
</tr>
<tr>
<td>Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below):</td>
</tr>
<tr>
<td><strong>ALLAN MYERS, CONSTRUCTION MANAGER (2013 – PRESENT):</strong> Manages all aspects of his projects including planning and scheduling work activities; coordination with owners &amp; other stakeholders, design consultants, and utility owners; and public outreach for all phases of construction. Oversees construction engineering; submittals; pay estimates; coordination with subcontractors and suppliers; and safety for all phases of construction. He monitors the construction schedule to ensure project milestones are achieved, production goals are met, and additional resources are provided when necessary. He oversees construction QC and ensures material used and work performed meets or exceeds contract requirements and AFC plans and specs. He manages multiple project engineers and superintendents to ensure project delivery meets or exceeds all expectations of quality, safety, schedule, and budget.</td>
</tr>
<tr>
<td><strong>ALLAN MYERS, PROJECT ENGINEER (2007 – 2012):</strong> Responsible for detailed operation planning, material procurement, schedule management, and subcontractor oversight. He managed project cost reporting, quantity and material tracking, and project management documentation. In addition, Ben was responsible for inspection of erosion and sediment control measures, maintenance of traffic operations, and quality control. His experience includes projects ranging from $12M to $173M.</td>
</tr>
</tbody>
</table>

**SUMMARY OF RELEVANT EXPERIENCE**

- Eight years construction management experience
- Four VDOT DB projects
- VDOT contracted projects with City coordination
- Quality management
- Design coordination
- MOT planning /execution
- Transit coordination

<table>
<thead>
<tr>
<th>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pennsylvania State University, State College, PA/Bachelor of Science/2007/Civil Engineering</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>f. Active Registration: Year First Registered/ Discipline/VA Registration #:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/Responsible Land Disturber/#RLD02781</td>
</tr>
<tr>
<td>ESCCC certification will be obtained prior to commencement of construction</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>g. Document the extent and depth of your experience and qualifications relevant to the Project.</th>
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<tr>
<td>(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)</td>
</tr>
</tbody>
</table>

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

1. **Project Highlights:** This project improved traffic flow along I-581 and Elm Avenue by reducing congestion at the interchange. Improvements added a lane to both off-ramps, extended turning lanes, widened/replaced two bridges, and reconstructed all four ramps.  
   **Role:** Construction Manager responsible for schedule management, contract administration, quality control, safety performance, and stakeholder coordination including the City of Roanoke and NSRR.  
   **Impact on the Project:** Ben’s leadership has resulted in schedule improvements and productivity gains through adjustment of the MOT and construction sequencing and changes/additions to resources allocated to the project. He worked collaboratively with VDOT and the City to minimize construction impacts for vehicular and pedestrian traffic without compromising schedule. He value-engineered an alternative to micro-tunneling and proposed a tunnel boring operation.  
   **VDOT PM:** Robert Phlegar, 504-378-5038, r.phlegar@vdot.virginia.gov

2. Allan Myers  
3. April 2013 – August 2015 (Substantial) and Feb 2016 (Final)
**RICHMOND AIRPORT CONNECTOR ROAD DESIGN-BUILD, RICHMOND, VA ($39.4M)**

1. **Project Highlights:** Approximately 1.6 miles of new four-lane roadway that provides motorists with direct access to the Richmond International Airport from Route 895. Myers 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.

   **Role:** Project Engineer responsible for all aspects of bridge and MSE wall construction (valued at approximately $10M) including QA/QC, owner and engineer communications, construction oversight, schedule, and safety. Completed detailed operation planning and managed multiple crews and subcontractors.

   **Impact on the Project:** The bridges were on critical path for the project schedule. Ben’s detailed operation planning and innovative construction solutions supported delivery of the Project two months ahead of schedule. He oversaw settlement monitoring and developed an innovative construction approach to constructing a rectangular shaped MSE wall which stockpiled backfill materials within the wall, reduced settlement durations, and removed equipment from the top of the wall with cranes once construction was complete.

   **Client PM:** Richard Bydlon, Pennsylvania Turnpike Commission, 610-313-6200, bbydlon@paturnpike.com

2. Allan Myers
   3. February 2009 – September 2010

**VDOT ROUTE 1 BRIDGE REPLACEMENT OVER CSX RR, CHESTERFIELD COUNTY, VA ($10.8M)**

1. **Project Highlights:** The project includes reconstruction and widening of one mile of Route 1. Project includes 16” waterline relocation, 80,000 cy of fill placement, drainage enhancements, complete reconstruction of a 180’ bridge over two CSX tracks, demolition of the existing bridge, two large MSE walls, a large concrete retaining wall, and new roadway lighting, signage and signals. Myers coordinated with the County for the waterline relocation work, which included two jack and bore operations and approximately 1500 feet of 8” waterline. Extensive coordination with CSX includes submission and approval of work plans for all operations in close proximity to the tracks. The scope of work includes signal modifications and new lighting along Route 1. Drainage work includes roadway crossings which were open cut across Route 1 using night-operations.

   **Role:** Construction Manager responsible for all aspects of construction including schedule, management, contract administration, quality control, safety performance, and stakeholder coordination including the County and CSX.

   **Impact on the Project:** Ben’s leadership has built a strong working relationship with CSX representatives and is anticipated to provide completion of the project five months ahead of schedule.

   **VDOT PM:** Eric Thornton, (804)674-2347, Eric.Thornton@VDOT.Virginia.gov

2. Allan Myers
   3. September 2014 – December 2016 (Anticipated)

**PTC I-276 PA TURNPIKE WIDENING, KING OF PRUSSIA, PA ($173M)**

1. **Project Highlights:** Designed to ease congestion and enhance safety on the interstate, the project reconstructed and widened 5.3 miles of the PA Turnpike from four lanes to six and reconstructed the Valley Forge interchange. Accelerating reconstruction at the Valley Forge interchange improved traffic flow at the toll plaza prior to reconstructing the roadway. Coordination with two railroads (SEPTA and Penn Eastern) was crucial to widening bridges over existing tracks.

   **Role:** Field Engineer responsible for procurement of permanent bridgework materials, development of detailed work plans for crews, supervision of crews and multiple subcontractors, and incorporating safety planning into operations.

   **Impact on the Project:** Ben supported eight concrete crews to achieve production, quality and safety goals for the project. As the project progressed, he took a leadership role to complete construction and close out the contract.

   **Client PM:** Bernard Bydlon, Pennsvilnia Turnpike Commission, 610-313-6200, bbydlon@paturnpike.com

2. Allan Myers

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

   Ben will be on-site full time for the duration of construction to support the successful delivery of the Project. His current assignments are as follows:

   - I-581/Elm Ave Interchange, Construction Manager, February 2016
   - Route 1 Bridge Replacement, Construction Manager, December 2016
   - I-95/Temple Avenue Interchanges Improvements, Assistant CM, November 2016
congestion and enhance safety on the east-west interstate. This section of the turnpike, from the Schuylkill River Bridge to Valley Forge/King of Prussia, is the most

This design-bid-build project outside of Philadelphia, PA widened the PA Turnpike from four to six-lanes between mile 326 and 331. The project was designed to ease

• LESSONS LEARNED FOR THE PROJECT

• •

• Full legal name of the affiliate or subsidiary and the role they will have on the Work Performed by the Firm identified as the Lead Contractor for this procurement.

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.

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

<table>
<thead>
<tr>
<th>a. Project Name &amp; Location</th>
<th>b. Name of the prime design consulting firm responsible for the overall project design.</th>
<th>c. Contact information of the Client or Owner and their Project Manager who can verify Firm’s responsibilities.</th>
<th>d. Contract Completion Date (Original)</th>
<th>e. Contract Completion Date (Actual or Estimated)</th>
<th>f. Contract Value (in thousands)</th>
<th>g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: Pennsylvania Turnpike Widening, MP 331-326</td>
<td>Name: Urban Engineering</td>
<td>Name of Client: Owner: Pennsylvania Turnpike Commission</td>
<td>Phone: 610-313-6200</td>
<td>Phone: 610-279-1645</td>
<td>Email: <a href="mailto:bbydlon@paturnpike.com">bbydlon@paturnpike.com</a></td>
<td>11/2008</td>
</tr>
<tr>
<td>Location: Montgomery County, PA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

• Owner approved changes for sinkhole remediation, changes to traffic maintenance schedule acceleration to mitigate owner caused delays, quantity over runs, undercuts, and emergency repairs to existing roadway during construction

• Geotechnical challenges

• Community engagement

• Geotechnical challenges

• Stormwater management

Bridge replacement over Ramp A/B

Reconstruction of PA Turnpike Valley Forge Interchange with I-76

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.

VARIABLE EVIDENCE OF GOOD PERFORMANCE

- Myers delivered the project on time, meeting an aggressive 30 month schedule through the use of innovative construction sequencing and successful management of unknown subsurface conditions.
- Project awarded the ABC Excellence in Construction award for the Heavy Construction/Infrastructure category in 2009.
- Myers’ bid price was $10 million lower than the second bidder which saved approximately 5% on the bid and provided PennDOT with the ability to utilize these funds on other transportation projects.

This design-build project outside of Philadelphia, PA widened the PA Turnpike from four to six lanes between mile 326 and 331. The project was designed to ease congestion and enhance safety on the east-west interstate. This section of the turnpike, from the Schuylkill River Bridge to Valley Forge/King of Prussia, is the most heavily traveled portion of the PA Turnpike System with over 65,000 vehicles daily and a neighboring SEPTA rail line. Myers was responsible for the total reconstruction and widening of 5.3 miles of the turnpike and the reconstruction of the Valley Forge interchange which has the heaviest volume on the PA Turnpike and services the second largest mall in the country, King of Prussia Mall. The overall scope of the project included 5 major bridge structures and three box culvert extensions; ten MSE walls (250,000 SF), 5 post/pal ent retaining walls and 11 RSS walls; six noise walls; significant earthwork (658,000 CY of excavation); 423,000 tons of asphalt paving; and 36,500 LF of pipe and 360 drainage structures.

The work was completed in 4 major stages, including 13 sub stages. The schedule for this project was challenging due to traffic requirements on the widely used interchange. The construction sequence separated the work into three areas; 1) eastbound outer lane construction, 2) west bound outer land construction, and 3) east and west bound inner lane construction. However, the schedule demands of this project required constructing stages one and two simultaneously to compress the overall project schedule. This stage included concurrent construction of ten miles of roadway, ten bridge work zones, and 12 noise and retaining walls. Myers’ project staff included up to 25 crews and subcontractors, three segment managers, eight superintendents, three safety managers, and 16 additional support staff for construction planning.

Myers evaluated design alternatives for the bridges and ultimately provided design alternates for four bridges. The original steel design was replaced with a pre-stressed concrete design during the bid phase and provided a cost and schedule savings to the owner. Myers also provided design for the soundwalls, QC for the project, and coordination of utility.

Allan Myers VA, Inc.’s affiliated company Allan Myers, L.P. was the Lead Contractor for this project. While Myers contracts under different entities in different states for accounting purposes, all entities share resources and report to the same management team.

Strengths

- Quality – In order to achieve a smooth ride, paving grades are critical and QC practices are imperative. Myers used total station to control grades for the asphalt paving and underl ying stone subbase and subgrade.

**This technique of grade control for asphalt paving was an innovative approach and this project was the first application of this technique for asphalt paving.**

- Construction sequencing – The demanding project schedule was met through aggressive scheduling and innovative construction sequencing. Myers proposed accelerating the Valley Forge interchange reconstruction to improve traffic flow at the toll plaza prior to reconstructing the roadway. This approach relieved congestion for traffic exiting the mall, minimized the delays encountered during construction, and shortened the duration of inconvenience to the traveling public.

- Access for police and other emergency vehicles was maintained continuously throughout construction.

- Maintenance of Traffic – to minimize construction impacts to traffic, Myers negotiated access agreements with neighboring entities to allow equipment and material to be delivered to the work zone. This assisted in maintaining two lanes of traffic in each direction during the daytime hours. Access for police and other emergency vehicles was maintained continuously throughout construction.

- Challenging Subsurface Conditions – Impacts of unknown subsurface conditions on the project schedule were minimized by providing a full time crew dedicated to sinkhole repair and management of undercuts. These efforts were further supported with subcontracted resources responsible for pressure grouting at select locations. Sinkholes were encountered throughout the job site and the necessary repair method was evaluated at each location. A stable base for the new roadway was provided by undercutting unsuitable subgrade soils, typically removing and replacing two foot of material.
LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location
Name: I-581/Elm Avenue Interchange Improvements
Location: City of Roanoke, VA

b. Name of the prime design consulting firm responsible for the overall project design.
Name: Rinker Design Associates

Name of Client/Owner: Virginia Department of Transportation
Phone: 540-378-5038
Project Manager: Robert Phlegar
Phone: 540-378-5038
Email: r.phlegar@vdot.virginia.gov

06/2015
08/2015*
2/2016

06/2015
08/2015*
2/2016

f. Contract Completion Date (Actual or Estimated)

f. Contract Value (in thousands)

Original Contract Value
Final or Estimated Contract Value

$20,369
$20,772
$20,772

From the City for locations and permits.

Urban landscaping was installed in medians along I-581 and architectural finishes and staining were utilized on three RW-3 retaining walls. Pedestrian traffic was safely maintained during phased replacement of the bridges by narrowing lane widths slightly, through coordination with VDOT and the City. This approach saved 4-5 weeks of schedule for removal of a temporary bridge.

- Stakeholder Coordination - Communication early and often with the City of Roanoke minimized construction impacts on local events and provided construction progress updates during critical operations including a local detour. Coordination with FHWA included plan reviews and change orders approvals.

- Maintenance of Traffic - Myers, VDOT, and the City worked collaboratively to maintain traffic flow throughout construction. To maintain daily traffic both downtown and through the City with minimal disruptions, construction was completed in three stages for Elm Avenue and two stages for I-581. Pavement markings were proactively refreshed to provide clear direction for traffic flow.

- Utility Coordination - Coordination was required with several utilities, including the Western Virginia Water Authority (public water and sanitary sewer), Roanoke Gas, and Appalachian Power Company. Installation of new lighting and signals was complicated since the location of the existing utility lines was not documented correctly. The Myers Team coordinated with the City to maintain existing signals and lighting for pedestrians while installing the new utility lines. Coordination efforts included Myers, VDOT, the City, and Myers' electrical subcontractor performing the work.

- Constrained Site Access - Staging areas for structures work on Elm Avenue were very limited due to adjacent intersections and limited space between the two bridges. Myers utilized a project yard for additional work to incorporate new lighting and signals coordination with VDOT and the City. This approach saved 4-5 weeks of schedule for removal of a temporary bridge.

- Stormwater management
- Construction reached substantial completion on schedule and will be delivered within budget.
- There have been zero incidents or injuries for more than 772 days and 65,250 construction man-hours.
- Myers provided a $100K cost savings to VDOT for value-engineering which changed the proposed micro-tunneling under I-581 to a tunnel boring operation.

Relevance to the Project
\[ \text{VDOT design-build project} \]
\[ \text{Interchange modification} \]
\[ \text{Interstate widening} \]
\[ \text{Bridge design/construction} \]
\[ \text{Bike/pedestrian accommodations} \]
\[ \text{Maintenance of traffic} \]
\[ \text{Community engagement} \]
\[ \text{Geo-technical challenges} \]
\[ \text{Stormwater management} \]

- Myers Staff Involvement
  - Ed Hilferty
  - Ben Bushey
  - Sandra Center
  - Jeff Miller
  - Daniel Rock

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.
**LEAD CONTRACTOR - WORK HISTORY FORM**

**PROJECT DESCRIPTION**

- **Name**: Route 60 and German School Road Widening
- **Location**: Richmond, VA

**Verifiable Evidence of Good Performance**

- Completed eight months ahead of schedule with additional scope of work
- Minimized the effects of extensive design changes by evaluating each redesign for cost-effectiveness
- Rated 100% on VDOT’s Contractor Employee Safety rating
- Scored 95% or better on all VDOT Contractor Performance Evaluations.

**VERIFICATION OF WORK PERFORMED**

<table>
<thead>
<tr>
<th>Relevance to the Project</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interstate/roadway widening</td>
<td>$45,584</td>
</tr>
<tr>
<td>Intersection modification</td>
<td>$45,584</td>
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<tr>
<td>Access challenges</td>
<td>$45,584</td>
</tr>
<tr>
<td>Bike/pedestrian accommodations</td>
<td>$45,584</td>
</tr>
<tr>
<td>Maintenance of traffic</td>
<td>$45,584</td>
</tr>
<tr>
<td>Community engagement</td>
<td>$45,584</td>
</tr>
<tr>
<td>Storm water management</td>
<td>$45,584</td>
</tr>
</tbody>
</table>

**Myers Staff Involvement**

- Jessica Colbert

**PROJECT DESIGN**

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

A major error was found in the design survey on Route 60 and this required significant redesign and collaborative solutions from VDOT’s design engineer and Myers’ construction team. An outside survey company was utilized to resever the entire job to locate grade issues throughout the project. To correct this problem, Myers, VDOT, and AECOM spent weeks using the information gathered to formulate the final solution of profile milling to even out the grades on Route 60 and ensure the drainage already installed would work properly when the final pavement was placed. The significant redesign is evidenced by the 120 RFI’s and 60 change orders issued to resolve the error.

**LESSONS LEARNED FOR THE PROJECT**

- **Safety and Public Impacts** – To safely perform the work in accordance with the MOT Plan, crews had to complete the majority of work on Route 60 during the night time hours. However, the work on German School Road had to be 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, minimized safety risks to Myers crews and the public, and avoided impacting local residents on German School Road with night-time construction.

- **Utility Coordination** – Utility conflicts were identified before they became critical to the schedule. By identifying issues in the planning stages, construction progress was not halted by conflicts. In addition, the project team had alternative work operations planned and prepared. When unexpected conflicts were encountered, Myers crews moved quickly to another work operation without delaying the schedule or jeopardizing safety.

- **Formal Partnering** – Through formal partnering on this project, a good relationship between VDOT and Myers' construction team was developed and maintained. The significant change negotiations were successful because of the teaming relationships created and the approach by all parties to put the success of the project above personal agendas.

- **Maintenance of Traffic** – Myers was responsible for MOT on the project with a focus on keeping pedestrians safe in the work zone. Myers utilized directive signage, as well as ramps, and cones with delineator rods to funnel pedestrian traffic away from the work. This provided safe and continuous access for residents, businesses, and pedestrian traffic during construction.

**CONTACT INFORMATION**

- **Name**: Harold Dyson
- **Title**: VDOT
- **Phone**: 804-524-6433
- **Email**: shane.mann@vdot.virginia.gov

**Date**

- **Completion Date (Actual or Estimated)**: 12/2012
- **Original Contract Value**: $35,412
- **Final or Estimated Contract Value**: $45,584

**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**LIMIT 1 PAGE PER PROJECT**

<table>
<thead>
<tr>
<th>a. Project Name &amp; Location</th>
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<th>g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement. (in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: Route 60 and German School Road Widening</td>
<td>Name: AECOM</td>
<td>Name of Client: Owner: VDOT</td>
<td>Phone: 804-524-6433</td>
<td>Project Manager: Shane Mann</td>
<td>Phone: 804-524-6433</td>
<td>Email: <a href="mailto:shane.mann@vdot.virginia.gov">shane.mann@vdot.virginia.gov</a></td>
</tr>
</tbody>
</table>
**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

<table>
<thead>
<tr>
<th>a. Project Name &amp; Location</th>
<th>b. Name of the prime/ general contractor responsible for overall construction of the project.</th>
<th>c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.</th>
<th>d. Construction Contract Start Date</th>
<th>e. Construction Contract Completion Date (Actual or Estimated)</th>
<th>f. Contract Value (in thousands)</th>
<th>g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement. (in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location: American Fork, Utah</td>
<td>Name: Design-Build Utah I-15 / Main Street DDI</td>
<td>Name: Parsons Engineering Co.</td>
<td>8/2010</td>
<td>8/2010</td>
<td>$180,000</td>
<td>$180,000</td>
</tr>
<tr>
<td>Location: Kiewit Western Co. and W.V. Clyde</td>
<td>Name: of Client: Utah Department of Transportation</td>
<td>Name of Client: Utah Department of Transportation</td>
<td>8/2010</td>
<td>8/2010</td>
<td>$180,000</td>
<td>$18,642</td>
</tr>
</tbody>
</table>

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

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

This project was cover story and documented in Roads & Bridges Magazine’s October 2010 Issue and won the following awards:

- 2010 ACEC Grand Award Winner
- 2010 Roads & Bridges Magazine Top 10 Road Project
- 2010 Associated General Contractors of Utah Transportation Project of the Year

**LEAD DESIGNER RESPONSIBILITIES**

The project was comprised of the design and construction of approximately six miles of a five-lane urban arterial on a new alignment in northern Utah County, between two major development centers in Utah County, and one mile of reconstruction of I-15 just south of Salt Lake City. The new roadway serves a significantly growing community within the cities of American Fork, Lehi, and Saratoga Springs.

The jewel of this new connector is its interchange with I-15, which is the second DDI in the U.S. The interchange with I-15 was originally conceived by the Utah Department of Transportation (UDOT) as a single-point urban interchange, or SPUI. The design-build team submitted the DDI concept as an alternative technical concept (ATC), providing necessary traffic modeling analysis that supported the concept. This approved ATC also provided the benefit of a significant cost advantage to the project of approximately $20 million.

This project marks the successful implementation of two major milestones: the second DDI and the longest and heaviest documented precast prestressed spans moved into place using Self Propelled Modular Transporters (SPMTs) in the U.S. As a result of the collaborative design efforts on the project, UDOT has now implemented design standards and guidelines for future DDIs incorporated within their system. Innovations included:

- Proposing a DDI that reduced right-of-way requirements and increased safety for the traveling public
- Designing and building the longest and heaviest documented precast prestressed spans moved into place using SPMTs in the U.S.
- Parsons met 100 percent of its environmental design commitments — promoting revegetation within the construction area and providing the client, consumers, and the environment with an interchange built with care.
- The innovative DDI solution, which used the existing roadway alignment, provided sustainability benefits by significantly reducing the project footprint and resulting impacts.

As the Prime Designer, Parsons led the design from its South Jordan, Utah Office.

**LESSONS LEARNED FOR THE PROJECT**

The project was the first DDI to go through design and thus was instrumental in helping set the guidelines and recommendations for future DDI designs. This included the need for adequate spacing between access points such as intersections and driveways, correct skew angles for the intersection crossovers and the need for 3D and VISSIM modeling to accurately determine signal phasing/timing and avoid visual confusion and obstructions from guard railings, signs or other objects.
**LEAD DESIGNER - WORK HISTORY FORM (LIMIT 1 PAGE PER PROJECT)**

<table>
<thead>
<tr>
<th>a. Project Name &amp; Location</th>
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<th>f. Contract Value (in thousands)</th>
<th>g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement (in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: I-395 HOV Ramp at Seminary Road and NB Auxiliary Lane Extension</td>
<td>Name: Archer Western</td>
<td>Name of Client: VDOT Phone: 800-367-7623 Project Manager: Susan Shaw Phone: 703-259-1995 Email: <a href="mailto:susan.shaw@VDOT.virginia.gov">susan.shaw@VDOT.virginia.gov</a></td>
<td>04/2013</td>
<td>05/2016 Schedule extended due to added scope and adjacent project delay</td>
<td>$55,549</td>
<td>* $56,749 + Additional scope</td>
</tr>
</tbody>
</table>

**a. Project Name & Location**: I-395 HOV Ramp at Seminary Road and NB Auxiliary Lane Extension

**b. Name of the prime/general contractor responsible for overall construction of the project**: Archer Western

**c. Contact information of the Client and their Project Manager who can verify Firm’s responsibilities**:
- Name of Client: VDOT
- Phone: 800-367-7623
- Project Manager: Susan Shaw
- Phone: 703-259-1995
- Email: susan.shaw@VDOT.virginia.gov

**d. Construction Contract Start Date**: 04/2013

**e. Construction Contract Completion Date (Actual or Estimated)**: 05/2016 Schedule extended due to added scope and adjacent project delay

**f. Contract Value (in thousands)**: $55,549

**g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement (in thousands)**: $56,749 + Additional scope

---

**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.**

The project was a key component in relieving the traffic congestion created by the relocation of thousands of federal workers to the Mark Center, a new Department of Defense Base Realignment and Closure (BRAC) facility near the I-395 and Seminary Road Interchange. The project goals are to improve traffic operations along I-395, increase safety and access for high occupancy vehicle (HOV) and transit users working at or near the Mark Center, and improve pedestrian access for the surrounding neighborhoods and businesses. The project includes a new reversible high-occupancy vehicle (HOV) ramp on I-395, a new pedestrian bridge across I-395, widening of I-395 through the extension of the auxiliary lane and the widening of an existing mainline bridge on I-395.

Parsons was responsible for all components of roadway design, structural design, 3D modeling, traffic analysis, drainage design, geotechnical investigations (performed by Schnabel), signing/lighting, the traffic management plan, noise analysis, public meeting support, and other related work. Parsons was the prime designer for the project and completed all of the designs from its Tysons, Virginia office.

**Value Engineering Evidence of Good Performance**

- VDOT chose the Parsons team in part due to our extensive experience along the I-95/395 corridor. This understanding and experience led to several improvements to the project and a successful design phase.

- Project enhancements included:
  - Optimizing retaining walls, providing continuous weathering steel curved girders versus existing spayed simple spans with fatigue prone details, eliminating deck joints, and using lightweight concrete. The result was a safer and more maintenance-free facility at 70 percent of the originally estimated cost.
  - Changes made to the RFP proposal were documented and analyzed through the Interchange Modification Report process and fully approved through VDOT and FHWA.
  - A value engineering alternative to the pedestrian bridge took it off the critical path of the project, improved safety through increasing visibility, improved aesthetics as requested by the city, made use of LED lighting, and reduced construction and long term maintenance costs.
  - Optimized the use of retaining walls to reduce the amounts of soil leaving the project site.
  - In lieu of repairing the deck, Parsons designs replaced the deck of the Seminary Road Bridge increasing the life expectancy and reducing future maintenance costs.
  - Successfully coordinated the noise analysis process with FHWA, VDOT, the City and adjacent neighborhoods to meet the requirements while allowing several sections of walls to be removed to the neighborhood desires and votes.

- As stated by VDOT staff members, this is one of, if not the very first time walls were removed per citizen requests. Working with the locality and neighborhoods, this was accomplished while still reaching the project goals.

**Attachments**

- 3.4.1(b) LEAD DESIGNER - WORK HISTORY FORM
- ATTACHMENT 3.4.1(b) LEAD DESIGNER - WORK HISTORY FORM
- ATTACHMENT 3.4.1(b) LEAD DESIGNER - WORK HISTORY FORM
- ATTACHMENT 3.4.1(b) LEAD DESIGNER - WORK HISTORY FORM

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**Relevance to the Project**

- VDOT DB project
- Interchange modification
- Interstate widening
- Alternative configuration
- Bridge design/construction
- Intersection modifications
- Collector road/access changes
- Bicycle/pedestrian accommodations
- Maintenance of traffic
- Community engagement
- Geotechnical challenges
- Stormwater management
- Public Outreach/Education

**Parsons and Design Staff Involvement**

- Joshua Wade* - Design Manager
- Greg Anderson – Design QC
- Azin Mohammed – Lighting
- Craig Richardson – Landscape
- Schnabel – Geotech and Pavement

---

**I-395 South of Seminary Road**

**Lead Designer Work History Form – I-395 HOV Ramp at Seminary Road and NB Auxiliary Lane Extension** | Page 1 of 1
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 Start Date
e. Construction Contract Completion Date (Actual or Estimated)
f. Contract Value (in thousands)
g. Design Fee for the Work

| Name: 1-64 / Route 15 (Zion Crossroads) Interchange Improvements Design-Build | Name of Client: Virginia Department of Transportation |
| Location: Louisa County, VA | Phone: 540-829-7500 |
| Project Manager: Greg Cooley | Phone: 540-829-7500 |
| Email: greg.cooley@vdot.virginia.gov | 04/2014 |
| | 04/2014 |
| | $6,883 |
| | $6,883 |
| | $923 |

In addition, the following awards were won by the project:

- 2013 ENR (Mid-Atlantic Division) Best Project – Transportation
- 2012 ARTBA Globe Environmental Award – Major Highway
- 2012 MidJ Silver Partnering Award
- 2015 DBIA National Award of Merit
- 2015 DBIA Mid-Atlantic Design-Build Merit Award

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE

This project was completed on time and with a 15% cost savings for VDOT and the tax payers of the Commonwealth. Per VDOT’s Before and After Analysis the results have been positive for safety—66% reduction in overall crashes and 100% reduction in injuries thus far.

In the VDOT Before and After Analysis the results have been positive for safety—66% reduction in overall crashes and 100% reduction in injuries thus far.

Relevance to the Project

- Design-build project
- Interchange modification
- Interstate / roadway modification
- Diverging diamond interchange
- Intersection modifications
- Collector road / access changes
- Maintenance of traffic
- Community engagement
- Geotechnical challenges
- Stormwater management
- Utility avoidance and relocation
- Public outreach / education

Parsons and Design Staff Involvement

- Joshua Wade*
- Greg Anderson
- Azim Mohanned
- Sunita Nadella
- Craig Richardson
- James Kramer
- Dave Ayala
- Wallace Montgomery
- Schouel
- CFS
- MBP

“I answered a lot of questions and concerns from residents during construction. All of the benefits of the DDI that VDOT promised have come true and the phone calls have gone away. Thank you.”

– Dick Havasy, Louisa County Board of Supervisors

“Engineering Experience in Design of Alternative Configurations – There is no substitute for experience, especially for DDI configurations, and being able to leverage Parsons national and worldwide experience to develop engineering design criteria to the project was an essential part of the success.”

“Unified Public Outreach Response – Early elected official outreach is essential since they will be fielding the calls from citizens and represent the first response many will hear or receive.”

“Relieving Accident Likelihood – Education outreach to professional drivers is beneficial towards improving early operations and reducing accident likelihood.”

“Design Optimization – A detailed approach to the design of all elements of the DDI will ensure the most optimized solution with increased safety and reduced costs and maintenance requirements!”

“Proper Traffic Control – The need for 3D modeling to properly lay out signage, guardrail and the locations of other objects and plan sight lines helps avoid visual confusion and obstructions this helps to ensure a comfort level for drivers going through the interchange for the first time.”

“Modeling – VISSIM modeling is needed to accurately determine signal phasing/timing for the MOT phases as well as the ultimate condition.”

“EMS Training – The project development showed the need for education for the EMS services to understand the final configuration, that you could no longer use the interchange ramps to directly bypass the mainline of the interstate, and to ensure continual access through the interchange during construction.”

Aerial overview of the Interchange

As the Prime Designer, Parsons led the design from its Tysons, Virginia Office.

LESSONS LEARNED FOR THE PROJECT

This project improved traffic operations and safety by converting the existing standard diamond interchange into a diverging diamond interchange (DDI) and by improving the Route 15 and Spring Creek Parkway intersection. This is the first DDI in the commonwealth of Virginia. The project included important land use access throughout the area. Parsons was responsible for all components of roadway design, 3D modeling, traffic analysis, drainage design, geotechnical investigations, signing and lighting, the development of a traffic management plan (TMP), and related work. Parsons was also responsible for public involvement for this project. Parsons’ innovative redesign of VDOT’s conceptual design further improved safety while reducing maintenance costs, the number of maintenance-of-traffic (MOT) phases, overall costs, and the construction schedule. The redesign included removal of raised medians, reduction of overall pavement, and elimination of private right-of-way acquisitions through tightening of the cross-sections. The work along Route 15 included utility avoidance and relocation of several electrical and interconnect lines, reconfiguration of several intersections including adding turn lanes and signal heads, the widening of a portion of Route 15, ITS and access maintenance.

As the Prime Designer, Parsons led the design from its Tysons, Virginia Office.

This project was completed on time and with a 15% cost savings for VDOT and the tax payers of the Commonwealth.