

### 3.2 Letter of Submittal

January 29, 2015



Mr. Bryan W. Stevenson, P.E.  
Alternate Project Delivery Office, Virginia Department of Transportation  
1401 East Broad Street, Richmond, VA 23219

Re: Military Highway Continuous Flow Intersection (CFI), RFQ No.: C00001765DB81

Dear Mr. Stevenson:

[www.branscome.com](http://www.branscome.com)

As one of the largest and most respected heavy contractors in the Mid-Atlantic region, Branscome, Inc. (Branscome) is committed to be your design build contractor for the Military Highway Continuous Flow Intersection (CFI) project in Norfolk, VA. Branscome is based in Hampton Roads and has built more than \$1 billion of highway and interstate projects in the last ten years. Our lead design firm, CH2M HILL, has performed more than \$30 billion of work globally on design-build projects, and has experience designing CFI projects, including the Bangerter Highway CFI Project in Utah, which utilized a CFI design under similar traffic conditions. CH2M HILL's design efforts will be augmented by Clark Nexsen, who has served Virginia for more than 90 years, providing safe and creative engineering solutions for transportation projects. Clark Nexsen has been involved in more than 85 design-build projects in the past five years.

432 MCLAWS CIRCLE  
WILLIAMSBURG, VIRGINIA 23185

PHONE: 757-229-2504

FAX: 757-220-0390

The Branscome Team brings VDOT robust capabilities which will be required to design and build this project safely, efficiently, and on schedule. The team's experience covers all disciplines required for a successful project, including highway reconstruction, interchange improvements, utility relocations, structure improvements, and an integrated traffic signaling system. The Branscome Team will continue its rich tradition of partnering with VDOT to provide the citizens of Virginia with a safe, reliable transportation improvement project.

Unique among all offerors, Branscome owns three asphalt plants and stone yards within 20 miles of the project site. Branscome receives raw materials for road construction from four different sources; delivered by separate rail lines and barges. At these facilities, Branscome can receive and stage materials and equipment within minutes of the project. We employ 18 paving, grading, and utility crews in the Hampton Roads area alone and can mobilize additional crews as needed from surrounding regions. Branscome maintains a 4,000 SF office within five miles of the project capable of housing all personnel needed to manage the project. Furthermore, CH2M HILL and Clark Nexsen also have fully staffed local offices. In total, Branscome, CH2M HILL and Clark Nexsen have more than 750 full time employees based in Hampton Roads, capable of providing local support to expedite delivery of the project.

Branscome's well integrated team is exceptionally positioned to effectively deliver to VDOT all of the necessary elements of a successful design build project.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J. Parker Mills'.

J. Parker Mills  
Construction Operations Manager / Branscome, Inc.

### 3.2.1 Full Legal Name and Address of the Offeror

The full legal name and address of the Offeror is:

Branscome, Inc.  
432 McLaws Circle  
Williamsburg, VA 23185

### 3.2.2 Point of Contact for the Offeror

J. Parker Mills is the official representative and Point of Contact for Branscome, Inc. His contact information is below:

J. Parker Mills	(757) 229-2504 (Telephone)
Construction Operations Manager	(757) 220-0390 (Facsimile)
432 McLaws Circle	(757) 592-0553 (Cell)
Williamsburg, VA 23185	<a href="mailto:millsp@branscome.com">millsp@branscome.com</a>

### 3.2.3 Principal Officer for the Offeror

The principal officer of Branscome, Inc. with whom a design-build contract with VDOT would be written is:

Stuart Patterson	(757) 229-2504 (Telephone)
Construction Operations Manager	(757) 220-0390 (Facsimile)
432 McLaws Circle	(757) 941-7501 (Direct)
Williamsburg, VA 23185	<a href="mailto:pattersons@branscome.com">pattersons@branscome.com</a>

### 3.2.4 Offeror's Corporate Structure

The offer is Branscome, Inc. (Branscome), a C Corporation incorporated in the Commonwealth of Virginia. Branscome will take full financial responsibility for this Project and will provide performance and payment bonds for the required contract value and time periods. Branscome will be the lead contractor for our team and is the member that will have joint several liabilities for the performance of the work required for the Project. There are no liability limitations.

### 3.2.5 Full Legal Name of Lead Contractor and Lead Designer

Branscome, Inc. will be the Lead Contractor, and CH2M HILL will be the Lead Designer.

### 3.2.6 Affiliated Subsidiary Companies

Company Name	Address	Phone	Fax
Colas, Inc. – Parent Company	163 Madison Avenue, Suite 500 Morristown, NJ 07960	(973) 290-9082	(973) 290-9088

### 3.2.7 Certification Regarding Debarment Forms

See attached documents in Appendix.

### **3.2.8 Offeror's VDOT Prequalification Evidence**

Branscome's VDOT prequalification number is B850, and the company's status is active. A copy of Branscome's Certificate of Qualification can be found in the Appendix.

### **3.2.9 Capability to Obtain Bonding**

Branscome is capable of obtaining an performance and payment bond based on the current estimated contract value referenced in Section 2.1. A letter from Willis of New York, Inc. attesting to this fact can be found in the Appendix.

### **3.2.10 SCC and DPOR Registrations**

All business entities on the Branscome Team shall satisfy all commercial and professional registration requirements. Copies of team members' SCC and DPOR registrations can be found in the Appendix.

### **3.2.11 DBE Statement**

The Branscome Team will provide disadvantaged business enterprises (DBE) with a full and equal opportunity to participate in the performance of the contract for the Military Highway CFI Project. We are committed to achieving the goal of 12% of all design and construction work being awarded to DBE firms, and we will work with the Virginia Department of Minority Business Enterprise to discover companies who have Virginia DBE certification in order to invite them to bid on this contract.

Beyond merely reaching the goal, we are committed to using DBE firms in meaningful work areas, in both the design and construction areas. While the DBE status is a significant factor in selecting subcontractors, we also take into consideration the technical capabilities of the companies, and the availability of local, capable subcontractors experienced in providing services. We will solicit and award contracts to DBE firms to the maximum extent practicable for this requirement.

DBE and other small businesses will be fully incorporated into the Branscome Team for the time they are working on the contract. During that time, we will provide any support that the firm needs to perform to the same quality and safety standards we use. Subcontractors will be included in regularly scheduled planning meetings, quality meetings, and design review meetings. They will also be expected to attend weekly toolbox safety briefings. For us to be successful on this project, we need to have highly-qualified DBE firms who are fully integrated into the Branscome Team.

We can make this commitment based on our successful performance recruiting DBE firms in the past.

### 3.3.1 Identity and Key Personnel Information

Our Key Personnel have proven experience delivering projects with characteristics similar to the Military Highway CFI Design-Build project, including design-build, complex urban traffic management, aggressive schedule, complex utilities and potentially controversial public involvement issues. Qualifications of our Key Personnel are summarized below. Detailed Resume Forms are provided in the Appendix.

**J. Parker Mills, Design-Build Project Manager:** Experienced in overall project design, construction quality management, and contract administration from experience on similar projects including serving as Design-Build Project Manager for the I-64 Pavement Rehabilitation Project and the Operations Manager responsible for the Princess Anne Road/Nimmo Parkway Widening Project. From these and other projects, Mr. Mills also provides proven capabilities in responding to project inquiries and public outreach coordination and participation.

**Bill McDowell, Quality Assurance Manager.** Experienced in monitoring contractor's quality control from roles as Assistant State Construction Engineer for VDOT from 1996-2001, QAM for the I-66 Pavement Rehabilitation project in Fairfax County, and Chief Construction Manager of the Middle Ground Boulevard Extension in Newport News among other projects.

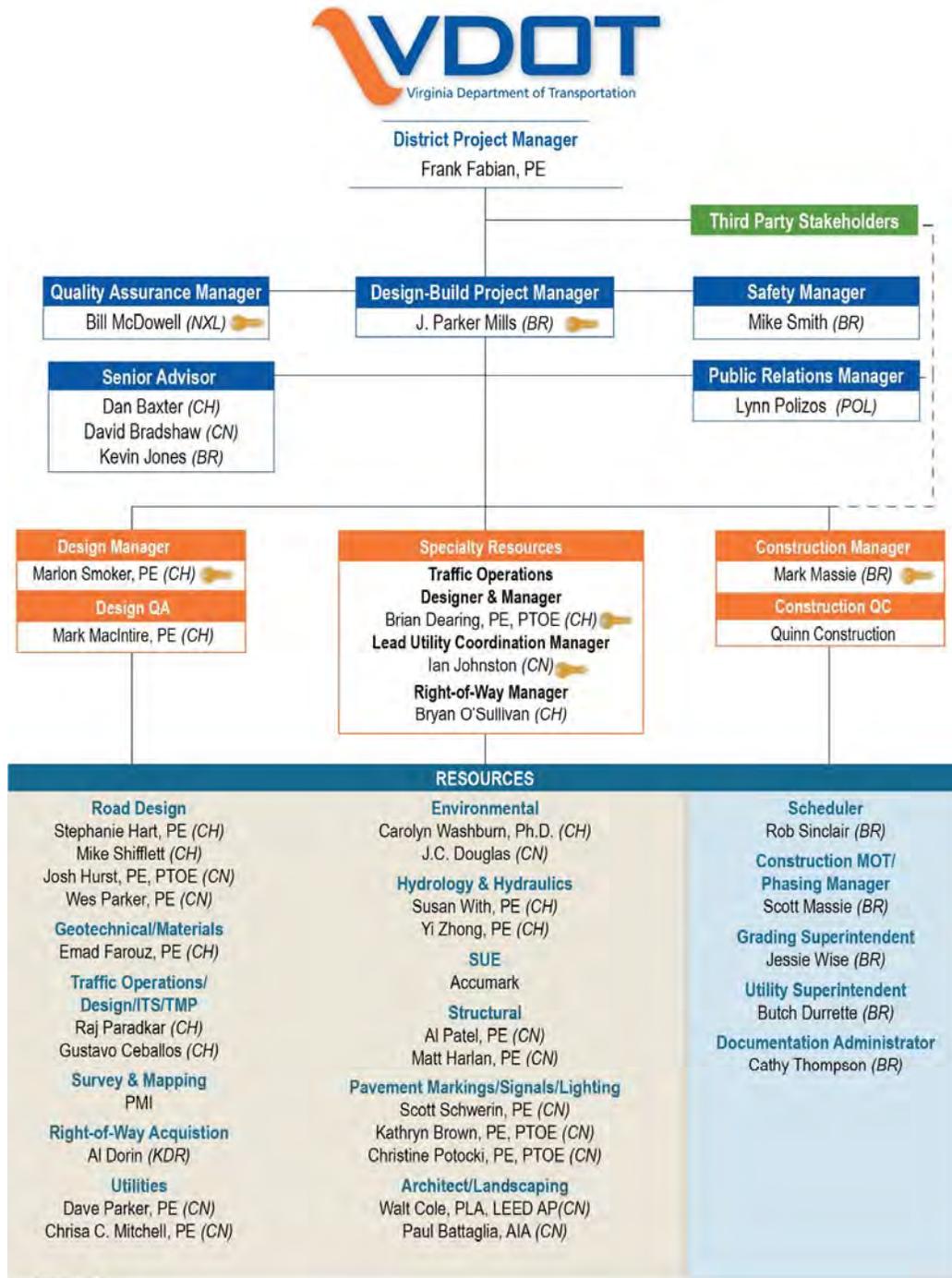
**Marlon Smoker, PE, Design Manager.** Experienced in coordinating individual design disciplines and overall conformance of project design as well as overseeing QA/QC programs from roles such as Project Manager for VDOT's I-95/Route 630 Interchange Final Design that included Investigation of Diverging Diamond Interchange feasibility which handles left turning vehicles using similar techniques as a CFI. Managed large multi-discipline teams and design QA/QC programs successfully on 6 major urban interchanges during the last 10 years. Provided complex traffic engineering and design on Design-Build projects including the I-81 Widening, I-495/Dulles Toll Road Interchange, I-495 HOT Lanes and 11th Street/I-295/I-695 Interchanges.

**Mark Massie, Construction Manager.** Experienced Construction Manager responsible for QC of materials and work performed from roles such as Construction Manager for the Middle Ground Boulevard Extension in Newport News VA responsible for managing the overall completion of the project. Project Manager for the Route 199 PPTA, a Design-Build Project in James City County Virginia.

**Brian Dearing, PE, PTOE, Traffic Operations Designer & Manager.** Traffic Operations Manager for Design-Build projects and provided traffic control system and signalization design, interconnect design, ITS design, control linkage and Traffic Operations Center testing. Managed TMP/MOT activities. Design-Build experience includes: I-495 HOT Lanes, I-95 HOT Lanes, I-81 Widening, I-5 Everett HOV Project with a complex Single Point Urban Interchange. Traffic Design Manager for diverging diamond interchanges for VDOT at I-95/Route 630 and I-66/Nutley Street.

**Ian Johnston, Lead Utility Coordination Manager.** Experienced in coordinating utility locations, verifying conflicts, determining cost responsibilities and conducting utility field inspections, as well as coordinating utility relocation design in his role as Project Manager for I-64/64 Ramp Widening. And Project Manager for the I-264/Witchduck Interchange project. He has a unique understanding of VDOT from his experience as Design Project Manager for VDOT's Hampton Roads District.

### 3.3.2 Organizational Chart



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**Legend**

- = Key staff as identified in the RFQ
- BR = Branscome
- CH = CH2M HILL
- CN = Clark Nexsen
- KDR = KDR
- NXL = NXL Construction Services, Inc. (DBE)
- PMI = Precision Measurements, Inc. (DBE)
- POL = Polizos & Company
- QC = Quinn Construction (DBE)

### 3.3.2 Organizational Chart Narrative

**Branscome will serve as the lead contractor, and has successfully led multi-discipline design-build teams on VDOT projects.** Branscome has a history delivering a full range of heavy construction services in Hampton Roads—from excavation and site work, to underground utilities, asphalt paving, ready-mix concrete and materials supply. Branscome owns and operates 10 asphalt plants, five concrete plants and five borrow sand and gravel operations, as well as stone facilities accessible by rail or deep water. With more than 1,000 pieces of modern equipment, Branscome's well-maintained fleet of dump trucks, pavers, track loaders, backhoes, asphalt rollers, mixers, cranes and other heavy equipment is always ready to move.

**Branscome has integrated the following firms, each with major local area offices, into its team to address all issues that will arise in the design and construction of this complex, high visibility project in Virginia. CH2M HILL, with major offices in Virginia Beach and Newport News, will serve as the lead designer.** As a licensed contractor that has delivered design-build transportation projects in Virginia, CH2M HILL's designers truly have a contractor's perspective and a history of working on integrated design-build teams. CH2M HILL specializes in developing innovative and integrated design strategies that resolve constructability challenges before they negatively impact the project budget and schedule. CH2M HILL also has a national reputation for managing complex traffic operational projects. Most of the CH2M HILL personnel assigned to the Branscome team have experience on fully integrated design-build projects with highly accelerated schedules. **Clark Nexsen has partnered with CH2M HILL to successfully deliver many projects and will provide additional design services with an emphasis on utilities and structures.** Clark Nexsen, Inc. is a full-service engineering, architecture and planning firm headquartered in Virginia Beach. Clark Nexsen has unmatched experience with utilities in the Hampton Roads area. The team will have significant DBE involvement: **NXL Construction Services, Inc.** will provide **independent Quality Assurance.** **KDR** will provide **Right-of-Way acquisition services.** **Precision Measurement, Inc.** will provide **survey support.** **Quinn** will provide **Construction QC.** The Branscome team includes all of the pertinent technical disciplines required to deliver the project successfully.

**Branscome offers a fully integrated team led by our Design-Build Project Manager who will serve as a single point of contact and accountability.** The organization effectively integrates design and construction staff to assure active constructor involvement in design, and designer involvement in construction, resulting in a solution that is constructible, meets VDOT's design requirements and has consistent quality. The integration enables both Design Manager and Construction Manager to assign resources quickly to address any issue that may arise.

**J. Parker Mills will serve as the Design-Build Project Manager, directing and overseeing all design and construction activities.** The Design Manager and Construction Manager will report directly to Mr. Mills. Because of the significant importance of Quality Assurance, Safety and Public Relations, these team functions will also report directly to the Design-Build Project Manager. Managers assigned to traffic operations, coordination and relocation of utilities and right-of-way acquisition will also have a direct link to the Design-Build Project Manager and coordinate closely with both the Design and Construction Managers, due to the importance of these functions in achieving the aggressive project schedule. Mr. Mills served as the Design-Build Project Manager for the I-64 Pavement Rehabilitation Project, a project that was instrumental in restoring the I-64 corridor in Norfolk. He was also the Operations Manager responsible for the Princess Anne Road/Nimmo Parkway Widening Project.

**Our Team's structure clearly separates the independent QA and QC functions.** Our Quality Assurance Manager (QAM), Bill McDowell from NXL, will **report directly to Design-Build Project Manager, J. Parker Mills independently from the rest of the team.** Mr. McDowell understands the role of the QAM on design-build projects. He served as an Assistant State Construction Engineer for VDOT from 1996-2001. During the past few years, he served as the QAM for the I-66 Pavement Rehabilitation project in Fairfax County and as Chief Construction Manager of the Middle Ground Boulevard Extension in Newport News. The Branscome team will meet or exceed all VDOT requirements outlined in the 2008 Minimum Requirements for Quality Assurance and Quality Control Design-Build & Public-Private Transportation Act Projects (MQA/QC), the Construction Manual, Road and Bridge Standards, the Materials Manual of Instruction, Road and Bridge Specifications and the Inspection Manual. Our team will use VDOT's latest practices with an independent audit process to assure project quality.

**VDOT and third party stakeholders will have direct access to our Design-Build Project Manager.** Mr. Mills has ultimate accountability for the team and primary responsibility for coordinating our team's activities with VDOT and third party stakeholders. Our team understands that third party stakeholders will contact VDOT and expect consultation on project issues. They also represent customers this project will serve. The organization chart indicates that Mr. Mills will coordinate our team's response to the concerns and needs of all stakeholders including third parties. The Public Relations, Design Manager, and Construction Manager are positioned to maintain ongoing coordination and progress. This level of engagement with third party stakeholders at critical stages in the project will assure that all stakeholder issues are identified and addressed quickly. Our integrated management team will be in constant contact throughout the project, assuring that all parties are aligned on third party engagement and coordination. Branscome has extensive experience working with VDOT and third party stakeholders on similar projects, such as the Princess Anne Road Widening Project in Virginia Beach, the Virginia Beach Boulevard (Route 58) Widening in Norfolk and the Richmond Road Widening Project in Williamsburg. On all of these projects, immediately following mobilization, Branscome began the process of locating existing utilities and confirming the validity of information on the plans. This approach promoted early identification of project issues and allowed sufficient time for designers and VDOT to develop revised plans that would function with actual conditions. CH2M HILL has a strong history of working with VDOT and third party stakeholders to keep projects moving. For example, on the Sudley Manor Drive/Linton Hall Road project CH2M HILL's approach to involving regulators early was instrumental in keeping the project on schedule. The regulators appreciated CH2M HILL's transparency and agreed on impacts before the submittal, which accelerated the approval process. Similarly, Clark Nexsen has partnered with VDOT and stakeholders. As a critical part of the Lesner Bridge, Rte 60 over the Lynnhaven Inlet project, Clark Nexsen and the City of Virginia Beach collaborated and developed a strategy to partner with VDOT, FHWA and cooperating State and Federal Agencies in order to make the project eligible to receive future state and federal funds. The personnel in our organization have all delivered similar services on integrated design-build delivery teams and all understand the importance of fully partnering with VDOT and all stakeholders.

**Our organization also includes senior advisors who will be engaged at critical points in the project when a high level of specialized expertise is required.** Dan Baxter is a nationally recognized authority in complex traffic operations, ITS and context sensitive solutions. Mr.

Baxter will be available to the team as necessary to resolve issues with Federal Regulators requiring his specialized expertise and authority. The team will have access to Mr. Jones' extensive network of resources throughout the region to address any critical construction issues that emerge on the project. Mr. Jones has more than 20 years of experience in the industry and is the Vice President of Branscome overseeing all operations in Hampton Roads and the Eastern Shore. He is the current President of the Virginia Asphalt Association and served on the Board of the Virginia Ready-Mix Concrete Association for ten years. David Bradshaw's network of trusted relationships with local utilities will be called upon when critical issues with utilities need to be addressed quickly to maintain project schedule.

Our **Design Manager**, Marlon Smoker, will **report directly to the Design-Build Project Manager**. Drawing upon his extensive experience in complex design-build of urban intersections and interchanges, Mr. Smoker will manage the design and provide overall leadership of the design oriented resources. Mr. Smoker's design leadership experience includes serving as project manager of the I-95/Route 630 Interchange Final Design for VDOT that includes the design of a diverging diamond interchange that handles left turning vehicles using techniques similar to the CFI. Mr. Smoker's leadership maintained an aggressive schedule, including preparation of PFI (20%) plans in 2 months and public hearing (40%) plans in 6 months. To meet the aggressive schedule for Public Hearing plans, he utilized a risk based approach. He worked closely with VDOT to identify and target efforts on critical design elements, especially high visibility and third party sensitive issues. Low risk design elements received minimal effort or were deferred until later submissions. Mr. Smoker's extensive design-build project experience includes VDOT's I-81 Widening and the 11<sup>th</sup> Street/I-295/I-695 Interchanges and South Capitol Street/I-295 Interchanges projects for Washington DC DOT. Similarly, Our **Construction Manager**, Mark Massie, **will also report directly to the Design-Build Project Manager**. Mr. Massie's career includes construction experience as Project Manager/Owner of Jack L. Massie Contractor, Inc. (JLMCI) which merged with American Infrastructure in 2011. Mr. Massie construction industry experience includes serving as a Foreman, Project Superintendent, Estimator, Project Manager, Sr. Project Manager and Construction Manager. The Route 199 and Monticello Avenue Project, which he managed for JLMCI, was recognized by VDOT for The Construction Quality Award.

Although both the Design Manager and Construction Manager will report directly to the Design-Build Project Manager, the **Design Manager and Construction Manager will have immediate access to each other during all phases of the project**. This aspect of our organization assures that construction questions and related issues that arise during design can be addressed quickly. Additionally, design related questions or issues will be answered and addressed quickly during construction. This integrated working relationship has been used successfully on other VDOT Design-Build projects, including I-81 where this close relationship resulted in compliance with all environmental commitments and successfully addressed differing site conditions like unidentified utilities, traffic incidents and special events.

We have organized our team to **enable critical specialty resources that have a major impact on the aggressive schedule to interface directly with the management team**. These specialty resources include the Traffic Operations Designer & Manager, the Lead Utility Coordination Manager, and the Right-of-Way Manager. These specialty resources will **work closely with the Construction Manager and Design Manager**. They will also have the ability to directly access the resource pool to quickly address issues that may arise.

CH2M HILL's **Brian Dearing** will serve as the **Traffic Operations Designer and Manager** and lead the Traffic Operations team. Mr. Dearing is a senior Transportation/Traffic Engineer specializing in complex intersections and interchanges. For I-5 he provided traffic engineering design for a complex Single Point Urban Interchange. Mr. Dearing also served as Traffic Operations Manager for the I-95/Route 630 interchange and I-66/Nutley Street interchange which includes design of a diverging diamond interchange that handles left turning vehicles in a similar fashion as the CFI concept. Mr. Dearing leads CH2M HILL's team of traffic engineers and designers. His staff have experience in leadership roles on the Military Highway CFI Design and the I-15 Corridor Point CFI design in Utah where they conducted a traffic simulation study for numerous intersections including the complex CFI adjacent to I-15 and very similar to Military Highway. Among the assigned resources on Mr. Dearing's team is **Raj Paradkar, who served as Senior Engineer for the Military Highway CFI Corridor Study which included the preliminary design of this CFI project.** Mr. Paradkar was responsible for the review and quality control of the traffic operations analysis that was conducted using VISSIM and Synchro, including the intersection of Military Highway and Princess Anne Rd./Northampton Blvd. and the interchanges with I-64. Mr. Paradkar oversaw the detailed traffic operations analysis that was conducted to test different alternatives for the study corridor. Mr. Paradkar also served as Lead Engineer for the I-15 Corridor Point project in Utah, where he **led a team that included Mr. Dearing's staff to conduct a traffic simulation study for the corridor and CFI that was constructed.** Mr. Dearing has directly relevant experience in innovative and complex urban intersection development and Design-Build MOT management on major VDOT Design-Build projects.

Our **Lead Utility Coordinator Ian Johnston of Clark Nexsen** will utilize his expertise working with the utilities companies to maintain construction progress. **Clark Nexsen has completed more than 100 design-build projects** as well as 4 Public Private Partnership Projects over the past 5 years for state and federal agencies. Area projects include The Lesner Bridge, where coordination with public and franchise utility owners was required, including Verizon, Cox, Virginia Natural Gas, HRSD, Virginia Beach Public Utilities, and Dominion Virginia Power. Clark Nexsen initially determined prior rights and then relocate facilities to accommodate the bridge construction and roadway approaches, which was key to the project's success. Easements were obtained for the utilities in conflict and relocated outside of the proposed right-of-way.

**A central feature of our pool of support resources is the importance of our Scheduler and or Construction MOT/Phasing Manager.** Mr. Massie will provide leadership to the Scheduler and Construction MOT/Phasing Manager, who will work with all levels of the integrated management and delivery resources. This assures that any project developments with the potential to impact schedule or MOT/phasing are addressed by the entire project delivery team. **Mr. Massie has directly relevant experience providing similar leadership on projects such as the Middle Ground Boulevard Design-Build project in Newport News and the Route 199 PPTA Design-Build project in James City County & Williamsburg.**

**As with all of our project leadership and management proposed for this project, the support disciplines include personnel who have relevant experience working as part of fully integrated Design-Build teams on VDOT Design-Build projects.** Notably, our lead designer, CH2M HILL, provides in-house geotechnical services led by Emad Farouz, who has experience on Design-Build projects across the country and throughout Virginia. Mr. Farouz has extensive experience with and in-depth knowledge of the soil conditions in the Hampton Roads area.



## Experience of the Offeror's Team

The Branscome Team for the Military Highway Continuous Flow Intersection project comprises key staff and subconsultants who were selected for their experience on projects with similar scope and complexities and proven records of successfully delivering VDOT projects. Our team members have relevant, complementary skills and experience, much of it on Hampton Roads area projects.

**Branscome has three asphalt plants and stone yards within 20 miles of the project that have been utilized on numerous VDOT projects.** Branscome can receive raw materials for road construction from four different sources—two transported by separate rail lines and two by barge. Branscome can receive and stage materials, equipment and trucks within minutes of the project. Branscome has a 4,000 SF office space within five miles of the project capable of housing all personnel needed to manage and administer the project. Furthermore, CH2M HILL and Clark Nexsen have fully staffed local offices. **Branscome, CH2M HILL, and Clark Nexsen have more than 750 full time employees based in Hampton Roads.**

**CH2M HILL staff have proven CFI and complex urban intersection design experience as well as ready access to nationally recognized experts who have provided design support on similar projects in Virginia and across the country. Clark Nexsen provides detailed knowledge of the project area, including proven experience working successfully with all of the utilities.** All of our core team members have records of partnering with all stakeholders on VDOT projects. Details of our experience are provided in the work history forms.

**The Branscome Team's extensive experience with VDOT assures that we understand how best to deliver a design-build project of this complexity while minimizing the likelihood of additional efforts by VDOT through partnering.** For example, on past design-build plans submitted for VDOT review, our designer, CH2M HILL, has provided its own internal review comments to VDOT. This transparency is part of a partnering approach that has facilitated timely VDOT reviews and kept design-build projects moving. Branscome has delivered projects that CH2M HILL designed for VDOT, including those on I-85 and I-95 in the Richmond District and local municipal projects for the City of Suffolk and the Navy. Branscome has teamed with Clark Nexsen on numerous projects including the P767 MH 60S Hangar Project in Norfolk and the 5R/23L Runway Repairs Project in Virginia Beach. Both of these were design-build projects for the U.S. Navy, for which Clark Nexsen was the Lead Designer. Branscome and Clark Nexsen have also worked together in different capacities on numerous municipal projects in Hampton Roads.

CH2M HILL and Clark Nexsen have collaborated successfully in the past to deliver similar projects. Together, Clark Nexsen and CH2MHILL have worked together on more than 100 projects during the past 8 years, representing total fees in excess of \$140 million. NXL is another trusted teaming partner to Branscome, CH2M HILL and Clark Nexsen, having delivered similar services to each firm individually as well as when the firms have been teamed. These projects include MegaProjects in Northern Virginia, Clifton Forge (Route 60) Design-Build Bridge Replacement (by Clark Nexsen) and the I-64 Pavement Rehabilitation Design-Build Project in Norfolk. **The Branscome team member firms have worked cooperatively as a team on projects or on overlapping and parallel projects for VDOT.**

The Branscome team provides a fully integrated, local team with the design expertise, including CFI design, the construction capabilities, quality assurance experience and a record of partnering with all stakeholders required to successfully deliver this complex project.



## Project Risks

### Three Critical Risks

The three critical risks and the potential impacts and consequence to the project if not properly mitigated are:

**1) Maintenance of Traffic (MOT):** Inadequate MOT for this complex urban work zone poses a major risk to VDOT because it will result in further traffic back-up onto I-64—the region’s primary artery—creating a domino-like effect on the region’s transportation network, higher accident rates including cars, buses and pedestrians, many of which could include serious injuries, and reduced access for emergency responders. Poor management of access during construction could also negatively impact revenue for the numerous businesses located along the corridor. The consequences of an inadequate MOT approach for this project in this area have the potential for significant impacts not only in the project area, but for the region. Since the region and its public hold VDOT accountable for their transportation needs, these risks for increased delay, public controversy, and safety would directly impact VDOT.

**2) Public Involvement and Relationship Management:** Poorly managed public and third party involvement creates animosity and opposition that impedes project progress by diverting valuable resources away from project tasks critical to maintaining schedule. Poor relationships with the traveling public and businesses located near the project could also result in costly and time consuming lawsuits. Failure to coordinate construction efforts with stakeholders can result in major project delays. Citizens may not be able to use preferred routes to and from residences and businesses, and may be subject to lane closures and flagging operations. The complexity of the Military Highway CFI, the necessity to have several crews on site at once in different areas, and the heavy traffic volumes will exacerbate potential driver confusion. If there are not adequate means and provisions for informing the public about construction activities, drivers will experience more confusion and accident rates will increase for both vehicles and pedestrians. Construction worker injuries will also be more likely. Failure to work closely with these stakeholders and identify Public Involvement related risk early could delay acquisition of permits or impact which sections of the project will be available for work.

**3) Utility and Railroad Coordination and Management.** Failure to coordinate effectively with utility owners will result in project delays on this critical path activity. The schedule depends on construction access, and access depends on clearing utilities from the work zone. Failure to maintain these services to customers could result in lawsuits and potentially create public safety hazards. Utility relocations will impact the project schedule, cost and stakeholders. Cooperation with the utility owners during design, easement acquisition and construction is essential to the success of this project, especially as many of the utilities need to be relocated in sequence and not concurrently.

### Mitigation: Maintenance of Traffic

Our MOT risk mitigation strategy applies a context sensitive solutions approach with comprehensive outreach to local businesses and the traveling public, uses phased construction to maintain all movements, includes data analysis that does not end at the design phase but continues through construction, maintains access to businesses using temporary entrances if needed and addresses specialty uses such as bus transit, pedestrians and cyclists.

**One of the best courses of action is to educate the public and set expectations, enabling them to plan ahead and seek alternatives before getting stuck and frustrated.** Our Traffic Management Plan will be integrated with our outreach plan and apply context sensitive solutions that balance competing demands for the project. The public will be made aware of alternate routes where capacity may be available, the anticipated travel times to specific destinations and the travel times on alternate routes. Motorists will be encouraged to reduce nonessential travel during the peak hours, carpool and use public transit as our team has done successfully on similar VDOT Design-Build projects. **We will apply our in-depth understanding of the latest federal guidance on evaluating safety within project context to weigh competing requirements and constraints to develop an optimum solution.** If a context sensitive solutions approach is not implemented, increased accidents and poor operational performance may result, leading to significant impacts. Our lead designer, CH2M HILL, has experience addressing these types of complex MOT issues on numerous VDOT projects including recent services on the extension of the Silver Line to the Dulles International Airport where Route 7 was reconstructed while maintaining all traffic movements and lanes in the Tysons area. This heavily traveled route provides pedestrians with facilities on each side of Route 7, has multiple signals and directly connects to Route 267, Route 123 and I-495.

I-64 is a major connection from both Military Highway and Northampton Boulevard resulting in heavy use of both facilities. All movements and lanes must be maintained at the intersection. Alternate access points to I-64 could be considered in emergency situations, but detours are not good options for this highly traveled area. **To maintain all movements of traffic in the project area, we will sequence construction activities by providing temporary alignments, temporary signals and off-peak lane closures through construction completion.** Our team has a comprehensive understanding of the operational characteristics of the system from previous work on the Military Highway CFI preliminary design and will accurately forecast conditions and identify areas of unexpected, increased traffic. This is especially important in avoiding queues that result in traffic extending back to the ramps and onto I-64, particularly in the PM Peak, creating the potential for high-speed rear accidents and gridlock. For the extension of the Silver Line to the Dulles International Airport where Route 7 was reconstructed, CH2M HILL also provided detailed plan review of the sequence of construction plans, as well as the site-specific traffic control plans that detailed every lane shift, detour, temporary signal and temporary lane closure.

**We will collect data prior to construction to determine the hourly volumes for all movements and if and when excess capacity does exist on the facilities.** This data also will help determine if temporary pavement is required in lieu of temporarily closing lanes to help facilitate construction. **The data analysis does not end at the design phase. It is just as important to collect data during construction (volumes, travel times, crashes, etc.) to determine the construction phasing's effectiveness and identify other actions that can help improve traffic flow and safety.** We will complete accurate traffic analysis prior to establishing the work zone, monitor traffic and collect data and be proactive making adjustments to prevent formation of extended queues.

To address the likely relocation of the sweeping right turns from Northampton Boulevard to Military Highway, **our approach will provide temporary entrances and extensive public outreach to work with each of the properties. If needed, we will construct temporary pedestrian facilities on the north side of Northampton Boulevard that connect from intersections to the east and west if the existing facilities cannot be maintained.** CH2M HILL has experience addressing these types of complex MOT issues. To mitigate risks related to crashes

with pedestrians, we will maintain adequate sight-distances for motorists entering the work zone and assure that critical locations are illuminated. We will clearly sign the work zone, have sufficient pavement markings in place that do not confuse motorists, and maintain a "clean" work zone.

CH2M HILL is providing similar services as part of the final design for the reconstruction of Route 711 in Powhatan County. The current facility is a two-lane highway with pedestrian facilities. Route 711 will be reconstructed to include two through lanes in each direction, a physical median with turn lanes, a reconstructed traffic signal at the intersection with Winterfield Road and both pedestrian and biking facilities along the length of the project. The sequence of construction plans will maintain all lanes of traffic, including turning movements, which will require the project to be constructed in stages. Access to all private properties (commercial and residential) will be maintained at all times.

### **How the Mitigation Strategy Minimizes Additional Efforts by VDOT:**

Our MOT mitigation strategy assures that construction of this project will not significantly impact regional mobility, thereby minimizing the additional efforts that negative publicity and public scrutiny would necessitate for VDOT.

## **Mitigation: Public Involvement & Relations Management**

We will use the proven, coordinated effort of our Design-Build Project Manager and Polizos & Company to keep the public informed and establish positive working relationships with all local media. **Our strategy also establishes two stakeholder groups, one for the railroads and utilities and the other for all other stakeholders, to assure that all parties are adequately engaged with the team to meet their respective needs, including timely responses to requests. Our team leaders for these groups will be in constant communication with each other and the Design-Build Project Manager.**

Our Design-Build Project Manager and the Construction Manager will lead a coordinated effort to assure that the public and key stakeholders are informed and engaged for the duration of the project. This effort will include regular public meetings, notifications via traditional and news media and advanced warning signs throughout the project footprint. **The Design-Build team will include Polizos & Company, a full service public relations firm based in Hampton Roads with experience on several transportation projects successfully coordinating public outreach and education campaigns.** Most recently, on the I-64 Pavement Rehabilitation Design-Build Project we faced a situation similar to what is anticipated on the Military Highway CFI Project. The project was also a design-build project with an aggressive schedule. Branscome and Polizos & Company proactively addressed public relations issues by developing a specific website to provide information on our project and two other projects repaving interstates in Norfolk and Virginia Beach. Advertising campaigns were aimed at informing the public of work schedules and locations. Our Project Manager and PI Manager were also in constant communication with VDOT to provide them with current traffic advisories and ramp closure notifications which were communicated via e-mail, VDOT's traffic control center and social media accounts. Branscome will also manage response to damage claims from motorists to assure that all issues are resolved promptly and fairly.

Our project leadership will meet regularly with our two established stakeholder groups and establish formal partnering agreements. The first group will include representatives from the railroad and utility companies. These meetings will assure not only that their work is coordinated with the construction of the project, but also to prevent rework and duplication of effort caused by lack of

communication between the utility and railroad companies. The second stakeholder group will represent all other groups affected by the project, including the cities of Norfolk and Virginia Beach, the military, HRT, local businesses, residents and Norfolk International Airport. **By informing these groups of the project schedule, upcoming traffic switches, and any other relevant changes to the work area, we can help the project stay on schedule, minimize impact to their operations, create a safer work environment and gain trust and credibility with the community.** On the Princess Anne Road Widening Project, Branscome arranged a formal partnering agreement among the key stakeholders. Branscome, VDOT, the City of Virginia Beach, and others met before work began to agree on a cooperative approach that would assure that everyone's goals were met when the job was completed. These goals included ensuring the safety of all personnel on the job as well as the travelling public, delivering a high quality final product, protecting the environment during construction, and completing the project on time and on budget, while still being profitable. Establishing this partnering agreement created a sense of trust among all of the stakeholders and also made everyone aware of the others' goals for the project.

### **How the Mitigation Strategy Minimizes Additional Efforts by VDOT**

Mitigating Public Involvement and Relationship Management risks will minimize additional effort required by VDOT to address negative publicity, taking valuable resources away from aspects of the project critical to maintaining schedule.

## **Mitigation: Utility and RR Coordination and Management**

**Potential conflicts with existing franchise and public utilities pose a critical risk to the Military Highway CFI project.** There are multiple overhead and underground franchise utilities located within the corridor and project footprint. Among the franchise utility owners are Dominion Virginia Power, Verizon Virginia, Cox, Adelphia Business Solutions and HRSD. Another franchise utility owner, Virginia Natural Gas, has a major investment along the entire corridor with two large (12" and 16") mains. Since this project is adjacent to military bases and the airport there are likely Level 3(classified) that serve the military and airport. The City of Norfolk Department of Utilities has multiple small and large diameter water distribution and transmission mains as well as sanitary sewer facilities in the corridor. Because Norfolk's main water treatment facility is adjacent and just to the east of the project along Northampton Boulevard, there are a significant number of Norfolk utilities at the intersection of Military Highway and Northampton Boulevard that will be impacted. Many of the Norfolk utilities are aged and will need to be replaced or protected during construction. **It is imperative that operation of the existing utilities, especially the water distribution and transmission mains, be maintained at all times. These utilities represent the main water source for Norfolk, Virginia Beach, military facilities in both cities and for parts of Chesapeake.** The presence of both the franchise and public utilities within the project area will require that the design and construction address the relocation, protection or complete avoidance of each utility. The risk associated with utility relocations affects every aspect of the project's success. Also, although not specifically classified as a franchise utility, **the Norfolk Southern Railway crossing on Military Highway is just north of Lake Wright Drive. For all practical purposes, the adjustments and concurrence that will be required from Norfolk Southern Railway will likely be as detailed and involved as any of the franchise utility owners.**

**We will work proactively with utility owners during design and construction. The Branscome team has assigned a seasoned engineer to this project as Lead Utility Coordinator who knows the local utility owners, the processes involved in the VDOT Utility Manual and VDOT Right-**

**of-Way Manual of Instructions. The team will also leverage Clark Nexsen's long established relationships with the City of Norfolk and the local franchise utility owners to facilitate the successful coordination and relocation of utilities.** The presence of both franchise and public utilities within the project area will require that the design and construction address the relocation, protection, or complete avoidance of each utility. Also, although not specifically classified as a franchise utility, the Norfolk Southern Railway crossing on Military Highway is located just north of Lake Wright Drive. For all practical purposes the adjustments and concurrence that will be required from Norfolk Southern Railway will likely be as complex as those from the franchise utility owners. **We will develop a partnership with each utility company during the first stage of the project to complete UT9 forms, determine prior rights, utility relocation estimates and utility easement requirements. We will confirm all utility locations through subsurface utility designations (quality level B). We will determine the existence of any possible classified (military) subsurface utilities. We will excavate utility test holes (quality level A) to determine exact horizontal and vertical locations and potential conflicts during the initial phases of the design process.** We will investigate design alternatives and employ design elements to minimize or totally avoid utility relocations. We will develop a small task force with the City of Norfolk Department of Utilities for the design of the roadway improvements with the focus of minimizing and avoiding impacts to their facilities during construction. We will hold a Utility Field Inspection with all utility owners along the project within the first two months to determine the location of permanent utility easements along the corridor. Our phased design sections for staged approvals will advance construction in areas where utility relocations and easements are not required. We will investigate areas where right of entry agreements could be utilized among the landowner, utilities, and design builder to avoid delays. Our mitigation approach will include partnering with Virginia Natural Gas (VNG) to expedite design and relocation of the existing gas line(s) and working with franchise utility owners to phase utility relocations to minimize splice points.

We note here the location of the natural gas west of and running parallel to Broad Creek. Clark Nexsen has ample similar experience with this type of critical utility. As part of the replacement of the Lesner Bridge over the Lynnhaven Inlet, an 8-inch diameter VNG gas main located on the existing bridge required relocation from the existing bridge to an area outside of the proposed bridge construction footprint. In order to stay outside the limits of the new bridge piers, shafts, trestle and fender it was determined that the 8-inch line be relocated via directional bore under the Lynnhaven Inlet. Clark Nexsen coordinated the relocation efforts with VNG, the City and the environmental agencies. The line was successfully relocated within a critical 4-month window. Our coordination with Norfolk Southern Railroad and Bay Coast Railroad will begin the first week of the project to begin the design approval process and obtain requirements for permits, insurance and flaggers.

**How the Mitigation Strategy Minimizes Additional Efforts by VDOT:**

VDOT's role will be to review the proposed relocations and administer the necessary VDOT and Federal documentation. The Branscome Team has extensive experience successfully using the VDOT Utility Manual for utility relocations and is familiar with 2011 changes regarding prior rights. We will work with the VDOT Hampton Roads District right-of-way staff and the utility staff to assure that proper procedures are followed for reimbursement of federal funding.

**ATTACHMENT 3.1.2**

**Project: 0165-122-V04**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

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

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15-page limit?</b>	<b>SOQ Page Reference</b>
<b>Statement of Qualifications Checklist and Contents</b>	Attachment 3.1.2	Section 3.1.2	no	Appendix
<b>Acknowledgement of RFQ, Revision and/or Addenda</b>	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	Appendix
<b>Letter of Submittal (on Offeror's letterhead)</b>				
Authorized Representative's signature	NA	Section 3.2.1	yes	1-1
Offeror's point of contact information	NA	Section 3.2.2	yes	1-2
Principal officer information	NA	Section 3.2.3	yes	1-2
Offeror's Corporate Structure	NA	Section 3.2.4	yes	1-2
Identity of Lead Contractor and Lead Designer	NA	Section 3.2.5	yes	1-2
Affiliated/subsidiary companies	Attachment 3.2.6	Section 3.2.6	no	Appendix
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	Appendix
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	Appendix
Evidence of obtaining bonding	NA	Section 3.2.9	no	Appendix

**ATTACHMENT 3.1.2**

**Project: 0165-122-V04**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15- page limit?</b>	<b>SOQ Page Reference</b>
<b>SCC and DPOR registration documentation (Appendix)</b>	Attachment 3.2.10	Section 3.2.10	no	Appendix
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	Appendix
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	Appendix
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	Appendix
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	N/A
<b>DBE statement within Letter of Submittal</b> confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	1-3
<b>Offeror's Team Structure</b>				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	2-1
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	Appendix
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	Appendix
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	Appendix
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	Appendix
Key Personnel Resume – Traffic Operations Designer and Manager	Attachment 3.3.1	Section 3.3.1.6	no	Appendix
Key Personnel Resume – Lead Utility Coordination Manager	Attachment 3.3.1	Section 3.3.1.7	no	Appendix

**ATTACHMENT 3.1.2**

**Project: 0165-122-V04**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15- page limit?</b>	<b>SOQ Page Reference</b>
Organizational chart	NA	Section 3.3.2	yes	2-2
Organizational chart narrative	NA	Section 3.3.2	yes	2-3
<b>Experience of Offeror's Team</b>				3-1
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	Appendix
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	Appendix
<b>Project Risk</b>				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	4-1

**ATTACHMENT 2.10**

**COMMONWEALTH OF VIRGINIA  
DEPARTMENT OF TRANSPORTATION**

RFQ NO. C00001765DB81  
PROJECT NO.: 0165-122-V04

**ACKNOWLEDGEMENT OF RFQ, REVISION AND/OR ADDENDA**

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

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

1. Cover letter of RFQ 12/12/2014  
(Date)
2. Cover letter of \_\_\_\_\_  
(Date)
3. Cover letter of \_\_\_\_\_  
(Date)

J. Barker Mills  
SIGNATURE

1/22/15  
DATE

J. Barker Mills  
PRINTED NAME

Operations Manager  
TITLE



ATTACHMENT NO. 3.2.7(a)

**CERTIFICATION REGARDING DEBARMENT  
PRIMARY COVERED TRANSACTIONS**

Project No.: 0165-122-V04

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.

J. Baker                      1/22/15                      Operations Manager  
Signature                      Date                      Title

Branscome, Inc.  
Name of Firm

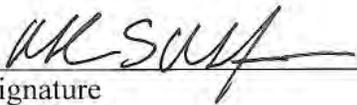
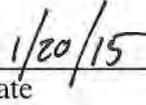
**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0165-122-V04

- 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.

		Mark MacIntire, P.E., Vice President
Signature	Date	Title

CH2M HILL, Inc.  
Name of Firm

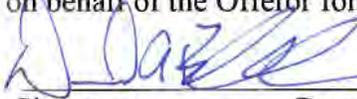
**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0165-122-V04

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

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

 1/29/15                      Principal  
Signature                      Date                                      Title

Clark Nexsen, Inc.  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0165-122-V04

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

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

	January 15, 2015	President
Signature	Date	Title

KDR Real Estate Services, Inc.

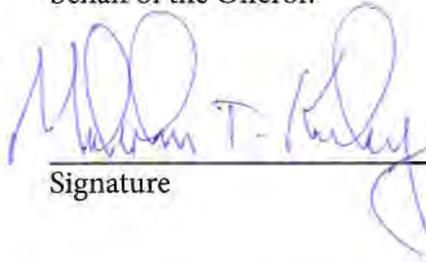
Name of Firm

ATTACHEMENT 10.8.6 (B)  
CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

Project No. 0165-122-V04

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

The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror.

	1/29/15	President
Signature	Date	Title

NXL Construction Services, Inc.  
\_\_\_\_\_  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

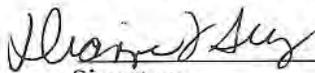
**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0165-122-V04

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

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

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

 1/29/2015 \_\_\_\_\_ President \_\_\_\_\_  
Signature Date Title

Precision Measurements, Inc. \_\_\_\_\_  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

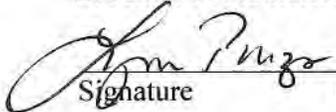
**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0165-122-V04

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

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

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

 1/20/2015 President  
Signature Date Title

Polizos i Company Communications  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0165-122-V04

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

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

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

 January 20, 2015 President  
Signature Date Title

Quinn Consulting Services, Inc.  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0165-122-V04

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

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

<u>S. G. M...</u>	<u>1/21/15</u>	<u>President</u>
Signature	Date	Title
<u>Accumark, Inc.</u>		
Name of Firm		



COMMONWEALTH OF VIRGINIA



## CERTIFICATE OF QUALIFICATION

**BRANSCOME INC.**

Vendor Number: **B850**

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; ASPHALT CONCRETE PAVING; CLEARING AND GRUBBING; ROADWAY MILLING;  
UNDERGROUND UTILITIES**

**Issue Date:** February 28, 2014

**This Rating and Classification will Expire:** February 28, 2015

Handwritten signature of Suzanne FR Lucas in blue ink.

Suzanne FR Lucas, State Prequalification Officer

Handwritten signature of Don E. Silies in blue ink.

Don E. Silies, State Contract Officer

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.



February 3, 2012

Virginia Department of Transportation  
1401 East Broad Street, Main Building, 4<sup>th</sup> Floor  
Richmond, Virginia 23219

Telephone: 610-964-8700  
Fax: 610-254-5600  
Website: www.willis.com

Direct Line: 610-254-5647  
E-mail: wendy.wadkins@willis.com

**RE: Branscome, Inc. DBA Branscome Richmond Bonding Qualification Letter**  
**Contract ID Number: C00086453DB48, Route 15 Interchange Improvements**  
**Estimated Contract Amount: \$7,500,000.**

To Whom It May Concern:

Branscome, Inc. DBA Branscome Richmond is a valued account of the Liberty Mutual Insurance Company and Fidelity and Deposit Company of Maryland as co-sureties, whose surety requirements we have been privileged to service without any problems.

We have approved bonds for their projects in excess of 25,000,000., with an aggregate bonding capacity of \$500,000,000. The approvals for all bonds is contingent upon the review and acceptability of the underwriting terms at the time of the request by the Principal and bond forms acceptable to the Principal and Surety and written evidence that adequate financing has been made available for this project.

It is understood, that any arrangement for the performance and payment bonds is a matter between Branscome, Inc. DBA Branscome Richmond and ourselves, and we reserve the right to perform normal underwriting at the time of the final bond request, to include, but not limited to the acceptability of the project contract documents, bond forms and financing. We assume no liability to third parties or to you if for any reason we do not execute the said bonds.

As surety for Branscome, Inc. DBA Branscome Richmond, Liberty Mutual Insurance Company with A.M. Best Financial Strength Rating of A (Excellent) and Financial Size Category of XV and Fidelity and Deposit Company of Maryland with A.M. Best Financial Strength Rating of A+ (Superior) and Financial Size Category of XV, is capable of obtaining 100% Performance Bond and 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction, and said bonds will cover the Project and any warranty periods as provided for in the Contract Documents on behalf of Branscome, Inc. DBA Branscome Richmond, in the event that such firm be the successful bidder and enter into a contract for the above captioned project.

Should you have any questions, please do not hesitate to call.

Very truly yours,

**LIBERTY MUTUAL INSURANCE COMPANY**  
**FIDELITY AND DEPOSIT COMPANY OF MARYLAND**

**WENDY LEE WADKINS**  
**ATTORNEY-IN-FACT**

Attached

cc: **Mr. Robert Sinclair**  
**Branscome, Inc.**

Ms. Kelley Brown  
Liberty Bond

Mr. Paul Belliveau  
Zurich NA

**THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON RED 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.

**LIBERTY MUTUAL INSURANCE COMPANY  
BOSTON, MASSACHUSETTS  
POWER OF ATTORNEY**

**KNOW ALL PERSONS BY THESE PRESENTS:** That Liberty Mutual Insurance Company (the "Company"), a Massachusetts stock insurance company, pursuant to and by authority of the By-law and Authorization hereinafter set forth, does hereby name, constitute and appoint WENDY LEE WADKINS, CHRISTOPHER F. MULVANEY, MARK V. NIEMEYER, JANE L. COLE, THOMAS C. CURTISS, JR., WENDYSUE ASH, VINCENT J. MANCINI, CHARLES N. PARSONS, VICKI RASMUSSEN, ALL OF THE CITY OF RADNOR, STATE OF PENNSYLVANIA, each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations in the penal sum not exceeding FIFTY MILLION AND 00/100 DOLLARS (\$ 50,000,000.00 ) each, and the execution of such undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents, shall be as binding upon the Company as if they had been duly signed by the president and attested by the secretary of the Company in their own proper persons.

That this power is made and executed pursuant to and by authority of the following By-law and Authorization:

**ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.**

Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

By the following instrument the chairman or the president has authorized the officer or other official named therein to appoint attorneys-in-fact:

Pursuant to Article XIII, Section 5 of the By-Laws, David M. Carey, Assistant Secretary of Liberty Mutual Insurance Company, is hereby authorized to appoint such attorneys-in-fact as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

That the By-law and the Authorization set forth above are true copies thereof and are now in full force and effect.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Company and the corporate seal of Liberty Mutual Insurance Company has been affixed thereto in Plymouth Meeting, Pennsylvania this day of 27th day of June, 2011



**LIBERTY MUTUAL INSURANCE COMPANY**

By David M. Carey  
David M. Carey, Assistant Secretary

COMMONWEALTH OF PENNSYLVANIA ss  
COUNTY OF MONTGOMERY

On this 27th day of June, 2011, before me, a Notary Public, personally came David M. Carey, to me known, and acknowledged that he is an Assistant Secretary of Liberty Mutual Insurance Company; that he knows the seal of said corporation; and that he executed the above Power of Attorney and affixed the corporate seal of Liberty Mutual Insurance Company thereto with the authority and at the direction of said corporation.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at Plymouth Meeting, Pennsylvania, on the day and year first above written.



Notarial Seal  
Teresa Pastella, Notary Public  
Plymouth Twp., Montgomery County  
My Commission Expires Mar. 28, 2012  
Member, Pennsylvania Association of Notaries

By Teresa Pastella  
Teresa Pastella, Notary Public

**CERTIFICATE**

I, the undersigned, Assistant Secretary of Liberty Mutual Insurance Company, do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy, is in full force and effect on the date of this certificate; and I do further certify that the officer or official who executed the said power of attorney is an Assistant Secretary specially authorized by the chairman or the president to appoint attorneys-in-fact as provided in Article XIII, Section 5 of the By-laws of Liberty Mutual Insurance Company.

This certificate and the above power of attorney may be signed by facsimile or mechanically reproduced signatures under and by authority of the following vote of the board of directors of Liberty Mutual Insurance Company at a meeting duly called and held on the 12th day of March, 1980.

VOTED that the facsimile or mechanically reproduced signature of any assistant secretary of the company, wherever appearing upon a certified copy of any power of attorney issued by the company in connection with surety bonds, 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 seal of the said company, this 3rd day of February, 2012.



By Gregory W. Davenport  
Gregory W. Davenport, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, bank deposit, currency rate, interest rate or residual value guarantees.

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00 am and 4:30 pm EST on any business day.

**Power of Attorney**  
**FIDELITY AND DEPOSIT COMPANY OF MARYLAND**

KNOW ALL MEN BY THESE PRESENTS: That the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, a corporation of the State of Maryland, by FRANK E. MARTIN JR., Vice President, and ERIC D. BARNES, Assistant Secretary, in pursuance of authority granted by Article VI, Section 2, of the By-Laws of said Company, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, does hereby nominate, constitute and appoint **Wendy Lee WADKINS, Christopher F. MULVANEY, Mark V. NIEMEYER, Jane L. COLE, Charles N. PARSONS, Leonard R. DWOJESKI, Mark A. LYNCH and Vicki RASMUSSEN**, all of Radnor, 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 Company, 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 Company at its office in Baltimore, Md., in their own proper persons. This power of attorney revokes that issued on behalf of Wendy Lee WADKINS, Christopher F. MULVANEY, Mark V. NIEMEYER, Jane L. COLE, Charles N. PARSONS, Thomas C. CURTISS, JR., dated January 18, 2011.

The said Assistant Secretary does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article VI, Section 2, of the By-Laws of said Company, and is now in force.

IN WITNESS WHEREOF, the said Vice-President and Assistant Secretary have hereunto subscribed their names and affixed the Corporate Seal of the said FIDELITY AND DEPOSIT COMPANY OF MARYLAND, this 21st day of April, A.D. 2011.

ATTEST:

**FIDELITY AND DEPOSIT COMPANY OF MARYLAND**



*Eric D. Barnes*

*Eric D. Barnes*

*Assistant Secretary*

*Frank E. Martin Jr.*

By:

*Frank E. Martin Jr.*

*Vice President*

State of Maryland }  
City of Baltimore } ss:

On this 21st day of April, A.D. 2011, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, came FRANK E. MARTIN JR., Vice President, and ERIC D. BARNES, Assistant Secretary of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and they each acknowledged the execution of the same, and being by me duly sworn, severally and each for himself deposed and saith, that they are the said officers of the Company aforesaid, and that the seal affixed to the preceding instrument is the Corporate Seal of said Company, and that the said Corporate Seal and their signatures as such officers were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporation.

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



*Constance A. Dunn*

*Constance A. Dunn*

*Notary Public*

My Commission Expires: July 14, 2011

## EXTRACT FROM BY-LAWS OF FIDELITY AND DEPOSIT COMPANY OF MARYLAND

“Article VI, Section 2. The Chairman of the Board, or the President, or any Executive Vice-President, or any of the Senior Vice-Presidents or Vice-Presidents specially authorized so to do by the Board of Directors or by the Executive Committee, shall have power, by and with the concurrence of the Secretary or any one of the Assistant Secretaries, to appoint Resident Vice-Presidents, Assistant Vice-Presidents and Attorneys-in-Fact as the business of the Company may require, or to authorize any person or persons to execute on behalf of the Company any bonds, undertakings, recognizances, stipulations, policies, contracts, agreements, deeds, and releases and assignments of judgements, decrees, mortgages and instruments in the nature of mortgages,...and to affix the seal of the Company thereto.”

### CERTIFICATE

I, the undersigned, Assistant Secretary of 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 the Vice-President who executed the said Power of Attorney was one of the additional Vice-Presidents specially authorized by the Board of Directors to appoint any Attorney-in-Fact as provided in Article VI, Section 2, of the By-Laws of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND.

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 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 seal of the said Company,

this 3rd day of February, 2012.

  
Assistant Secretary

**ATTACHMENT 3.2.10**

**State Project No. 0165-122-V04**

**SCC and DPOR Information**

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

<b>SCC &amp; DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)</b>							
<b>Business Name</b>	<b>SCC Information (3.2.10.1)</b>			<b>DPOR Information (3.2.10.2)</b>			
	<b>SCC Number</b>	<b>SCC Type of Corporation</b>	<b>SCC Status</b>	<b>DPOR Registered Address</b>	<b>DPOR Registration Type</b>	<b>DPOR Registration Number</b>	<b>DPOR Expiration Date</b>
Branscome, Inc.	0550313-4	Corporation	Active	432 McLaws Circle Williamsburg, VA 23185	Contractor Class A	2705061347	02-28-2015
CH2M HILL Engineers, Inc.	F1578576	Corporation	Active	8720 Stony Point Parkway Suite 110 Richmond, VA 23235	Professional Engineer	0411000603	2-29-2016
				15010 Conference Centre Dr. Suite 200 Chantilly, VA 20151	Professional Engineer	0411000555	2-29-2016
				11818 Rock Landing Dr Newport News, VA 23606	Professional Engineer	0411000554	2-29-2016
				5700 Cleveland St Suite 200 Virginia Beach, VA 23462	Professional Engineer	0411000556	2-29-2016
Clark Nexsen, Inc.	0190175-0	Corporation	Active	4525 Main Street, Suite 1400 Virginia Beach, VA 23462	Professional Engineer	0407 006529	12-31-2015

**ATTACHMENT 3.2.10****State Project No. 0165-122-V04****SCC and DPOR Information**

Business Name	SCC Information (3.2.10.1)			DPOR Information (3.2.10.2)			
	SCC Number	SCC Type of Corporation	SCC Status	DPOR Registered Address	DPOR Registration Type	DPOR Registration Number	DPOR Expiration Date
KDR Real Estate Services, Inc.	0571210-4	Corporation	Active	2500 Grenoble Rd. Richmond, VA 23294	Real Estate	0226007129	12-31-2016
NXL Construction Services, Inc.	03497427	Corporation	Active	114 E Cary Street Suite 200 Richmond, VA 23219	Professional Land Surveyor	0407003031	12-31-2015
Precision Measurements, Inc.	04504361	Corporation	Active	851 Seahawk Cir. Suite 103 Virginia Beach, VA 23452	Professional Land Surveyor	0407003345	12-31-2015
Polizos & Company	06909725	Corporation	Active	N/A	N/A	N/A	N/A
Quinn Consulting Services, Inc.	0492551-7	Corporation	Active	1901 Pleasure House Rd. Ste. 101 & 102 Virginia Beach, VA 23455	Professional Engineer	0411001133	2-29-2016
Accumark, Inc.	04407458	Corporation	Active	9500 King Air Court Ashland, VA 23005	Professional Land Surveyor	0411000664	2-29-2016

**ATTACHMENT 3.2.10**

**State Project No. 0165-122-V04**

**SCC and DPOR Information**

<b>DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.10.3 and 3.2.10.4)</b>						
<b>Business Name</b>	<b>Individual's Name</b>	<b>Office Location Where Professional Services will be Provided (City/State)</b>	<b>Individual's DPOR Address</b>	<b>DPOR Type</b>	<b>DPOR Registration Number</b>	<b>DPOR Expiration Date</b>
Clark Nexsen, Inc.	Ian Johnston, PE	Virginia Beach, VA	111 Windham Road Norfolk, VA 23505	PE	0402 041863	05-31-16
NXL Construction Services, Inc.	Bill MacDowell, PE	Richmond, VA	2701 Frankie Ln. Hopewell, VA 23860	PE	0402018236	10-31-2016
CH2M HILL	Marlon Smoker, PE	Richmond, VA	901 New York Ave, NW Suite 4000 East Washington, DC 20001	PE	0402034661	7-31-2016
CH2M HILL	Brian Dearing, PE, PTOE	Richmond, VA	9323 Stoney Run Pl. Manassas, VA 20112	PE	0402045664	12-31-2016

# Commonwealth of Virginia



## State Corporation Commission

*I Certify the Following from the Records of the Commission:*

CH2M HILL, INC., a corporation existing under the laws of FLORIDA, holds a certificate of authority to transact business in Virginia, and is in good standing.

The certificate was issued on June 09, 1970.

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:  
August 11, 2009*

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

CIS0505

# Commonwealth OF Virginia



## State Corporation Commission

### *CERTIFICATE OF GOOD STANDING*

*I Certify the Following from the Records of the Commission:*

That BRANSCOME INC. is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is December 14, 2000;

That the period of its duration is perpetual; and

That the corporation is in existence and in good standing in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:  
January 28, 2015*

*Joel H. Peck*  
\_\_\_\_\_  
*Joel H. Peck, Clerk of the Commission*



STATE CORPORATION COMMISSION

Richmond, June 9, 1970

This is to Certify, that Black, Crow and Eidness, Inc.  
a corporation organized under the laws of Florida  
having complied with all the requirements of law, is  
hereby authorized to transact business in the State of  
Virginia in so far as not in conflict with and subject to  
the laws of the State.

State Corporation Commission  
Attest:

William L. Zavery  
Clerk of the Commission

# Commonwealth OF Virginia



## State Corporation Commission

### CERTIFICATE OF GOOD STANDING

*I Certify the Following from the Records of the Commission:*

That Clark Nexsen, Inc. is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is November 27, 1978;

That the period of its duration is perpetual; and

That the corporation is in existence and in good standing in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:  
December 18, 2014*

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

# Commonwealth of Virginia



## STATE CORPORATION COMMISSION

*Richmond, January 30, 2002*

*This is to Certify that the certificate of incorporation of*

**KDR Real Estate Services, Inc.**

*was this day issued and admitted to record in this office and that the said corporation is authorized to transact its business subject to all Virginia laws applicable to the corporation and its business. Effective date: January 30, 2002*



*State Corporation Commission*

*Attest:*

*Joel H. Beck*

*Clerk of the Commission*

# Commonwealth of Virginia



## State Corporation Commission

*I Certify the Following from the Records of the Commission:*

NXL Construction Co., Inc. is a corporation existing under and by virtue of the laws of Virginia, and is in good standing.

The date of incorporation is November 17, 1989.

Nothing more is hereby certified.

*Signed and Sealed at Richmond on this Date:  
July 10, 2007*



*Joel H. Peck*

*Joel H. Peck, Clerk of the Commission*

# Commonwealth OF Virginia



## State Corporation Commission

*I Certify the Following from the Records of the Commission:*

A duly attested copy of a certificate setting forth that NXL Construction Co., Inc. conducts business in Virginia under the assumed or fictitious name of NXL CONSTRUCTION SERVICES, INC. was filed in the Clerk's Office of the Commission on September 16, 1992.

Nothing more is hereby certified.

*Signed and Sealed at Richmond on this Date:  
July 29, 2009*



*Joel H. Peck*  
\_\_\_\_\_  
*Joel H. Peck, Clerk of the Commission*

# Commonwealth of Virginia



## State Corporation Commission

### CERTIFICATE OF GOOD STANDING

*I Certify the Following from the Records of the Commission:*

That PRECISION MEASUREMENTS, INC. is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is July 24, 1995;

That the period of its duration is perpetual; and

That the corporation is in existence and in good standing in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:  
May 23, 2014*

*Joel H. Peck*  
\_\_\_\_\_  
*Joel H. Peck, Clerk of the Commission*

# Commonwealth OF Virginia



## State Corporation Commission

### *CERTIFICATE OF GOOD STANDING*

*I Certify the Following from the Records of the Commission:*

That Polizos & Company is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is February 29, 2008;

That the period of its duration is perpetual; and

That the corporation is in existence and in good standing in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:  
January 20, 2015*

*Joel H. Peck*  
\_\_\_\_\_  
*Joel H. Peck, Clerk of the Commission*

# Commonwealth OF Virginia



## State Corporation Commission

### CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That QUINN CONSULTING SERVICES INCORPORATED is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is October 24, 1997;

That the period of its duration is perpetual; and

That the corporation is in existence and in good standing in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.



Signed and Sealed at Richmond on this Date  
August 4, 2014

  
Joel H. Peck, Clerk of the Commission

# Commonwealth OF Virginia



## State Corporation Commission

*I Certify the Following from the Records of the Commission:*

ACCUMARK, INC. is a corporation existing under and by virtue of the laws of Virginia, and is in good standing.

The date of incorporation is January 30, 1995.

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:  
August 7, 2009*

*Joel H. Peck*  
\_\_\_\_\_  
*Joel H. Peck, Clerk of the Commission*

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-28-2015

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

NUMBER  
2705061347

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

BRANSCOME INC  
4551 JOHN TYLER HIGHWAY  
WILLIAMSBURG, VA 23185



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

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

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA  
CLASS A BOARD FOR CONTRACTORS  
CONTRACTOR

\*CLASSIFICATIONS\* H/H  
NUMBER: 2705061347 EXPIRES: 02-28-2015

BRANSCOME INC  
4551 JOHN TYLER HIGHWAY  
WILLIAMSBURG, VA 23185



(FOLD)

(DETACH HERE)

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

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-29-2016

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

NUMBER  
0411000603

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

PROFESSIONS: ENG

CH2M HILL, INC  
8720 STONY POINT PKWY STE 110  
RICHMOND, VA 23235



*Nick A. Christner*  
Nick A. Christner, Interim Director

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-29-2016

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

NUMBER  
0411000813

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

PROFESSIONS: ENG

CH2M HILL ENGINEERS INC  
15010 CONFERENCE CENTER DR  
SUITE 200  
CHANTILLY, VA 20151



*Nick A. Christner*  
Nick A. Christner, Interim Director

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-29-2016

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

NUMBER  
0411000554

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

PROFESSIONS: ENG

CH2M HILL  
11818 ROCK LANDING DR  
NEWPORT NEWS, VA 23606



*Nick A. Christner*  
Nick A. Christner, Interim Director

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-29-2016

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

NUMBER  
0411000556

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

PROFESSIONS: ENG

CH2M HILL INC  
5701 CLEVELAND ST  
SUITE 200  
VIRGINIA BEACH, VA 23462



*Nick A. Christner*  
Nick A. Christner, Interim Director

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
12-31-2015

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

NUMBER  
0407006529

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

PROFESSIONS: ENG, LA, CID, ARC

CLARK NEXSEN INC  
4525 MAIN ST  
STE. 1400  
VIRGINIA BEACH, VA 23462



*Jan W. DeBoer*  
Jan W. DeBoer, Director

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

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

(DETACH HERE)

BOARD FOR APELSCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407006529 EXPIRES: 12-31-2015  
PROFESSIONS: ENG, LA, CID, ARC  
CLARK NEXSEN INC  
4525 MAIN ST  
STE. 1400  
VIRGINIA BEACH, VA 23462



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

(FOLD)

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.

10010 (7/11) 107028-3

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

**EXPIRES ON**  
12-31-2016

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

**NUMBER**  
0226007129

REAL ESTATE BOARD - FIRM LICENSE  
POST IN A CONSPICUOUS PLACE  
THIS LICENSE TO BE IN CUSTODY AND CONTROL OF PRINCIPAL BROKER

KDR REAL ESTATE SERVICES INC  
2500 GRENOBLE RD  
RICHMOND, VA 23294



*Jay W. DeBoer*  
Jay W. DeBoer, Director

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

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
12-31-2015

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

NUMBER  
0407003031

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

PROFESSIONS: ENG, LS

NXL CONSTRUCTION CO INC  
NXL CONSTRUCTION SERVICES INC  
114 E CARY ST STE 200  
RICHMOND, VA 23219



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

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-29-2016

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

NUMBER  
0411000459

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

PROFESSIONS: LS

NXL CONSTRUCTION CO INC  
NXL CONSTRUCTION SERVICES INC  
716 J CLYDE MORRIS BLVD STE A  
NEWPORT NEWS, VA 23601



*Nick A. Christner*  
Nick A. Christner, Interim Director

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-29-2016

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

NUMBER  
0411000535

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

PROFESSIONS: LS

NXL CONSTRUCTION CO INC  
NXL CONSTRUCTION SERVICES INC  
4515 DALY DRIVE STE H  
CHANTILLY, VA 20151



*Nick A. Christner*  
Nick A. Christner, Interim Director

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
12-31-2015

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

NUMBER  
0407003345

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

PROFESSIONS: LS

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



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

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BOARD FOR APPLSCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407003345 EXPIRES: 12-31-2015  
PROFESSIONS: LS  
PRECISION MEASUREMENTS INC  
851 SEAHAWK CIR  
SUITE 103  
VIRGINIA BEACH, VA 23452



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COMMONWEALTH OF VIRGINIA

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

EXPIRES ON

02-29-2016

NUMBER

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

PROFESSIONS: ENG

QUINN CONSULTING SERVICES INC  
1801 PLEASURE HOUSE RD  
STE 101 & 102  
VIRGINIA BEACH, VA 23455



*Jay W. DeBoer*  
Jay W. DeBoer, Director

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COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411001133 EXPIRES: 02-29-2016  
PROFESSIONS: ENG  
QUINN CONSULTING SERVICES INC  
1801 PLEASURE HOUSE RD  
STE 101 & 102  
VIRGINIA BEACH, VA 23455



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**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION**

EXPIRES ON  
02-29-2016

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

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

ACCUMARK INC  
9500 KING AIR COURT  
ASHLAND, VA 23005



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

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**COMMONWEALTH OF VIRGINIA**  
BOARD FOR APELSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000864 EXPIRES: 02-29-2016  
PROFESSIONS: LS  
ACCUMARK INC  
9500 KING AIR COURT  
ASHLAND, VA 23005

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

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EXPIRES ON  
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9960 Mayland Dr., Suite 400, Richmond, VA 23233  
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NUMBER  
0402018236

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

WILLIAM DOUGLAS MCDOWALL II  
2701 FRANKIE LN  
HOPEWELL, VA 23860-7777



*Jay W. DeBoer*  
Jay W. DeBoer, Director

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NUMBER

0402041863

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

IAN D JOHNSTON  
111 WINDHAM ROAD  
NORFOLK, VA 23505



*Jan W. DeBoer*  
Jan W DeBoer Director

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

EXPIRES ON

07-31-2016

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

NUMBER

0402034661

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

MARLON DALE SMOKER  
CH2M HILL  
901 NEW YORK AVE, NW  
SUITE 4000 EAST  
WASHINGTON, DC 20001



*Jay W. DeBoer*  
Jay W. DeBoer, Director

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COMMONWEALTH OF VIRGINIA

BOARD FOR APPEALS  
PROFESSIONAL ENGINEER LICENSE  
NUMBER: 0402034661 EXPIRES: 07-31-2016

MARLON DALE SMOKER  
CH2M HILL  
901 NEW YORK AVE, NW  
SUITE 4000 EAST  
WASHINGTON, DC 20001



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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON

12-31-2016

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

NUMBER

0402045664

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

BRIAN GENE DEARING  
9323 STONEY RUN PL  
MANASSAS, VA 20112



*Jay W. DeBoer*  
Jay W. DeBoer, Director

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BOARD FOR APESCIDLA  
PROFESSIONAL ENGINEER LICENSE  
NUMBER: 0402045664 EXPIRES: 12-31-2016

BRIAN GENE DEARING  
9323 STONEY RUN PL  
MANASSAS, VA 20112



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# Transportation Professional Certification Board Inc.



1627 Eye Street, NW • Suite 600 • Washington, DC 20006 USA • Tel: 202-785-0060 • Fax: 202-785-0609 • [www.tpcb.org](http://www.tpcb.org)

November 21, 2014

Brian G. Dearing  
CH2M Hill  
9323 Stoney Run Pl.  
Manassas, VA USA 20112

Brian G. Dearing,

It is my real pleasure to transmit the enclosed notice that you have passed the examination to be certified as a *Professional Traffic Operations Engineer*™. Congratulations!

The Certification Board previously determined that you met all other requirements for certification. If there is no balance due on the attached invoice you may now use the title Professional Traffic Operations Engineer™ and/or the initials PTOE™ in the conduct of your professional practice. If payment is outstanding, you must pay the balance due and only then are you a PTOE™.

A certificate will reach you within 90 days. If you wish your name to appear on the certificate any differently from how it is shown here, please contact Ann O'Neill **immediately** at [aoncill@tpcb.org](mailto:aoncill@tpcb.org) or by fax at 202-785-0609.

## **Brian G. Dearing**

Your initial certification fee covers a three-year period and will expire November 21, 2017. During that period you must keep at least one governmentally issued professional engineering license valid and must report to the Certification Board at this letterhead address should your professional engineering license in any jurisdiction, your membership in any professional engineering society or your employment or engagement as a professional engineer be suspended or terminated for unethical or illegal actions. Any of the above could be cause for your certification to be revoked, subject to an established appeal procedure.

At the end of the three-year period, your certification will be renewed without examination if you demonstrate that you have met the continuing professional development and education activities required. The specific components of the required continuing professional development are described in the enclosed attachment. Begin earning and keeping track of your professional development units so that when it is time to renew in 2017, they will be easily accessible. ITE has developed a web-based Professional Competency Record Keeping System to assist you in keeping such a log. [www.ite.org/pdrks/default.asp](http://www.ite.org/pdrks/default.asp)

Let me again congratulate you on obtaining this certification. We hope that you will display your certificate with justified pride and carry out your professional activities in a manner to bring added luster to the title and practice of Professional Traffic Operations Engineer. Should you have questions now or in the future, please do not hesitate to contact me or the staff at the address above.

Sincerely,

Timothy P. Harpst, P.E., PTOE  
Chair, Transportation Professional Certification Board Inc.

Attachments

# Professional Traffic Operations Engineer (PTOE) Certification Program

Profile of October, 2014 Test Date

Applicant: **BRIAN G. DEARING**

Raw Score Information (150 items)							Score
	Traffic Operations Analysis	Operational Effects of Geometric Designs	Traffic Safety	Traffic Control Devices	Traffic Engineering Studies	Social, Environmental, and Institutional Issues	Total
<b>Your Score</b>	77%	79%	71%	86%	80%	100%	79%
<b>Group Score Information for the 10/2014 Test Window</b>							
<b>Low Score</b>	30%	41%	41%	43%	33%	0%	45%
<b>High Score</b>	93%	90%	88%	86%	100%	100%	86%
<b>Mean Score</b>	69%	68%	69%	70%	72%	64%	69%

Total Number of Candidates: 77

Number Passing: 62

NOTE: The Low, High, and Mean values are computed by domain and are representative of the scores attained by ALL candidates taking the examination during the same test window as you. The Total column for the Group Score Information section displays the statistical information for this test date and cannot be calculated from the domain information given within this report.

**ATTACHMENT 3.3.1**  
**KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
<b>a. Name &amp; Title:</b>	J. Parker Mills, Operations Manager
<b>b. Project Assignment:</b>	Design-Build Project Manager
<b>c. Name of Firm with which you are now associated:</b>	
<b>d. Years experience: With this Firm 8 Years</b>	<p>Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):</p> <p><b>2013 to Present: Operations Manager/Branscome, Inc., Williamsburg, VA.</b> As Operations Manager, Mr. Mills is responsible for all Branscome projects and their operations, long-term strategic planning and development, and P&amp;L responsibility in the Hampton Roads area. His responsibilities include preconstruction services, overseeing and developing safety initiatives, oversight of all estimating, customer relations, project management, quality assurance and quality control, operational management, and asset management.</p> <p><b>2011 to 2013: Operations Manager/ Branscome Richmond, Richmond, VA.</b> As Operations Manager, Mr. Mills was responsible for all Branscome projects and their operations, long-term strategic planning and development, and P&amp;L responsibility in the Richmond area. His responsibilities include preconstruction services, overseeing and developing safety initiatives, oversight of all estimating, customer relations, project management, quality assurance and quality control, operational management, asphalt plant management, and asset management.</p> <p><b>2008 to 2011: Federal Projects Manager/Branscome Inc., Williamsburg, VA.</b> As the Federal Projects Manager, Mr. Mills was responsible for the procurement and management of projects for the Federal government in all Branscome Regions including multiple design-build projects. His duties included preconstruction services, procurement, customer relations, and project and asset management. For design-build projects, Mr. Mills worked with the design-build team to ensure construction plans maximized opportunities to reduce cost and project duration.</p> <p><b>2007 to 2008: Project Manager/Branscome Inc., Williamsburg, VA.</b> As Project Manager, Mr. Mills was responsible for managing projects operationally and financially. Duties included subcontractor scheduling, project scheduling, production analysis, quality assurance and quality control, and contract administration.</p>
<b>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</b>	Virginia Military Institute/Lexington, VA/2005/International Studies
<b>f. Active Registration: Year First Registered/ Discipline/VA Registration #:</b>	N/A
<b>g. Document the extent and depth of your experience and qualifications relevant to the Project.</b>	<ol style="list-style-type: none"> <li>1. <i>Note your specific responsibilities and authorities for each assignment, not those of the firm.</i></li> <li>2. <i>Note whether experience is with current firm or with other firm.</i></li> <li>3. <i>Provide beginning and end dates for each assignment.</i></li> </ol> <p><b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b></p> <p><b>I-64 Pavement Rehabilitation Project DB 66, UPC 104330 – Norfolk, VA.</b>  Parker Mills was the Design-Build Project Manager for this VDOT project which was instrumental to restoring the I-64 corridor in Norfolk. Branscome led the design build team which included overall project design,</p>

construction quality management, and contract administration for the project. Mr. Mills led the team through all activities necessary to begin construction, and he was consistently involved in managing the progress of the project up to and including final acceptance. He led weekly and monthly meetings to update VDOT and his public relations team on project status and upcoming work packages. VDOT requested an aggressive compacted schedule, and Mr. Mills developed and maintained a schedule for design and construction that not only delivered the finished roadway within the specified time, but it incorporated numerous scope changes that added a significant amount of work to the project and increased the value of the work to the travelling public.

**Princess Anne Road Widening Project (VDOT Order 5B3) 2010-2014 – Virginia Beach, VA.**

Parker Mills was the Operations Manager responsible for the Princess Anne Road / Nimmo Parkway Widening Project. This project included major utility relocations and upgrades, construction of a multi-use path on both sides of the road, curb and gutter, soundwall, storm water management ponds, and aesthetic improvements. The two existing lanes of Princess Anne Road were widened to four lanes with additional turn lanes and two major intersections. The project also includes the construction of 1-mile of new 4-lane highway, Nimmo Parkway. The road construction was all asphalt paving on top of select fill material and cement treated aggregate. In total more than 66,000 tons of asphalt were placed on the project. The project also included an accepted value-engineering proposal, which saved the Department more than \$1,000,000 and six-months of project duration. The project was managed using a formal partnering agreement formed between the key stakeholders on the job. The project was completed on time and on budget. Mr. Mills' role on this project included responsibility for construction quality management and overall contract administration. He met with VDOT staff when needed to ensure progress continued on schedule and that the final product met their needs as well as all applicable specifications. He worked closely with the VDOT Project Manager, Ian Johnston, who is now with Clark Nexsen (he will be the "Lead Utility Coordinator" for this Military Highway CFI Project).

**P767-MH 60 Hanger and Airfield Improvements 2009-2011 – NAS Oceana, Virginia Beach, VA.**

Parker Mills was the Federal Projects Manager for this design-build project, which Branscome built as a subcontractor for Hourigan Construction. Clark-Nexsen was the Lead Designer for the project. Branscome's scope of work included utility relocations, grading, asphalt paving, and material supply. In his role, Mr. Mills managed the pre-construction efforts of incorporating constructability into the design and developing the project schedule. During construction, he had oversight on the project management staff and ensured that the appropriate amount of personnel and equipment was available to complete the project efficiently. To accelerate the schedule, Branscome was capable of starting construction activities with 50% plan completion. Mr. Mills was responsible to ensure that coordination was maintained between the field operations, the design team, and the owner's expectations. This project was constructed adjacent to an active airfield, and Mr. Mills supervised the Branscome team's efforts in creating and maintaining a phasing plan that exceeded the schedule requirements and had the least impact on airfield operations.

**Commonwealth Railway Mainline Safety Relocation Project -Chesapeake, VA; 2007-2008.**

Parker Mills was a Project Manager for this \$52,000,000 design-build project, which Branscome built for the Virginia Port Authority (VPA). This project included the reconstruction of Route 17 in Chesapeake, VA and relocation of 5 miles of rail line to the median of Highways 1-64 and I-664. All of the work was done on or next to active highways. The scope of work included asphalt paving, installation and adjustments of utilities, safety hardware improvements, and earthwork and grading operations. In his role as Project Manager, Mr. Mills had oversight over all phases of the project and managed coordinating the design and construction elements. Beginning with 30% plans, he coordinated Branscome field operations and the lead designer Moffat-Nichol, the VPA, and other stakeholders to ensure that construction operations met the specifications of the design. Mr. Mills managed Branscome's field crews and subcontractors to verify there was sufficient manpower and equipment on site to stay on schedule and meet the budgeted production rates. He worked with subcontractors, consultant inspectors, and officials from the Virginia Port Authority to mitigate potential risks early on and ensure successful completion of the project. This included attending regular meetings between the design and construction teams to identify potential project savings and implement them as soon as possible. Mr. Mills was also responsible for safety, quality control, and contract administration on this project. The project was completed on time and within budget.

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. N/A

## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
<b>a. Name &amp; Title:</b> Bill McDowall, PE, DBIA – Quality Assurance / Project Manager
<b>b. Project Assignment:</b> Quality Assurance Manager
<b>c. Name of Firm with which you are now associated:</b> NXL Construction Services, Inc.
<b>d. Years experience: With this Firm &lt;1 Years With Other Firms 33 Years</b>  Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below):  <b>(2014-Present): QAM / Project Manager, NXL Construction Company, Inc.</b>  As PM/QAM for NXL, Mr. McDowall assists with ongoing Design-Build projects to ensure performance and coordination of QA testing and inspection in accordance with VDOT's Design-Build guidelines throughout the project. Other responsibilities include the monitoring of contractor's QC program and ensuring all contract requirements & specifications are appropriately administered & applied, all required QC testing and independent QA is carried out in accordance with applicable requirements ensuring construction quality standards are met.  <b>(2002-2014): Vice President, Volkert, Inc.</b>  In this role, Mr. McDowall managed construction engineering staff, contract management, quality control, and field inspection/review.  Assistant State Construction Engineer (1996-2001): Virginia Department of Transportation  Oversight of construction program in Northern Virginia, Fredericksburg, and Culpeper districts.
<b>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</b> NC State / BS / 1980 / Civil Engineering
<b>f. Active Registration: Year First Registered/ Discipline/VA Registration #:</b> 1988 / Professional Engineer, Virginia / #018236 1990 / Professional Engineer, Maryland / #18113 2014 / Design Build Institute of America Certification
<b>g. Document the extent and depth of your experience and qualifications relevant to the Project.</b> <ol style="list-style-type: none"><li>1. <i>Note your specific responsibilities and authorities for each project, not those of the firm.</i></li><li>2. <i>Note whether experience is with current firm or with other firm.</i></li><li>3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i></li></ol> <b>(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)</b>  <b>Project: Middle Ground Boulevard Extension, Newport News VA Project Role: Chief Construction Manager</b> <b>Responsibilities:</b> Oversight of QA management services for a \$32M design-build project that included a new 4-lane roadway connecting Jefferson Avenue to Warwick Boulevard, a bridge over the CSX Railroad, sidewalk and shared-use path, enhanced landscaping and street lights, additional turn lanes and signal modifications. Mr. McDowall confirmed compliance with VDOT's design-build procedures and requirements and satisfaction with Volkert's performance of QA management and testing. He also reviewed piling for bearing capacity, length, and center of gravity and made recommendations for various adjustments, reviewed asphalt placement and verified QC

on placement and reviewed CPM schedule for completeness. **Performed with Volkert, Inc. (8/2012-6/2014)**

**Project: I-66 Pavement Rehabilitation, Fairfax County VA Project Role: Quality Assurance Manager**  
**Responsibilities:** As QAM, Mr. McDowall managed quality assurance for design and construction of this \$43M project involving full-depth patching of concrete pavement and asphalt overly of a 6.5-mile segment of I-66. The design-build project included roadway geometric improvements; drainage, utility, ITS, and lighting upgrades; TMP development; and public outreach. Involved with preparation and implementation of QA/QC plan and monitored compliance throughout design and construction. Developed, monitored, and updated CPM construction schedule as well as conducted what-if analysis. Conducted a constructability review during each of the 4 stages of design. A key challenge was coordination of concurrent design and construction through the development of an effective but complex sequencing plan and complex transportation management plan to maintain high volumes of traffic on I-66. Managed QA inspection and materials testing including preparation of the QA testing plan, review and approval of the QC testing plan, supervision of QA testing technicians, review of testing results, preparation of deficiency and nonconformance reports, and confirmation of accurate maintenance of testing documentation including the materials notebook, etc. Led preparatory and intermediate inspection meetings and prepared construction inspection checklists. Coordinated with VDOT's OIA/OVST Inspectors. Worked with contractor and QC team to anticipate and resolve field issues before schedule and budget were affected and to resolve nonconforming materials and construction work in the most efficient and cost-effective manner. Reviewed and approved non-conformance recovery plans, monitored corrective actions and retests, and worked with contractor on plan to make sure the problem did not reoccur. Prepared monthly summary reports. The project received a national pavement quality award from the National Asphalt Pavement Association. **Performed with Volkert, Inc. (2/2011-6/2013)**

**Project: Route 11 / Route 460 Widening, Roanoke County VA Project Role: QA / QC Manager**  
**Responsibilities:** Conducted constructability review, NOI analysis, and CPM schedule review and impact analysis and provided engineering support to address construction issues for the widening of a 2.1-mile section of 3-lane road to 5 lanes. This \$30M construction project included a 40-foot long bridge with 36 drilled shaft foundations, triple- and double-box culverts, a raised median, center and right-turn lanes at intersections and crossovers, and an extensive storm drainage system with stormwater management ponds and large jack and bore segments under the Norfolk Southern Railroad tracks into the Roanoke River. The project included extensive blasting and associated safety measures. Observed the inspectors' work and checked project documentation for completeness and accuracy and verified it was properly organized and maintained. Discussed upcoming work activities with inspection staff to verify proper equipment on hand and understanding of testing frequency. Reviewed testing reports for completeness and accuracy. Met with client and contractor representatives to discuss and evaluate construction issues and advise on potential cost effective resolutions. The constructability review involved a field investigation, a thorough review of the design plans, and QA. The original plans incorporated standard VDOT designs for the widening of a single-span bridge crossing a creek and 2 box culverts. Recommended using alternative designs to lower construction costs and increase construction productivity while still meeting VDOT requirements.. **Performed with Volkert, Inc. (11/2010-5/2014)**

**Project: Route 221 Realignment, Roanoke County VA Project Role: QA / QC Manager**  
**Responsibilities:** QA/QC for the realignment a 0.75-mile segment of Route 221. This ARRA-funded \$20M construction project involved roadway realignment and widening from 2 to 4 lanes, 2 new prestressed-concrete bulb-t beam bridges, a single-span steel replacement bridge, a new culvert, intersection improvements, a new drainage system and 2 SWM ponds. Observed the inspectors' work and checked project documentation for completeness and accuracy and to verify proper organization and maintenance. Reviewed testing reports for completeness and accuracy. Reviewed the blasting and surplus removal plans to confirm the judicious use of explosives, proper blasting techniques, and safety. Evaluated and reviewed construction schedules for completeness and conducted schedule impact analysis. Planned upcoming work activities with the construction manager and inspection staff. Assisted with the identification of potential issues and careful planning for avoiding / mitigating them. Met with VDOT project manager to evaluate satisfaction with inspector performance and to discuss quality improvement processes. The existing 2-lane road was a major commuter route with an average daily traffic volume of 14,000 and ran through rocky hills as high as 190 feet. Extensive blasting next to the roadway was required for the excavation of 373,858 CY of earth material with 60% rock. It included clays, silts, and rock of numerous types of geological formations ranging from the very hard charokite to the soft sandstone. Challenges included blasting operations that are appropriate for the various types of rocks and geological conditions, prevention of slope failure, safety of motorists and construction workers, avoiding environmental impacts, omission from the steel schedule, and finding a disposal site that complied with local ordinances and VDOT and the USACE requirements. **Performed with Volkert, Inc. (9/2010-8/2013)**

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

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

## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
<b>a. Name &amp; Title:</b> Marlon Smoker, P.E.
<b>b. Project Assignment:</b> Lead Design Manager
<b>c. Name of Firm with which you are now associated:</b> 
<b>d. Years experience: With this Firm <u>8</u> Years With Other Firms <u>12</u> Years</b> <p>Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p><b>2007 - present: CH2M HILL, Project Manager:</b></p> <p>Served as Project Manager for numerous roadway design and planning projects, including the I-95/Route 630 Interchange Reconstruction and the Department of Homeland Security Headquarters Consolidation St Elizabeths Transportation Network projects. Responsible for overall design, operational analysis, traffic management, maintaining project schedules, ensuring quality of deliverables, tracking budgets, and managing subconsultants.</p> <p><b>1996 - 2007: Dewberry, Project Manager, Traffic Engineering Group</b></p> <p>Managed traffic engineering design group within Dewberry's Transportation Department. Responsibilities: prepared designs for traffic signals and freeway guide signs as part of complex urban freeway interchange designs, led highway design effort for the I-95/Telegraph Road Interchange as part of the Woodrow Wilson Bridge Replacement Project, led efforts related to traffic signal design, signing, pavement marking, toll facilities and ITS, worked with and trained junior level staff in the use of Synchro, CORSIM, HCS, and other traffic engineering software packages, negotiated and prepared subconsultant agreements, processed subconsultant invoices.</p>
<b>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</b> MS, Civil Engineering, Pennsylvania State University, State College, Pennsylvania BS, Civil Engineering, Pennsylvania State University, State College, Pennsylvania
<b>f. Active Registration: Year First Registered/ Discipline/VA Registration #:</b> 2000/Professional Engineer/VA/0402034661; 2002/Professional Engineer/MD/ 27914; 2007/Professional Engineer/DC/904705
<b>g. Document the extent and depth of your experience and qualifications relevant to the Project.</b> <ol style="list-style-type: none"><li><i>Note your specific responsibilities and authorities for each project, not those of the firm.</i></li><li><i>Note whether experience is with current firm or with other firm.</i></li><li><i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i></li></ol> <p><b>(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)</b></p> <p><b>Project Manager, I-95/Route 630 Interchange Final Design, VDOT, Stafford County, VA.</b> Responsible for leading team in preparation of design documents for interchange reconstruction in rapidly developing urban area. Design includes roadway plan and profile, drainage, stormwater management, bridge and retaining wall design, geotechnical testing and analysis, traffic signals, and landscape design. Consultant team included CH2M HILL staff in multiple offices and six subconsultant team members. Maintained aggressive schedule, including preparation of PFI (20%) plans in 2 months and public hearing (40%) plans in 6 months. To meet the aggressive schedule for Public Hearing plans, worked with VDOT to identify and focus on critical design elements and</p>

deferred some design components until later submissions. The design realigned portions of road to avoid stream valley and wetland impacts that had not been identified in concept design. The design maximized the use of existing infrastructure to reduce construction impacts. Responsible for budget and schedule tracking, scope management, and preparation of supplemental agreements. During an earlier alternatives study phase of the project, developed interchange alternatives for reconstruction of existing interchange. Tasks included preparation of a Planning Framework document that defined interchange requirements and constraints; a review of environmental constraints in the study area; development of seven concept level alternative layouts; preparation of cost estimates for each alternative; and development of the CORSIM networks used to study traffic impacts. The alternatives and traffic analysis will be used as part of a future Interchange Modification Report.

**Beginning Date:** 2012 **End Date:** Ongoing

**Highway Design Task Manager, I-95/Telegraph Road Interchange Reconstruction (Woodrow Wilson Bridge Replacement), Fairfax County, VA.** (Dewberry) Project included six separate construction contracts covering ground improvements, right-of-way acquisition, utility relocations, and roadway construction. Served as the highway design task manager for preparation of construction plans for the main interchange reconstruction. Responsibilities included:

- Provided day-to-day direction for design of \$250 million construction project.
- Coordinated with other engineering disciplines and subconsultants.
- Provided assistance during construction for \$20 million utility relocation contract.
- Developed 16 stage sequence of construction/maintenance of traffic, including critical path method schedule.
- Maintained aggressive design schedule.
- Coordinated with general engineering consultant and VDOT project managers.
- Assisted in preparation of Interchange Justification Report and design exception requests.
- Assisted with preparation and negotiation of contract supplement.

Responsible for design of complex freeway and interchange signing plans, including interstate mainline split into local and express lanes, and multiple closely spaced exit ramps with drop lanes and optional lanes. Adapted final guide sign plans for use during construction through specification of temporary overlay panels and temporary sign structures. **Beginning Date:** 2004 **End Date:** 2007

**Lead Traffic Engineer; VA Route 28 Improvements Public-Private Transportation Act; VDOT.** (Dewberry) The VA Route 28 project is a \$200-million design-build project that constructed 10 new interchanges on the heavily congested Route 28 corridor from I-66 to Route 7. Led design of traffic engineering elements, including preparation of signing and pavement marking plans design of major overhead guide signs; 30 traffic signal designs; lighting and electrical design; and maintenance of traffic plans. Worked closely with the contractor and the roadway designers to coordinate all the elements of design and construction to minimize the need for rework during the phased construction, and to avoid utility conflicts. **Beginning Date:** 2000 **End Date:** 2007

**Senior Traffic Technologist, I-81 Salem Design Build, VDOT, Montgomery County, VA.** Provided technical leadership for MOT planning and traffic engineering. Provided independent review of traffic plans and traffic management plan. Provided review and comment on constructability and safety. The project included the addition of a Truck Climbing Lane in the southbound direction of Interstate 81 from approximate Mile Marker 120 where the existing two lane section changes to a three lane section to approximate Mile Marker 125 which would connect this new TCL to the existing TCL. **Beginning Date:** 2010 **End Date:** 2014

**Task Manager, St Elizabeths Transportation Network Design, GSA, Washington, DC.** Responsible for coordinating efforts of transportation model team and roadway design team for preparation of EIS that studied impacts of relocating 14,000 Department of Homeland Security employees to the historic St Elizabeths Hospital campus in Washington, DC. Project included modifications to MWCOC's TP+ regional travel demand model using customized interface to create refined transportation network and travel analysis zones within project study area. Developed balanced intersection turning movement volumes and freeway volumes. Performed analysis of transportation network impacts using Synchro and VISSIM software packages. Ensured that intent of road design plans was correctly reflected in travel demand model and VISSIM animations. Summarized findings in a Transportation Technical Report. Developed conceptual operations plan for shuttle network to move DHS employees from Anacostia and Congress Heights Metro stations to secure campus gates. Operations plan included estimate of number of employees using the shuttles, review of shuttle bus passenger capacity, review of Metro train headways, determination of travel times and headways for each shuttle route, and estimate of number of DHS shuttle buses required. **Beginning Date:** 2009 **End Date:** 2012

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

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

## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
a. <b>Name &amp; Title:</b> Mark Massie – Sr. Project Manager
b. <b>Project Assignment:</b> Construction Manager
c. <b>Name of Firm with which you are now associated:</b> 
d. <b>Years experience: With this Firm &lt;1 Years With Other Firms 18 Years</b> <p>Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p><b>Sr. Project Manager (2015-Present): Branscome, Inc.</b> As a Sr. Project Manager for Branscome Inc., Mr. Massie will be responsible for the cost management, contract management, generating and managing work in accordance with the project schedule, coordination of subs and inspections, cost management, ensuring that our work is performed in accordance with contract requirements &amp; specifications and managing the contractor's QC program and ensuring that construction quality standards were met.</p> <p><b>Sr. Project Manager / Construction Manager (2011-2015): American Infrastructure – Va. (AI)</b> Served as a Sr. Project Manager on several projects and as the Construction Manager on the Middle Ground Blvd Design-Build Project for AI. As a Sr. Project Manager / Construction Manager responsibilities included cost management, contract management, generating and managing work in accordance with the project schedule, coordination of subs and inspections, cost management, generated / issued CO's as required, ensuring that our work was performed in accordance with contract requirements &amp; specifications and managing the contractor's QC program and ensuring that construction quality standards were met.</p> <p><b>(Foreman / Superintendent / Estimator / Project Manager / Sr. Project Manager 1997-2011): Jack L. Massie Contractor, Inc. (JLMCI)</b> Worked as a Grade Foreman and Superintendent on several private and VDOT projects, was responsible for daily coordination / management of JLMCI crews and subs and quality control. Ensured that all field work was performed in accordance with the contract documents and project specifications. As an Estimator I was responsible for bidding and managing all of the projects I was successfully awarded. As Sr. Project Manager I was responsible for the management / oversight of three other Project Managers and a Project Administrator at the same time I also served as a Project Manager on several of my own projects.</p>
e. <b>Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</b> <p>Emory &amp; Henry College, Emory Virginia – BS, Geography (Environmental Sciences), Completed in 1997 Virginia Tech, Blacksburg, VA – Construction Management Institute, Completed in 2001</p>
f. <b>Active Registration: Year First Registered/ Discipline/VA Registration #:</b> <p>RLD and ESCCC Certifications will be renewed prior to the start of this project.</p>
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"><li><i>Note your specific responsibilities and authorities for each project, not those of the firm. Note whether experience is with current firm or with other firm.</i></li><li><i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i></li></ol> <p><b>(List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)</b></p> <p><b>Project: Middle Ground Boulevard Extension, Newport News VA Project Role: Construction Manager.</b> <b>Responsibilities:</b> Mr. Massie was brought into this \$39M project to serve as the Construction Manager and was responsible for managing the overall completion of the project. American Infrastructure served as the Lead Contractor on this project and was responsible for the overall design and construction. This project entailed the extension of the existing 4-lane highway (Middle Ground Boulevard) from Jefferson Ave to Warwick Boulevard, construction of a four lane bridge over top of the CSX railroad, improvements to the existing MGB from Fishing</p>

Point Rd. to Jefferson Ave, improvements to include the widening of the existing Maxwell Lane/Warwick Blvd intersection and improvements to Warwick Boulevard. In addition, several Tri-Party Agreements were added to the project to incorporate the installation of a new 36" FM for HRSD from Fishing Point to Maxwell Lane (approx. 6,000 LF) and water line and sewer betterments for the City of Newport News. **Performed with American Infrastructure – Va. (2014 - 2015)**

**Project: Concourse A Apron Expansion, Richmond International Airport, Richmond VA Project Role: Sr. Project Manager. Responsibilities:** Served as the Project Manager on the \$13M Richmond Airport Apron A Expansion project and was responsible for the following: generating and managing the project schedule, verifying that the work was performed in accordance with the contract documents and specifications, generation and management of the Contractors Quality Control program, cost management and management of the subcontractors. Mr. Massie was also responsible for ensuring that the construction team obeyed by the security requirements of Federal Aviation Regulations Part 107, which includes obtaining AOA security training, AOA drivers' training and any necessary identification badges prior to working in any limited access areas. The overall scope of work included 66,715 SY of ex. pavement demolition, approx. 90,000 CY of excavation and hauling (onsite and offsite), placement of 70,000 SY of concrete aircraft pavement (12" to 17" thick), 3,315 of asphalt vehicle pavement, and 4,130 LF of storm drainage. The project also included the installation of a glycol collection facility for Concourse A and erection of perimeter security fencing and gates for the access to Concourse A Apron. **Performed with American Infrastructure (2011 - 2013)**

**Project: Route 199 PPTA, a Design-Build Project, James City County VA Project Role: Project Manager. Responsibilities:** Mr. Massie was involved in the early phases of this \$32.4M project which involved environmental permitting, fill design, and utility coordination for Segments IA and II that were constructed by Jack L. Massie Contractor, Inc (JLMCI). The overall scope of work on this project included: widening of an existing six mile portion of the US Rt 199 corridor from two (2) lanes to four (4) lanes. Segments (III and IV) were completed by Curtis Contracting, Inc. and Bryant Contracting, Inc., the other equity partners of the Jamestown 2007 Corridor Constructors, LLC design-build team. The overall scope of work on this project included not only the expansion/widening of the existing Rt 199 from 2 lanes to 4 lanes but also involved the construction of a 1,200 lf bridge over College Creek, 1,500 lf of sound absorptive barrier wall, 300,000 cubic yards of excavation, 45,000 tons of asphalt, interchange improvements at Route 31/Jamestown Road, and the relocation of Route 359 into the Colonial National Parkway at Jamestown. The overall completion of this project was necessary to support the anticipated increase in tourism and commercial traffic that will be associated with the celebration of the 400th Anniversary at Jamestown. The project was successfully completed early and gained recognition "as an excellent example of a project where VDOT, the contractors and the localities worked very well together to deliver a first-class project to our customers." **Performed with Jack L. Massie Contractor, Inc. (2002 - 2005)**

**Project: Route 199 Monticello Ave & Route 199 Bridges, James City County VA Project Role: Superintendent. Responsibilities:** Mr. Massie was responsible for managing a portion of the work associated with the completion of the construction on this \$27.2M project, which included two miles of new, limited access, divided (4) lane highway. The intersection of Route 199 and Monticello Avenue consisted of two urban design bridges with ramp interchanges. This project also incorporated the construction of 2 miles of Monticello Avenue (4 lane divided highway) and associated utility work. The project was completed two years ahead of schedule and received a VDOT Contractor Performance Rating of 99.4%. JLMCI also received the VDOT Construction Quality Award for 2000 on this project for entire state of Virginia. In addition, Mr. Massie was responsible for the coordination of the construction crews and subcontractors on the Route 199 / Monticello Ave Bridge which included the installation of the on and off ramps, bridge approach ramps, and two urban design bridges. JLMCI's VDOT Contractor Performance Rating exceeded 100 on this project and was also completed ahead of schedule. **Performed with Jack L. Massie Contractor, Inc. (2002 - 2005)**

**Project: Monticello Ave Extension, James City County VA Project Role: Superintendent. Responsibilities:** Mr. Massie was responsible for the overall coordination of the construction crews and subcontractors that assisted with the construction of the \$10 M Monticello Avenue Extension project from the intersection of News Road to Green Springs Road. This included the construction of a two lane bridge (approx. 500 LF), installation of a direction drill 30 IN FM that ran parallel to the bridge and all of site work to include grading operations, installation of underground utilities (storm drain), installation of curb and gutter and asphalt placement. **Performed with Jack L. Massie Contractor, Inc. (1999 - 2001)**

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

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. Mr. Massie is currently working in a business development role for the company and is not committed to any specific projects, nor has he been listed as a key person for any other projects on which Branscome has submitted. If selected, he will be made 100% available to serve as the Construction Manager of the Military Highway CFI Project.

## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
<b>a. Name &amp; Title:</b> Brian Dearing, P.E., PTOE
<b>b. Project Assignment:</b> Traffic Operations Designer & Manager
<b>c. Name of Firm with which you are now associated:</b> 
<b>d. Years experience: With this Firm <u>12</u> Years With Other Firms <u>3</u> Years</b> <p>Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p><b>2003 – Present: CH2MHILL, Senior Transportation Engineer/Operations Manager</b></p> <p>Transportation/Traffic Engineer specializing in complex Project Management of D/B and P3 projects, Quality Control, IJR/IMR studies, Traffic Impact studies, Corridor studies, Traffic Operational Analysis – especially during construction, Transportation Management Plan development and interface with VDOT Traffic Operations Centers, Traffic Volume Forecast, Traffic Signal Design, Signal Warrant Analysis, Life-Cycle cost analysis, and various transportation analysis and simulation packages. His areas of expertise include providing traffic engineering and design services for state and local DOTs developing plans for traditional design-bid-build projects and design-build projects as well as programmatic oversight of maintenance of traffic during construction of multi-billion dollar P3 projects.</p> <p>As a Virginia operations manager for CH2M HILL, Mr. Dearing leads CH2M HILL’s team of traffic operations engineers and designers. They include staff who have experience on the Military Highway CFI Design and were responsible for the review and quality control of the traffic operations analysis and specialty traffic engineers for the I-15 Corridor Point project in Utah, which conducted a traffic simulation study for numerous intersections including a complex CFI very similar to Military Highway. Mr. Dearing has a unique combination of design-build traffic management expertise and team leadership of specialty traffic engineering resources with extensive CFI and DDI traffic management and design experience.</p> <p><b>2002 – 2003 Mirai Transportation Engineering and Planning, Transportation Engineer</b></p> <p>Performed traffic signal analysis using the Synchro software and Highway Capacity Software; collected field data such as traffic volumes and signal timings; technical report writing; travel demand forecasting using Emme2 model output and current travel demand volumes; assisted with the update of the transportation element related to the local agency comprehensive plans.</p> <p><b>2000 – 2002 Rafn, Project Engineer</b></p> <p>Served as a Project Engineer on vertical construction projects. Provided project support reviewing/preparing material data submittals, soliciting bids and writing subcontracts; coordinating/scheduling subcontractors; acting as a liaison between the owner and subcontractors; scheduling direct labor; preparing pay estimates; project startup and closeout.</p>
<b>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</b> MS, Civil Engineering, University of Washington, Seattle, Washington, 2003 MBA, Seattle University, Seattle, Washington, 2001 BE, Civil Engineering, University of Missouri, Columbia, Missouri, 1992
<b>f. Active Registration: Year First Registered/ Discipline/VA Registration #:</b> 2008/Professional Engineer/VA 0402045664 2014/PTOE

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

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

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

**Traffic Engineering Manager, I-81 Widening, Traffic Engineer, Virginia Department of Transportation, Christiansburg.** Responsible for the design and coordination of the traffic plans (pavement marking and signing) and the development of the Transportation Management Plan of the I-81 Design-Build Project, including short term traffic operational and safety analysis to ensure specific levels of mobility are maintained during construction activities. He provided regular coordination with VDOT's Traffic Operations Center for all traffic shifts, advance notification of motorists, detour planning and implementation and incident management.

**Beginning Date:** 2010 **End Date:** 2014

**Senior Traffic Engineer, I-95/Route 630 Interchange, Virginia Department of Transportation, Fredericksburg.** For this complex urban interchange, led the development of the Transportation Management Plan and specified coordination with the local Traffic Management Center, and provided senior review of the traffic engineering plans (work zone, signals, signing, pavement marking, and lighting). Signalization included communication and control links, and development of an integrated network tied to the Traffic Operations Centers. The project is utilizing a diverging diamond concept that handles left turning vehicles similar to the Continuous Flow Intersection technique. Provided short-term traffic operational analysis related to the development of the Transportation Management Plan. Provided traffic operational analysis to consider the use of a diverging diamond in lieu of the split diamond interchange after the ROW submittal. Due to budget constraints in construction funding an alternative design (diverging diamond) was ultimately chosen to reduce the amount of structures required for the project.

**Beginning Date:** 2011 **End Date:** Present

**Traffic Engineer, I-95 /Fairfax Parkway Interchange, General Engineering Consulting (GEC), Virginia Department of Transportation.** Traffic Engineering design lead responsible for preparing supporting documentation for the IJR including the design of alternatives related to the sequence of construction/work zone plans, traffic signal design, guide sign layout and pavement markings, photometric analysis, and preliminary cost estimates and quantities. The project developed conceptual plans for the replacement of the northbound I-95 loop ramp to northbound Fairfax County Parkway with a direct connection ramp to increase capacity and improve safety by eliminating a weave segment on northbound I-95. Plans were developed through the Public Hearing phase in anticipation for a design-build release.

**Beginning Date:** 2011 **End Date:** 2013

**Traffic Engineer, I-495 HOT Lanes, General Engineering Consulting (GEC), Virginia Department of Transportation.** Added 4 High Occupancy Toll Lanes to 14 miles of interstate—Maintenance of Traffic lead responsible for the agency review and coordination of the work zone traffic control plans and detours submitted by the design-builder, including traffic management planning and traffic operations. Reviewed site-specific traffic studies to evaluate lane/road/bridge closures for short-term and long-term impacts on the transportation network. Conducted signal warrant analysis at proposed locations. Prepared cost estimates, quantity take-offs, and provided review for change orders.

**Beginning Date:** 2008 **End Date:** 2014

**Traffic Engineer, I-5 Everett HOV Design-Build Project, Washington Department of Transportation, Everett, Washing.** Lead Engineer for this study to develop an Interchange Modification Report (IMR) for the proposed changes to I-395 interstate access at the interchanges of Duke Street and Edsall Road. VISSIM 6 was used to conduct the operations analysis for widening the southbound I-395 segment to four lanes for the 2.5 mile segment. Project area is one of the most highly congested areas in the region and future conditions included reversible Express Lanes.

**Beginning Date:** 2006 **End Date:** 2008

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

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

**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
<b>a. Name &amp; Title:</b> Ian D. Johnston, PE
<b>b. Project Assignment:</b> Lead Utility Coordinator
<b>c. Name of Firm with which you are now associated:</b> 
<b>d. Years experience: With this Firm <u>5</u>Years With Other Firms <u>11</u>Years</b> <p>Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p><b>November 2011 to Present: Project Manager/Clark Nexsen Norfolk, VA</b> Responsible for management of transportation projects for state and local government clients. Responsibilities include oversight of project scope, schedules, and budgets, and ensuring that both in-house and sub-consultant design teams are providing project deliverables in accordance with established schedule and quality requirements. Responsible for financial status and reporting of projects to management team. Primary point of contact with the client and responsible for ensuring that all activities and deliverables are to their satisfaction. Activities include running and facilitating project meetings, planning and implementing change management actions, and leading and motivating design and project staff. Responsible for marketing and business development in support of firm's business goals.</p> <p><b>August 2005 to November 2011: Design Project Manager/VDOT Hampton Roads District PMO Chesapeake, VA</b> Responsible for the management of preliminary engineering projects for the Hampton Roads District of VDOT. Responsible for the project scope, schedules, and budgets, utility coordination, and delivering projects in accordance with the VDOT Dashboard guidelines. Projects managed were primarily consultant designs, and therefore was responsible for scoping and negotiating the consultant contracts, overseeing the fiscal control of the contracts, and ensuring payment in accordance with the Prompt Payment Act. Some elements of design projects were in-house designs, and therefore was responsible for coordinating with internal staff and section managers for successful delivery. Responsible for maintaining and updating project information and budgets within VDOT's Integrated Project Manager (IPM), Six Year Improvement Program (SYIP), and Project Cost Estimating System (PCES) databases. As project leader, responsible for coordinating and communicating information related to assigned projects with representatives from the Federal Highway Administration, local governments, franchise utility companies, and the Metropolitan Planning Organization, as well as the District and Central Offices. Responsible for making presentations to citizens, stakeholders, and local authorities.</p> <p><b>November 2002 to August 2005: Senior Roadway/Civil Engineer/Clark Nexsen Norfolk, VA</b> Roadway/Civil Engineer responsible for the design of state and local government transportation and public works improvement projects, as well as Federal/Department of Defense design projects. Responsible for design projects from preliminary design to final construction documents, including development of plans, estimates, and specifications. Performed designs using Microstation and AutoCad design software. Responsible for overseeing design work of junior staff, and providing quality control reviews. Activities also included coordinating designs with project manager, other internal design sections, sub-consultants, and client technical staff. Attended construction progress meetings and coordinated construction services on projects, including reviewing shop drawings, responding to RFI's, and performing plan revisions. Supported business development initiatives by firm's project managers.</p> <p><b>January 2001 to November 2002: Hayes Seay Mattern &amp; Mattern/Civil Engineer Virginia Beach, VA</b> Civil/Transportation engineer responsible for roadway and drainage design for VDOT and local government clients. Developed roadway and site development plan. Responsible for developing estimates and specifications.</p> <p><b>June 1998 to January 2001: Earth Tech/Transportation Engineer Richmond, VA</b> Transportation engineer responsible for developing design documents for VDOT and SCDOT projects. Developed projects in microstation, IGRDS, and GeoPak design software.</p>
<b>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</b>

Rochester Institute of Technology, NY/ B.S. /1998/Civil Engineering Technology SUNY Alfred, NY/A.A.S./1994/Construction Engineering Technology

f. Active Registration: Year First Registered/ Discipline/VA Registration #:

Professional Engineer / Civil / 2002 / Pennsylvania #061724 Professional Engineer / Civil / 2004 / Virginia #1863

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

1. *Note your specific responsibilities and authorities for each project, not those of the firm.*

*Note whether experience is with current firm or with other firm.*

*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.)**

**Project: I-264/64 Ramp Widening (0264-122-108), Norfolk , VA Project Role: Design Project Manager**

**Responsibilities:** Mr. Johnston was VDOT's Project Manager for this project which includes widening the I-64 westbound to I-264 eastbound ramp, construction of 3 new bridges, addition of a new collector-distributor road on I-264, and construction of MSE and noise barrier walls. The NEPA document was approved in the Spring of 2011, the Design Public Hearing was conducted in July of 2011, and approval of the Interstate Modification Report was issued by FHWA in October of 2011. The next scheduled steps are the design approval by the Chief Engineer and development of total take right-of-way plans. The total combined PE, R/W, and CN cost for the project is \$132.3 mil. The project is consultant designed with survey support from the District. **Performed with VDOT. (2006 thru 2011)**

**Project: I-264/Witchduck Interchange (0264-134-102), Virginia Beach, VA Project Role: Design Project**

**Manager. Responsibilities:** Mr. Johnston was the Project Manager for this project which is the downstream interstate improvements associated with the I-264/64 Ramp project (0264-121-705). The project includes interchange improvements at the Newtown and Witchduck interchanges, interstate widening and collector distributor roads, arterial street improvements on Greenwich, Newtown and Witchduck Roads, signal improvements at the interchange off-ramps, a bridge crossing over I-264 on new location, and a new roundabout at the Newtown Interchange/I-264 eastbound on- ramp. Approximately 70 parcels are impacted by the project, with 12 being total acquisitions/displacements. The project is following the same schedule as the I-264/64 Ramp project. The total combined PE, R/W, and CN cost for the project is \$174.5 mil. The project is consultant designed with survey support from the District. **Performed with VDOT. (2006 thru 2011)**

**Project: Princess Anne Road (0165-134-V05), Virginia Beach, VA Project Role: Design Project Manager.**

**Responsibilities:** Mr. Johnston was VDOT's Project Manager for this urban arterial project located in Virginia Beach. The project includes widening the existing two-lane undivided section into a four-lane divided highway. The project included transportation planning elements, traffic signalization and ITS, roadway and hydraulics design, wetland permitting, aesthetic elements, public participation, public utility improvements and private utility relocations, and storm water management. The project was awarded in 2010 to Branscome and was recently completed in 2014.. The project was primarily funded by American Recovery and Reinvestment Act (ARRA) funds. As Project Manager, Ian, was responsible for overseeing and supervising all aspects of this project and also making sure that all utility adjustments and coordination was successfully achieved with all of the associated utilities for the project. The total combined PE, R/W and CN cost for the project is \$61.4 mil. The project is consultant designed with survey support from the District. **Performed with VDOT. (2005 thru 2011)**

**Project: Malbone Wetland Mitigation Design-Build Project, Virginia Beach, VA Project Role: Project**

**Manager. Responsibilities:** Mr. Johnston served as the District Project Manager for this 25 acre compensatory wetland mitigation design-build project in the agricultural zone of Virginia Beach. The project provides compensatory wetland mitigation for the impacts associated with the Princess Anne Road and Nimmo Parkway roadway widening projects. Mr. Johnston worked with the Central Office Innovative Project Delivery Division to establish the project for Design-Build delivery and develop the procurement documents. The project was initially developed as a two-phase best value procurement; however it was later modified to a single step low bid procurement. Mr. Johnston managed the project through both the design and construction phases. The project substantial completion (construction completion) was completed in May of 2011, and is now under a 10 year monitoring phase. The design-build contract value was approximately \$1.5 mil. **Performed with VDOT. (2008 thru 2011)**

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

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

**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
<b>Name:</b> I-64 Pavement Rehabilitation Design-Build Project <b>Location:</b> Norfolk, VA	<b>Name:</b> Dewberry	<b>Name of Client/Owner:</b> VDOT <b>Phone:</b> 757-494-5472 <b>Project Manager:</b> Robert "Bud" A. Morgan, Ph.D., P.E. <b>Phone:</b> 757-376-2606 <b>Email:</b> <a href="mailto:robert.morgan@vdot.virginia.gov">robert.morgan@vdot.virginia.gov</a>	11/2014	1/2015	\$14,450	\$15,448	\$10,968

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.

***The key relevant features of this project include: Design-Build • Complex Urban Traffic Management • Aggressive Project Schedule • Complex Utilities • Public Involvement/Potential Controversy***

Branscome was the Lead Contractor for this Design-Build project in Norfolk, VA. The primary intent of the project was to repair existing pavements and then construct a pavement overlay on one of VDOT's busiest interstates – 20 lane miles of I-64 between the Hampton Roads Bridge Tunnel (HRBT) and the Little Creek Bridge in Norfolk. The overall scope of work included design, QA/QC, 3,400 SY of concrete patching, 27,000 TN of SMA paving, 7,000 TN of Thin Hot Mix Asphalt Concrete Overlay (THMACO), 2,000 LF of median barrier wall refacing, and 40,000 LF of guardrail and asphalt curb modifications. The major challenges of this project, which had to be overcome to ensure successful completion, were the accelerated schedule and the need for several construction activities to be performed concurrently, the urban nature of the work area, and substantial public involvement.

The design phase of the project began in January 2014 and the project was scheduled for completion by the end of November 2014. The challenge of completing the project on time was exasperated by three major factors. First, the design had to be completed, submitted to VDOT, and approved before construction could begin. Branscome addressed this problem by breaking the project into smaller sections and fully developing the design for these sections to allow construction to begin as early as March for the first section. This was all done while keeping a constant eye on the schedule to ensure that key items and areas of work were completed on time to ensure the critical path was not negatively impacted. Second, there were two other major paving projects on the interstate being built at the same time as Branscome's project as well as regular maintenance to both I-64 and the HRBT. This led to conflicts between the projects over priority for lane closures and availability of specific sections of the highway where work could be performed since there was some inevitable overlap between the various projects. Branscome addressed this by working with VDOT and the other contractors to create a proactive dialogue where each party would inform the others of overall schedules and key milestone dates to prevent conflicts from resulting in delays. Third, there were strict limits on when construction in active travel lanes could be done, since that section of I-64 is a crucial transportation asset and heavily travelled. Branscome worked to develop an efficient operation which optimized the available time to prosecute the work, consistently had four to six crews on site each night, and quickly reopened all travel lanes before the morning rush hour.

As previously mentioned, this project was in one of the busiest highway corridors in Hampton Roads and adjacent to several traffic chokepoints including I-564 and the HRBT. This made maintenance of traffic an essential element of the project both with regards to safety and minimizing impact to the travelling public. Branscome worked diligently starting in the design phase to develop plans which would allow progress to continue on the project while still providing safe and easy access through the work zone. By addressing this issue in the design phase, Branscome was able to prevent more significant problems from arising later in the project. The urban nature of the work also made material delivery a potential issue, since construction materials, especially stone, asphalt, and concrete, had to reach the job on time to ensure productions were met. Branscome addressed this by having approved materials available at several different facilities in Hampton Roads.

Public Involvement was a key element to the success of the project. This was a marquee project for VDOT and the Hampton Roads public, since the state of the interstates had received significant negative feedback prior to the start of these jobs. If the public did not see almost immediate progress, if construction snarled traffic for weeks on end, or if clear communication did not give motorists advanced warning regarding what work was taking place, then there would be a terrible backlash directed all parties involved with the project. Branscome addressed this potential pitfall by contracting a public relations and communications firm, Polizos & Company, to regularly update the public and other key stakeholders on the progress of the project. This outreach included maintenance of website specifically focused on the project, social media updates, press releases, use of signs and message boards in the construction area, and educational information distributed to key locations.

All of the pavement repairs and the overlay were completed and all sections of I-64 within the project limits were fully open to the public before the contract completion date. This was accomplished despite significant overruns to the concrete patching. The project is substantially complete, and Branscome is currently waiting on final approval from VDOT.



**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

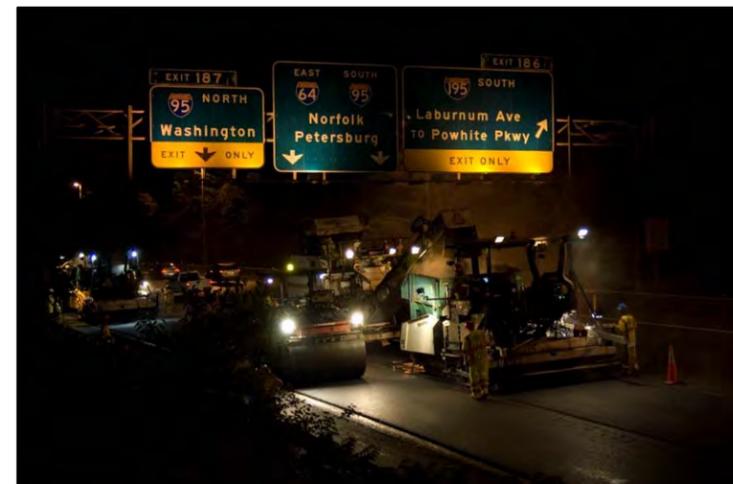
a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
<b>Name:</b> I-64 Pavement Rehabilitation <b>Location:</b> Henrico County, VA	<b>Name:</b> VDOT	<b>Name of Client/Owner:</b> VDOT <b>Project Manager:</b> Keith Rider, PE <b>Phone:</b> 804.752.5538 <b>Email:</b> keith.rider@vdot.virginia.gov	November 2010	October 2010	\$35,149	\$34,156	\$34,156

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.

***The key relevant features of this project include: Design-Build • Complex Urban Traffic Management • Aggressive Project Schedule • Complex Utilities • Public Involvement/Potential Controversy***

This project was for major repairs to I-64 in Henrico County near Richmond, VA. As the prime contractor, Branscome oversaw all construction activities which included, but were not limited to, demolition/replacement of over 60,000 square yards of existing concrete pavement, overlaying the concrete with more than 100,000 tons of stone matrix asphalt, and installation of over 75,000 linear feet of guardrail. All work was completed in a compressed time-span and performed in one of the most congested stretches of interstate in the Richmond region. The I-64 Pavement Rehabilitation project had a tremendous focus on maintenance of traffic and public outreach. This project was located along some of the busiest sections of I-64 and had to be completed directly adjacent to the active lanes of the highway, which put tremendous emphasis on ensuring that our team members and the travelling public remained safe at all times. Branscome delivered the project ahead of schedule and reached all three major milestone dates on time resulting in the award of a \$400K early completion bonus.

This project had numerous similarities with Military Highway CFI Design Build Project. Both were large projects for VDOT, which were performed on major highways in urban areas. Also, the required construction tasks were very similar with both projects calling for asphalt overlays, safety improvements, and maintenance of traffic. Beyond the similarities in scope, they are also similar in the need for a dedicated public outreach campaign. The I-64 Pavement Rehabilitation Project required numerous lane and ramp closures. Since this work was all performed along one of the busiest interstate corridors in the state, it was imperative that the travelling public be made well aware of what work was being done and when it was being done. Branscome's management team was in constant communication with VDOT while working on this project, so they could keep the public informed of which routes to use while travelling I-64 in Henrico County. This also required Branscome to plan out all of our lane and ramp closures well ahead of time, so the information had time to be disseminated. This will be an essential element of the Military Highway CFI Design Build Project, since it is similarly located on a crucial transportation corridor and plenty of advance warning will be needed to keep the public informed.



**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
<b>Name:</b> VDOT 5B3 Princess Anne Road Widening <b>Location:</b> Virginia Beach, VA	<b>Name:</b> VDOT	<b>Name of Client/Owner:</b> VDOT <b>Phone:</b> 757-253-5141 <b>Project Manager:</b> Mitch Layton <b>Phone:</b> 757-494-5481 <b>Email:</b> mitch.layton@vdot.virginia.gov	05/2014	05/2014	\$28,142	\$29,622	\$24,448

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.

***The key relevant features of this project include: Design-Build • Complex Urban Traffic Management • Aggressive Project Schedule • Complex Utilities • Public Involvement/Potential Controversy***

Branscome, Inc. was the prime contractor for the Princess Anne Road/Nimmo Parkway Widening Project, which began in the Fall of 2010. The project connects the Virginia Beach Municipal Complex with the Dam Neck / Princess Anne intersection. While primarily a road widening project, the scope of work extended well beyond this. The two existing lanes of Princess Anne Road were widened to four lanes with additional turn lanes, two major intersections were upgraded, and one-mile of new four-lane highway, Nimmo Parkway, was constructed. The project also included extensive utility relocations and upgrades, a new multi-use path on both sides of the road, curb and gutter, 800 feet of 30' soundwall, four storm water management ponds, and aesthetic improvements such as brick paver crosswalks, decorative walls, and landscape improvements. The road construction was all asphalt paving on top of select fill material and cement treated aggregate. In total more than 40,000 tons of base mix, 12,000 tons of intermediate mix, and 14,000 tons of surface mix were placed on the project. The essential elements of the project were utilities, public involvement, the urban work environment, and schedule.

Relocation of existing utilities and improvements to the existing systems were a critical element of the project. Some relocations such as water and sewer were performed by Branscome's crews, while others had to be relocated by the utility company themselves. Branscome's crews installed more than 15,000 LF of storm sewer pipe, 6,000 LF of sanitary sewer pipe, and 18,000 LF of water lines. Oftentimes, these relocations and improvements had to be completed before any of the road improvements could begin. This made coordination with the utility companies and scheduling of the work of paramount importance. If the utility work was not completed on time, then the entire schedule was in jeopardy of falling behind. While Branscome was able to reduce some risk by self-performing the stormwater, sewer, and water improvements, it was necessary to work closely with VDOT and the utility companies to ensure the other assets were relocated on time. Branscome's management team met regularly with these parties to keep them informed of the project schedule and to find solutions to any issues that arose during construction.

Public involvement was another important consideration on the project. This section of Princess Anne Road is the primary access to the Virginia Beach Municipal Complex. It is also surrounded by several schools, churches, shopping centers, and residential areas. Poor outreach efforts with these groups would have been disastrous. To mitigate this risk, the project was managed using a formal partnering agreement formed between the key stakeholders on the job. Branscome, VDOT, the City of Virginia Beach, and others met before work began to agree on a cooperative approach that would ensure everyone's goals were met when the job was completed. These goals included ensuring the safety of all personnel on the job as well as the travelling public, delivery a high quality final product, protecting the environment during construction, completing the project on time, and having a project that stays on budget, while still being profitable. The efforts of this partnership were recorded and distributed to the public through news releases and letters to potentially impacted parties.

The aforementioned challenges were further compounded by the location of the work, since the project was located in a dense urban setting. This fact meant there was less opportunity to make in the field adjustments to the design if unknown conditions made such changes necessary, as is so often the case. Branscome worked with VDOT to investigate actual locations of existing utilities to provide sufficient time to make any required changes. Branscome also made suggestions of possible changes when prudent. The urban conditions made maintenance of traffic an incredibly important consideration. Focused effort was made to give the travelling public plenty of advanced warning of any deviations from normal traffic patterns. Information was sent out in advance of any traffic shifts to key stakeholders. Furthermore, signage, message boards, and pavement markings were used to clearly show the public how navigate the work zone.

Finally, schedule was a driving factor throughout the duration of the project. The long duration of the project, meant that it was essential to accurately track progress and frequently update the CPM to reflect actual conditions. The aforementioned utility work was a constant threat to on-time completion, and had to be vigilantly monitored. There were also several traffic switches, which had to be completed per the schedule or delays would inevitably result. Branscome presented a value-engineering proposal, which was accepted by VDOT, which saved more than \$1,000,000 and reduced the project duration by six-months. These time and cost savings were later reinvested into the project to provide the City of Virginia Beach with lighted multi-use paths and additional infrastructure upgrades.



**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
<b>Name:</b> I-95/Route 630 Interchange Design <b>Location:</b> Stafford County, Virginia	<b>Name:</b> CH2M HILL	<b>Name of Client/Owner:</b> Virginia Department of Transportation <b>Project Manager:</b> Michelle Shropshire <b>Phone:</b> 540-899-4278	07/2012	Ongoing	\$8,600	\$8,600	\$8,600

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.

***The key relevant features of this project include: Complex Urban Traffic Management • Aggressive Project Schedule • Complex Utilities • Public Involvement/Potential Controversy***

The interchange of I-95 and Route 630 (Courthouse Road) is in a rapidly developing suburban location in Stafford County, Virginia. The interchange is nearing its capacity, and includes substandard design elements. VDOT hired CH2M HILL to prepare final design documents for the reconstruction of the interchange. As part of the final design services, the CH2M HILL design team, led by Marlon Smoker, Investigated the feasibility of a diverging diamond interchange as a means to reduce project footprint and cost. CH2M HILL developed concept level designs for three different alignments. CH2M HILL also performed traffic analysis to determine if further study was warranted. The interchange had had a modified split diamond configuration. The estimated construction cost is \$110 million. The three project goals are to 1) Increase interchange capacity, 2) Alleviate traffic congestion at Route 630 and Route 1, 3) Increase park and ride capacity at interchange. To achieve these goals, CH2M HILL increased interchange capacity by splitting Route 630 into separate eastbound and westbound roadways through the interchange, and constructing a modified split diamond interchange. Most ramp movements are free-flow, and only one ramp movement is signalized. Additionally, Route 630 is being shifted to the south to redirect traffic away from the congested intersection of Courthouse Road and Route 1 at the Stafford County Government Complex. Route 630 will be connected at the existing Hospital Center Boulevard intersection to provide a bypass connection. As part of the design, Park and Ride capacity will be increased from 650 spaces to 1050 spaces in two separate lots. The Rte. 630 EB Bridge of I-95 is considered a standard/typical overpass bridge. Multiple alternatives were studied and evaluated during the Type, Size & Location study.

CH2M HILL refined the preliminary design to reduce environmental and right-of-way impacts and to improve interchange safety. These the refinements shifted ramps and added retaining wall to eliminate seven residential displacements and identified alternate park and ride lot locations with improved access, capacity and safety. Refinements also lowered the grade of Route 630 to increase vertical clearance under I-95 and remove need for design exception and shifted Route 630 alignment to minimize impact to stream and wetland, and also lifted ramp alignments to reduce Right-of-Way impacts. The interchange is designed to maximize reuse of existing infrastructure, including existing bridges and ramps. The design will accommodate the future widening of I-95 and the future construction of a median HOT Lanes system.

CH2M HILL responsibilities include:

- Roadway geometric design, including freeways, ramps, urban collectors, and park and ride lots
- Design of three bridges (one 3-span; two single span)
- Design of four retaining walls
- Storm sewer and ditch drainage design
- Stormwater management, including two ponds, low-impact development sites, and stormwater wetlands
- Four traffic signals
- Interchange and park and ride lot lighting
- Signing and pavement marking
- Maintenance of traffic and transportation management plan
- Multi-phase erosion and sediment control
- Landscape architecture
- Supplemental survey
- Preparation of right-of-way and easement plats
- Geotechnical investigations and analysis
- Planning and preparation for two public meetings
- Identification of utility impacts and relocation requirements



The CH2M HILL design team met an aggressive schedule for Public Hearing plans (9 months) by working with VDOT to identify and focus on critical design elements and deferring some design components until later submissions. These elements included geometry, ROW impacts and utility impacts. The team also realigned portions of road to avoid stream valley and wetland impacts that had not been identified in concept design. The design maximized the use of existing infrastructure to reduce construction impacts. The design Realigned Route 630 to minimize stream and wetland impacts. The realignment of Route 630 allowed a large portion of the project to be constructed with no impact to traveling public. CH2M HILL quality procedures were follow and quality reviews were integrated into the project schedule and included previewing plans with VDOT for over-the-shoulder reviews. The design included stormwater ponds, LID treatments, and stream restoration to meet project stormwater requirements.

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

**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
<b>Name:</b> Sudley Manor Drive/Linton Hall Road Design Build <b>Location:</b> Prince William County, Virginia	<b>Name:</b> CH2M HILL	<b>Name of Client/Owner:</b> Virginia Department of Transportation <b>Project Manager:</b> Tom Blaser <b>Phone:</b> 703.792.6824	07/2009	07/2009	\$73,000	\$73,000	\$73,000

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.

***The key relevant features of this project include: • Design/Build • Complex Urban Traffic Management • Aggressive Project Schedule • Complex Utilities • Public Involvement/Potential Controversy***

CH2M HILL designed and constructed improvements valued at \$73 million to Sudley Manor Drive and Linton Hall Road, two primary arterials in one of the fastest growing areas of the county. The roadway improvements enhance mobility and safety, and support continued economic development in the area. As prime contractor and lead designer, CH2M HILL was responsible for delivering the project to Prince William County achieving its final acceptance by VDOT into the state highway system. The Sudley Manor Drive project crossed several existing roadways that required new turn lanes, median work, mill and overlay and one road that required 500 feet of reconstruction due to a grade change. The 10,000 vehicles per day on Wellington Road and the 25,000 vehicles per day on Prince William Parkway presented challenges for building the required improvements. A number of traffic management strategies, including portable message signs, adequate lane widths, proper traffic control devices and temporary pavement, were implemented to keep the traveling public safe and aware of the changing traffic patterns.

Linton Hall Road also carried more than 10,000 vehicles per day and had numerous residential areas along the corridor. The traffic control measures used along the Sudley Manor Drive connections were also used along Linton Hall Road. The project included a pair of twin bridges over the Norfolk Southern Railway that provided sufficient horizontal clearance for the future addition of another track. CH2M HILL worked directly with the railroad on the bridge design and found the clearance required between abutment walls was 22 feet, rather than 25 feet as shown in VDOT's original specifications. This reduced the bridge length by 6 feet, resulting in significant concrete and steel material savings. We also used a temporary concrete barrier along the Linton Hall Road project. The project team had a comprehensive understanding of permitting requirements and a plan to mitigate factors that could result in delays or increase expenses. To avoid losing an entire construction season, the team worked proactively with the County to develop a phased contracting approach that allowed the environmental team to complete its field work as the remainder of the contract was being developed and negotiated. Performing the preliminary engineering tasks under a phased contract advanced the permitting schedule by 3 months. Because this process was successful on Sudley Manor Drive, we applied it on Linton Hall Road as well. Involving regulators early was key to keeping the project on schedule.

For the Linton Hall Road/Route 619 project, we invited regulators to the site to review our wetland delineation before submitting our permit application. The regulators appreciated the transparency of our delineation and impact determination process. We agreed on most delineations and impacts before submittal, which sped the approval process. We tailored the alignment to fit within the right-of way shown in the plan. However, several developments along the corridor still in the planning and design process required close coordination and sometimes negotiating change with developers. It was crucial that we develop and maintain good working relationships with the developers. We achieved this through open communication and by being flexible yet decisive in our designs. For example, a stormwater pond within the right-of-way was going to affect one developer's proposed buildings. Rather than perform a costly redesign to move the pond, we designed it in an irregular shape that would clear the building's footprint. We worked with the developer to provide access points and to coordinate utility relocations.

Our team worked closely with utility owners. We coordinated and discussed conflicts with Dominion Virginia Power, Northern Virginia Electric, Washington Gas, Colonial Pipeline, Transcontinental Gas Pipeline Corporation, Verizon, Comcast Cable, and Prince William Water and Sewer Authority. We shared our design plans with utility companies, then reviewed and addressed their comments. We worked together to avoid utilities when possible or to relocate if that proved more cost-effective. A large Transcontinental Gas line at Prince William Parkway was extended with heavy wall pipe to accommodate the new intersection with Sudley Manor Drive. We used a retaining wall to avoid impacts to the company's gas line at the southern end of the Sudley Manor Drive project.

CH2M HILL performed an access justification for the intersection of Route 234 and Sully Road in the proposed alignment, as the Manassas bypass was a limited access facility. In requesting approval to break the limited access, CH2M HILL showed that the new access would not affect traffic operations adversely. Also at the Route 234 bypass, we conducted an alternatives analysis that included a grade-separated interchange. Additional traffic and safety determination included studies to determine whether signals were warranted at four different intersections. In total, CH2M HILL designed seven signalized intersections for the project. We supported the Prince William County community and provided graphics and handouts at public meetings with the board of supervisors. We also met with residents individually and at homeowner association meetings to review details of the project, solicit feedback about new concerns, and review desirability of sound walls in potential locations. CH2M HILL worked with property owners for such purposes as analyzing roadway impacts, negotiating for land dedication, and replacing trees. We made efforts to ensure adequate entrances and other access management concerns for properties during construction.

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



**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
<b>Name:</b> Virginia Route 288 PPTA Design-Build  <b>Location:</b> Richmond, Virginia	<b>Name:</b> CH2M HILL	<b>Name of Client/Owner:</b> Virginia Department of Transportation  <b>Project Manager:</b> Jim Farris,  <b>Phone:</b> 804-786-2998		07/2009	\$236,000	\$236,000	\$236,000

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.

***The key relevant features of this project include: • Design/Build • Complex Urban Traffic Management • Aggressive Project Schedule • Complex Utilities • Public Involvement/Potential Controversy***

VDOT awarded the CH2M HILL design team a \$236 million design-build-warranty contract for a 17.5-mile segment of Virginia Route 288 (VA 288) near Richmond. The final segment of the circumferential loop highway is one of the largest projects awarded under the Commonwealth's Public-Private Transportation Act (PPTA). CH2M HILL designed the project to Interstate standards and proposed a design-build approach that offered the lowest price and fastest schedule. The project consisted of design and construction of 10.5 miles of new 4-lane freeway and expansion of 7 miles of 2-lane highway from the Powhite Parkway (Route 76) in Chesterfield County to I-64 in Goochland County, including the design and construction of 6 new interchanges. The traffic analysis at the detour of I-64, which included delay modeling for Broad Street, was significant and involved data collection during proposed night construction hours, modeling of detour and development of queue lengths at interchange ramps and intersections, and determination of delay at intersections and for detoured traffic overall. CH2M HILL implemented five new signal designs to provide safe flow of traffic and operational analysis for proposed construction zones on Capital One Boulevard. During construction CH2M HILL provided value engineering of the study work and maintenance of traffic plan previously completed by VDOT consultants. Value engineering optimized the plans and reduced the project schedule. An example is CH2M HILL's reconfiguring of advance signage and typical section design at the Old Hundred Road and Lucks Lane interchanges that improved safety and lane balance. The project had numerous construction phases with complex work zones that CH2M HILL monitored for safety.

CH2M HILL facilitated negotiations with major commercial property owners, including Capital One, Carmax, and West Creek development, to negotiate exchanges of right-of-way for engineering and construction services. CH2M HILL coordinated with developer engineers to determine utility access and prior rights for utility easements. VDOT had obtained the preponderance of right-of-way for the project before construction began, thus enabling a smooth construction process. CH2M HILL coordinated with property owners to meet VDOT commitments during construction and to keep them apprised of activities that could affect their properties. The right-of-way challenges included negotiations with property owners who had not finished their plans for development before project began, and thus had to negotiate right-of-way during construction. Resolving these issues with proactive, innovative techniques avoided schedule delays. CH2M HILL also coordinated with multiple county water and sewer companies, including the Chesterfield and Goochland County Departments of Public Works, to install large diameter sleeves for future mains to cross Route 288. We provided design for all the electrical utilities, signs, signals, and associated equipment throughout the corridor, including coordination of power drop locations. We coordinated with such utilities as Dominion Virginia Power, Verizon, and Comcast to provide conduits for future use on new bridges. We also provided design of navigational aids and installation on the James River bridges. CH2M HILL provided utility relocation coordination and design in the West Park development area where CH2M HILL removed and reset all existing lighting including redesign of the conduit and irrigation systems, and relocation of communication and power on West Creek Parkway, Broad Branch Drive, and Tuckahoe Creek Parkway. The project involved considerable environmental compliance. In-stream work included six 2.4-meter-diameter drilled shaft foundations. Restrictions were placed on in-stream work for fish spawning cycles. A real-time camera was placed on the bank of the river to continuously monitor the river conditions for potential contamination from construction activities. Data were transmitted directly to the VA Department of Environmental Conservation Web site. No spills or contaminants were released into the river during the entire construction process. CH2M HILL also provided sampling and base lining before construction to assess preservation sites. At Broad Branch Drive, we provided wetland delineation and functional assessment, and also obtained VPDES and VSWMP permits for the corridor. The VA 288 project won the Globe Award from the American Road Transportation Builders Association for APAC's procedures for environmental improvements and restoration. VDOT performed all the EIS, EA, and archeological studies. CH2M HILL also provided construction management and inspection services to the team, including quality assurance/quality control (QA/QC) services during construction.

CH2M HILL developed a comprehensive Public Information Plan that informed the stakeholders and affected businesses and residents of scheduled work activities, road closures, and detours. The plan included working closely with residents and businesses to minimize impacts and to resolve issues. This was achieved in large part through regular newsletters distributed to stakeholders and a project Web site and telephone hotline. CH2M HILL coordinated with the community and property owners in numerous ways. The design was integrated with the development of the Watkins Center to allow for traffic movements to and from 288 that would be generated after the future development's completion. Similarly, we coordinated the design of Broad Branch Drive to match with future extension in the West Creek development. CH2M HILL took particular care in developing a functional system of emergency responders. For example, we created laminated maps of the project with 1/2-mile callouts to help emergency responders locate an incident. If a user or emergency vehicle needed assistance, the closest mile marker could be referenced and action steps follow to get help quickly.

Virginia Commissioner Chip Nottingham said the project was "another fine example of government and business working together to provide a major public works project in a way that saves taxpayer dollars and takes much less time to complete than we've come to normally expect."

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

